

## INTERLEGAL ASSOCIATION

Minutes of the meeting of the General Assembly held on 18 May 2013  
At Venice, Italy

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### 1. RECORDING OF THOSE PRESENT

Christian Fischele, President Thierry Ullmann	Geneva, Switzerland
Miguel Neto, Vice-President	Sao Paulo, Brazil
Emmanuel Reveillaud, Treasurer Brigitte Czoske	Luxembourg
Jeremy Shulman, Secretary	Leeds, England
Ruud Voorvaart,	Breda, The Netherlands
William Blum	New York, USA
Gabrielle Brand-Ogris	Vienna, Austria
Peter Nogradi	Budapest, Hungary
Alexandre Meyrieux	Paris, France
Ramon Bado	Montevideo, Uruguay
Steffen Lorscheider	Dortmund, Germany
Adam Booc	Budapest, Hungary
Joao Paulo Menezes Falcao Manuel Alvim Cortes	Lisbon, Portugal
Albert Sant i Pont	Barcelona, Spain
Petr Toman Eliska Tomanova	Prague, Czech Republic
Alexandre Dupont	Bangkok, Thailand
Fernando Trevino	Puebla, Mexico
Petter Jurgen Pettersen	Oslo, Norway
Caroline Berube	Guangzhou, China
Robin King Brooke Glastonbury	Sydney, Australia
Riccardo Cajola Margherita Rotondi	Milan, Italy
Marc Demartin	Brussels, Belgium
Frederic Letendre	Montreal, Canada

In attendance

John Ansbro, Paid Officer

Leeds, England

2. **RECORDING OF OBSERVERS**

There were none.

3. **WELCOME**

The President welcomed those present and thanked our hosts for their hospitality.

4. **APOLOGIES FOR ABSENCE**

Apologies were received from Markus Wanger, Vaduz, Liechtenstein.

5. **APPROVAL OF THE LAST MINUTES**

The minutes of the last meeting were approved. Copy attached.

6. **MEMBERS' PRESENTATIONS**

There were no member presentations.

In Puebla, Mexico there will be presentations from Joao Paulo Menezes Falcao's firm in its new merged form and BDSC, Frederic Letendre's firm.

7. **NEW MEMBERS**

7.1 Proposed amendments to the Articles of Association

These amendments were tabled and are attached to these minutes.

The President set out the reasons for the proposed changes, which were to assist with recruitment of new members, particularly in a jurisdiction where there was already an existing member or members. The proposals were designed to put in a process which would both protect the credibility of the Association and ensure that applicants knew where they stood. A lengthy debate took place as a result of which a vote was taken with 21 in favour 2 against and no abstentions.

7.2 Resolutions of Solomon Blum Heyman LLP

On behalf of Solomon Blum Heyman LLP, Bill Blum had given notice of certain resolutions copies of which are attached to these minutes.

At the outset Bill Blum withdrew items 1 and 2.

With regard to resolution 3 Bill Blum moved possible further amendment of the Articles of Association to reduce the number of affirmative votes required for the admission of new members.

He said that as things stood the Articles of Association made it practically impossible to admit a new member and he questioned whether we still needed the three-quarters and four-fifths majorities prescribed by the Articles of Association. He proposed that admission of new members should be by simple majority.

Riccardo Cajola agreed but also wanted to abolish the email provisions which are in the hands of the President.

Joao Paulo Menezes Falcao was against lowering the majority for new members in the same jurisdiction, as existing members had invested a lot of time and money on the Association. He said he might be prepared to consider a simple majority for new members in a new jurisdiction.

The President expressed the view that there should be a super majority for new members in an existing jurisdiction to protect those who have contributed to the Association.

It was generally felt that we needed to support our existing members.

The Vice-President questioned a special majority. He questioned whether those members who did not contribute were entitled to be protected in this way. Members who were affected by an application by a new member in the same jurisdiction would need to convince the majority of members that a new member should not be admitted.

So far as email was concerned one should call for a vote by correspondence only if there were no member in a jurisdiction already, but if there was a member already there this should be decided at a meeting only.

It was agreed that this should be reserved to the Executive Committee but that Bill Blum should do the drafting of this proposal for the Executive Committee to consider, as soon as possible and hopefully in four weeks from the date of General Assembly, so that the Executive Committee could prepare a proposed amendment for the next General Meeting.

A unanimous vote was then passed to defer a decision on this resolution on the basis that Bill Blum would do the drafting and the Executive Committee would deal with the proposal for the next General Meeting.

Bill Blum withdrew item 4.

### 7.3

#### New Members

John Ansbro tabled his report which is attached to these minutes.

It was acknowledged that it was difficult to get new members but target Countries were identified as follows:-

Japan  
South Korea  
Chile  
Columbia  
Angola  
Mozambique  
Malaysia  
Russia  
India  
Indonesia  
Sweden  
Denmark  
North Africa – Morocco/Algeria  
Dubai  
UAE  
Israel and  
Bulgaria.

7.4        **New Member Officer**

It was reported that Agustina Vitolo had resigned as New Member Officer and she was thanked for her efforts. John Ansbro would now do this job with the help of the Immediate Past President.

7.5        **Batkov & Associates**

It was reported that Batkov & Associates had resigned as a member.

8.        **PRESIDENT'S REPORT**

This was noted and a copy is attached to these minutes.

9.        **SPECIALIST GROUPS**

For the record it was noted that there were four specialist groups.

The Business Law Group would now be led by Caroline Berube assisted by Robin King, Bill Blum, Frederic Letendre, Manuel Alvim Cortes, Steffen Lorscheider and Gabrielle Brand-Ogris

The International Arbitration and Litigation Insolvency Group was led by Tone Bjorn and Joao Paulo Menezes Falcao, assisted by Gael Airieau, Steffen Lorscheider and Gabrielle Brand-Ogris.

The Practical Deals and Cases Group was led by Riccardo Cajola and assisted by Emmanuel Reveillaud, Gael Airieau and Frederic Letendre.

Law Management Group led by Miguel Neto, assisted by Jeremy Shulman, Adam Booc, Alexandre Dupont, Steffen Lorscheider, Riccardo Cajola, Manuel Alvim Cortes, Petter Peterson, Emmanuel Reveillaud, Ruud Voorvaart, Frederic Letendre, Christian Fischele and Bill Blum.

Federic Letendre did volunteer to lead an Intellectual Property Group.

It was intended that these groups should all meet at the same time at General Meetings with a minimum 30 minute presentation and discussion.

10.       **MARKETING**

Bill Blum gave a report back from the Marketing Committee.

John Ansbro said that he would produce newsletters twice a year and that members of the Association would themselves produce monthly newsletters.

The up to date rota was as follows:

May 2013 – Robin King  
June 2013 – Adam Booc  
July 2013 – Caroline Berube  
August 2013 – Steffen Lorscheider and Jeremy Shulman  
September 2013 – Ruud Voorvaart  
October 2013 – Thierry Ullmann  
November 2013 – Fernando Trevino  
December 2013 – Ramon Bado.

John Ansbro yet again referred to the Referrals Register which was intended to be on the website.

There was also mention of the Vice-President's presentation on Social Media and Bill reported that Interlegal had opened a Twitter account.

It was important that information was exchanged through Interlegal about individual member firms.

Members of the Marketing Committee were as follows: Bill Blum, Jeremy Shulman, Emmanuel Reveillaud, Christian Fischele, Daniel Vitolo, Philip Nichols, Ruud Voorvaart, Gabrielle Brand-Ogris, Frederic Letendre, Ramon Bado, Alexandre Dupont, Robin King and Adam Booc.

Bill Blum stressed that all members of the Association were welcome to attend Marketing Committee meetings which were held during General Meetings.

#### 11. **IBA CONFERENCES – THE FUTURE**

It was stated that in the past dinners and breakfasts had not been an efficient way of recruiting. The Vice-President proposed to see who would be attending the IBA Conference and then organise one on one meetings between members of the Association and a possible new member with a discussion lasting between one and one and a half hours to explain.

Members were asked to notify the Vice-President if they were going to the IBA Conference. As the Conference was in Boston Bill Blum felt he could attend. Caroline Berube, Ramon Bado, Peter Nogradi, Riccardo Cajola and possibly Robin King would attend. A budget of 2,000 Euro was approved for this event.

#### 12. **WEBSITE**

John Ansbro reported that the Association would be using the existing platform to develop the website at a cost of approximately 5,000 Euro. The contractor, who would be the existing webmasters, would change the look and feel of the website.

John Ansbro wanted a small group to get the website up by September/ October 2013.

Emmanuel Reveillaud volunteered on behalf of the Executive Committee. Bill Blum volunteered on behalf of the Marketing Committee. Frederic Letendre volunteered as a French speaker, Ramon Bado as a Spanish speaker, Steffen Lorscheider as a German speaker and Joao Paulo Menezes Falcao as a Portuguese speaker.

#### 13. **FINANCE – TREASURER'S REPORT**

This was noted and is attached to these minutes. The accounts were approved unanimously.

Subscriptions had now fallen due, as from 1 May 2013, and invoices sent out.

The Treasurer stated that if any persons wanted a signed invoice they should contact him.

A list of those who had paid was not with the papers and the Treasurer agreed to send this out.

A proposal that there be no change in fees was unanimously approved.

14. **POSSIBLE DISPUTE OVER THE TRADING NAME OF INTERLEGAL**

It was agreed to register a trademark in Columbia at a cost of 4,000 Euro. It was reported that registration of Interlegal in five classes was necessary.

15. **PAID OFFICER'S REPORT**

The President thanked John Ansbro for his efforts and his report which is attached to these minutes was noted. The presence of a Paid Officer increased the efficiency of the Association.

16. **EURAAUDIT JOINT MEETING**

The President reported that this would take place in Malta from 24 to 28 October 2014. Approximately 100 EuraAudit members would attend and they would have their leisure before the Monday working sessions. Our leisure time would therefore be at the weekend with a joint Dinner on the Sunday with 2 hours networking before. There would be a technical session on the Monday morning about Money Laundering and Tax and the Specialist Groups would meet. There would be lunch on the Monday and then our Marketing Committee would meet in the afternoon with a Gala Dinner on Monday night and the General Assembly on Tuesday.

This was all subject to a vote by EuraAudit in June 2013 but subject thereto the meeting approved the arrangements.

Already there had been contact between members of EuraAudit and members of the Association.

17. **PROPOSED VENUE FOR NEXT MEETING**

The meeting was to held at Puebla, Mexico between 10 and 14 October 2013 and this was approved. Fernando Trevino showed an exciting DVD of the venue for the meeting.

18. **FUTURE MEETINGS**

Meetings were proposed as follows:

Barcelona – May 2014; and  
Portugal – May 2015.

Thereafter there were offers to hold a meeting from the Federal Republic of Germany, Australia, Leeds and Montreal.

19. **ANY OTHER BUSINESS**

There was none.

20. **ELECTIONS**

Miguel Neto was nominated as President of Interlegal with effect from the end of the meeting and was unanimously elected.

Adam Booc was nominated as Vice-President of Interlegal with effect from the end of the meeting and was unanimously elected.

There being no other business the meeting was closed.

**INTERLEGAL ASSOCIATION**

**APPENDIX ITEM 5**

Minutes of the meeting of the General Assembly held on 17 November 2012  
At Guangzhou, China

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**1. RECORDING OF THOSE PRESENT**

Christian Fischele, President George Reymond	Geneva, Switzerland
Emmanuel Reveillaud, Treasurer Brigitte Czoske	Luxembourg
Andrew Bradley	Leeds, England
Robin King Caroline Chen	Sydney, Australia
Petter Pettersen	Oslo, Norway
Alexandre du Pont	Bangkok, Thailand
Adam Booc	Budapest, Hungary
William Blum	New York, USA
Cristina Salvador	Sao Paulo, Brazil
Gabriel Brand-Augis	Vienna, Austria

**2. RECORDING OF OBSERVERS**

Pedro Moreira – Madrid, Spain  
David Mazzeo and Philip Grundy – Melbourne, Australia

**3. WELCOME**

The President welcomed those present.

Jeremy Shulman, Secretary – Leeds, England and John Ansbros, Interlegal Support Officer - Leeds, England, joined the meeting via a Skype link for a period.

**4. APOLOGIES FOR ABSENCE**

The President read out a statement from Caroline Berube of HJM Asia Law welcoming those present to the meeting and apologising for not being able to attend the meeting. As a result of a Minister of Justice complaint in China, which Caroline's firm is opposing, Caroline had received advice to defer future travel to China until the investigation has been concluded and resolved.

Bill Blum proposed a resolution to offer the Association's support to Caroline and her firm and to thank Caroline for hosting the meeting. The resolution was unanimously passed.

Apologies were received from Jeremy Shulman, Ruud Voorvaart, Albert Sant i Pont, John Ansbros, Miguel Neto, Ramon Bado and Peter Nogradi.

5. **APPROVAL OF THE LAST MINUTES**

The minutes of the last meeting were approved.

The President explained that items concerning Referrals Register and the Paid Officer's Report on the agenda would be taken next, as these concerned Jeremy Shulman and John Ansbro.

6. **REFERRALS REGISTER**

Jeremy Shulman explained that a paper on the subject of the Referrals Register was discussed at the last meeting in Prague and the paper which was now before the meeting took into account comments made at the last meeting.

The President reminded everyone that it was agreed in Prague that there was no requirement to disclose the amount of fees that arise from a referral and that the Register was voluntary.

Bill Blum suggested that the Referrals Register should also include a description of the type of matter referred.

The paper was adopted with the amendment proposed by Bill Blum.

7. **PAID OFFICER'S REPORT**

The Report was tabled. A copy of the Report is attached to these minutes.

By way of an update, John Ansbro reported that the Interlegal brochure inserts had now been distributed.

Two quotes had been received for the work on the new website and these were much higher than the agreed budget. Alexandre du Pont agreed to take an alternative quotation from a different provider.

8. **MEMBER PRESENTATIONS**

There were presentations from:-

Law Solutions Limited - the firm is based in Bangkok – Thailand, and has an alliance with Orbis. Orbis is an international firm taking its roots in Asia with a dedicated focus in China (Hong Kong) and South-East Asia (Thailand). Orbis offers business advisory, intellectual property, legal services and accounting and audit services.

Shulmans LLP – the firm consists of over 120 people including 16 partner members and more than 40 lawyers and senior managers. The firm is a full service law firm based in Leeds, UK and provides a full range of corporate legal services to business both nationally in the UK and internationally.

9. **NEW MEMBERS**

The President reported that the Membership Secretary, Augustina Vitolo, had indicated that she intended to step down from her position. The Association would need to appoint a replacement Membership Secretary at the next General Meeting in Venice.

A report from Augustina Vitolo was tabled. A copy of the report is attached to these minutes.



Robin King reported that he had been talking to Kensington Swan in New Zealand who may be interested in joining the Association. Robin King would pass this information to Augustina Vitolo.

Petter Pettersen had been talking to a firm in Denmark to whom he had sent an application form. He would report back to Augustina Vitolo as appropriate.

Rickard Arvidsson, Stockholm, Sweden had contacted the Association to express an interest in his firm becoming a member of the Association.

### ***Presentations***

Presentations were made by Pedro Moreira of AddVANTE of Madrid and Barcelona - Spain and David Mazzeo and Philip Grundy of Pointon Partners, Melbourne - Australia.

The applicants then left the meeting to enable the Members to discuss the presentations.

There was a general discussion about the situation that arises where a new applicant is from the same city and/or the same country as an existing member of the Association. The position is that there was no exclusivity as such.

The President mentioned that he was intending to bring a proposal to the next General Meeting that if the applicant is in the same country then the application should be discussed without the applicant present. A decision can be made as to whether the applicant is invited to attend the next meeting where the formal presentation would be made and a vote taken. This would give time for the application to be considered and discussions to take place without the applicant present.

### ***Ballot***

The President reported that he held one proxy.

A ballot was taken on the application of Pointon Partners.

The meeting resolved to reject the application of Pointon Partners.

A ballot was taken on the application of AddVANTE.

The meeting resolved by a vote of 9 for and 2 against to admit AddVANTE to the Association.

The applicants returned to the meeting and the President informed of the result of the ballot.

The President reported that under the constitution of the Association as AddVANTE had an office in Barcelona where the Association already has a member, Frouchman, Sant & Josa, a majority of four fifths of Members present and/or represented was required on the admission of the new Member. However, because the Members present did not constitute or represent at least 50% of all the Members of the Association, the decision could not be approved at the General Meeting.

The President had the option to suspend consideration of the matter or to write to all those Members not present nor represented at the General Meeting to seek such Members' vote on the matter and if, within 60 days thereafter, a number of such Members replied to the President in writing affirming the decision, and that number of Members, when added to the number of Members present or

represented at the General Meeting and voting in the affirmative, equalled a sufficient majority of all the Members of the Association as was required to approve the resolution, then the matter may be considered to have been approved ("the Written Procedure"). The President proposed to use the Written Procedure and this was approved.

The meeting adjourned and reconvened following lunch.

10. **PRESIDENT'S REPORT**

The report was tabled. A copy of the report is attached to these minutes.

11. **SPECIALIST GROUPS**

Bill Blum reported that there were five specialist groups but only two appeared to be active. He intended to discuss this at the next marketing committee.

Bill Blum proposed that we should arrange to have talks from local businesses about doing business in the jurisdiction where the General Meeting was held. He would like these talks to take place on the Friday afternoon prior to the General Meeting. He intended to discuss this at the next marketing committee.

12. **MARKETING**

Bill Blum reported that we were short of content for the newsletter. It was agreed that the following people would provide newsletter content:

December 2013 – Bill Blum

January 2013 – Gabrielle Brand-Augis

February 2014 – Emmanuelle Reveillaud

March 2013 – Petter Petterson

April 2013 – Robin King

May 2013 – Adam Booc

The newsletter items should be passed to John Ansbro who would put them on the website and circulate copies to everyone. Bill Blum asked for it to be minuted that John Ansbro should chase up the relevant people on the list as appropriate, and that the list should not restrict any other Member from submitting news items at any time and that all Members are actively encouraged to submit content.

Bill Blum reported that the current position in relation to the new website had already been mentioned by John Ansbro.

Bill Blum encouraged Members to think of any other networking groups that we might link up with such as insolvency practitioners or arbitrators. Any suggestions should be sent to Bill Blum.

13. **IBA CONFERENCE - DUBLIN**

Cristina Salvador reported that the IBA Conference in Dublin was disappointing. The breakfast event which the Association hosted was not well attended.

The costs of the IBA Conference in Dublin were €3,000 for the breakfast and €5,000 for an insert.

A general discussion followed as to whether the Association should commit resources to the next IBA Conference in Boston.

The meeting resolved not to approve a budget for the IBA Conference in Boston.

14. **FINANCE – TREASURER’S REPORT**

The report was tabled. A copy of the report is attached to these minutes.

15. **POSSIBLE DISPUTE OVER THE TRADING NAME OF INTELEGAL**

In relation to the potential dispute in Colombia it was resolved that the Association should proceed to register its trademark in Colombia. It was noted that the registration fee was USD 3,000. The situation should then be reviewed at the next General Meeting in Venice.

16. **EURAAUDIT JOINT MEETING**

It was agreed that the President and George Raymond would arrange a joint meeting with Euraaudit in Malta in 2013. The intention was to combine this with the General Meeting and this would probably take place in October 2013.

17. **INTELLECTUAL PROPERTY PROJECT**

This item was postponed for discussion at the next General Meeting in Venice.

18. **UIA CONFERENCE**

This item was postponed for discussion at the next General Meeting in Venice.

19. **PROPOSED DATE AND VENUE OF NEXT MEETING**

The next General Meeting will take place in Venice, Italy between 15-19 May 2013.

The President reported on the provisional programme. He also mentioned that 20 May 2013 is a Bank Holiday in Europe in case Members wished to stay over for an extra day.

20. **FUTURE MEETINGS**

The President reported that the Autumn meeting in 2013 was likely to be Malta.

The President suggested that, although there was no hard and fast rule, we should give consideration to having a General Meeting outside Europe once every second year with the other three meetings taking place in Europe. This matter will be discussed further at the next General Meeting in Venice.

21. **ANY OTHER BUSINESS**

There being no other business the meeting was closed.

## **Paid Officers Report (April 2012 – October 2012)**

During this period I have supported the Executive Committee (4 meetings) and the Marketing Committee (1 meeting in Prague and 1 telephone conference in September). In addition I followed up a number of issues resulting from those meetings. I also attended the Assembly meeting in Prague and have followed up actions from that meeting. I have also worked on a number of other related projects which are summarized below:

### **Website management**

Since November 2011 I have undertaken the day to day management of the website including regular monitoring to make sure that it functions properly and that the information about the organization and member's details are up to date. However to do this it does require members to keep me informed of any changes that need to be made to their own details.

The website now contains a search facility to enable enquirers to identify the individual specialisms of each firm. However this is still not a very user-friendly facility and the information needs to be individually updated for every change. Therefore this will be improved once the new website is developed.

There has also been a small increase in the use of the Contact Us facility on the website not only from clients looking for assistance but also from individuals in firms in the network looking for expertise in other jurisdictions. All of these enquiries have been forwarded to the appropriate firms.

### **New Website**

Following a discussion at the General Assembly in Prague it was agreed to commission a new website for Interlegal. A new specification which I have prepared was discussed at the Marketing Committee in September. A short survey of members to obtain feedback on the existing website and to capture new ideas was also undertaken.

As a result of those discussions a number of amendments were made and a specification has been sent to a number of people who identified potential designers during the Prague meeting as well as the existing webmaster. The quotations will be returned by 23 October and a report on progress following their submission will be given at the Assembly meeting.

### **Interlegal Brochure insert**

An updated insert, which lists the current membership and which goes with the main Interlegal brochure has been completed. This will be distributed with members before the end of October. This is slightly later than planned but was delayed to make sure all the firms had renewed their Interlegal membership for 2012.

Additional copies of the main brochure have also been distributed to all members in September and early October. A small number of brochures have been retained for new members joining the network and to distribute at events but the main stock has now been sent to member firms.

*If there have been any problems with distribution, please let me know as soon as possible.*

## **Newsletter**

I have again worked closely with Cristina Salvador from Miguel Neto Advogados on the production of Interlegal's second Newsletter which was circulated in September.

It was sent from our e-mail address: [news@interlegal.net](mailto:news@interlegal.net).

*If you have not received the Newsletter, let me know as soon as possible.*

The Newsletter is intended as another way in which we can keep Interlegal members informed of what is going on in the network as well as giving potential new members an insight into what we do.

If you have not already done so can you circulate the Newsletter around staff in your own firm so that they are aware of what the network can provide.

The next Newsletter is scheduled for March 2013 but, in the interim, if you have news then we can put it on to News section of the website within a matter of days. Some members have provided a number of articles but we always welcome more.

*Please send any News items to me or to Frederic Letendre.*

## **IBA Conference**

### ***IBA, Dublin, 30<sup>th</sup> September – 5<sup>th</sup> October 2012***

Interlegal hosted a breakfast briefing during the International Bar Association Conference in Dublin. A range of marketing materials was also provided to a number of Interlegal members who attended the Conference. The intention was to have a more coordinated and structured approach than previously.

The event was attended by approximately 20 guests and a number of Interlegal hosts. A report will be given by those who attended the event at the Assembly meeting in Guangzhou

Interlegal also placed an advertisement in the Conference Final Programme which was prominently placed amongst the programme of Showcase Sessions.

John Ansbro  
15<sup>th</sup> October 2012

Buenos Aires. November 12, 2012.

**INTERLEGAL – NEW MEMBERSHIP PENDING ISSUES**

**1) Applications and internet submissions for further information: status.**

After my Skype Session with John Ansbro last November 6th, I have summarized the active issues regarding prospective new members.

1.1. **DENMARK:** *Advokatfirma Stendahl Ottesen*. The Danish lawyer Niels Ulrik Ottesen has been referred by Petter Pettersen. The law firm is interested in considering membership. On November 8, John Ansbro sent information about Interlegal, fees, membership application, etc. The firm replied back on the same date with different questions, which were answered by Jeremy Schulman. Follow-up is required.

1.2. **MADRID, BARCELONA, LISBON AND OPORTO:** *Silva e Sousa Associados*. This application will not be considered in China, but by the Executive Meeting in the December meeting. Albert, as partner of a member firm based in Barcelona, has been informed of this application and objected to it.

1.3. **MELBOURNE, AUSTRALIA:** *Pointon Partners*. Phillip Grundy from contacted Interlegal. Their membership application will be considered in China. Philip will bring to the meeting formal printed versions of the firm's brochure and give a powerpoint presentation regarding his firm. The contacts within the firm are Phillip himself and David Mazzeo.

1.4. **NEW DELHI, INDIA:** *L.A Pasrich & Company*. Amir Singh Pasrich has expressed his interest in submitting their application. As the procedure for membership requires them to attend in person, we are hoping they can attend the meeting in Venice. \*John, did you get back to Amir? Should I?

1.5. **BARCELONA, SPAIN:** *Carbray Abogados*. Federico Richardson Alborná contacted Interlegal. As instructed by the President, I wrote to him letting him know that we are not looking for another member in Spain

1.6. **PRAGUE, CZECH REPUBLIC:** *Heyninck and Partners*. Isabella Florio. Idem 1.5. Also, I wrote to Filip Seifert informing him of this new development.



**Interlegal**

Wherever your business takes you.

1.7. **ENCINO, LOS ANGELES, USA:** Jacob Stein from Aliant Law LLP has submitted an application. John Ansbro has contacted William L. Blum, Laura Christa and Tomas Koeneke with regards to this application. Bill expressed his intention to discuss this matter in China, Tomas informed he had no strong feelings against their admission, and Laura has yet to respond.

1.8. **INDIA:** Verus (contact person Jay Parikh) with offices in Mumbai, New Delhi, Kolkata, Hyderabad, has decided to put their application on hold.

1.9. **MINSK, REPUBLIC OF BELAURUS:** We were contacted by ARZINGER & PARTNER. I have followed-up today Nov. 12.

1.10. PERU	}	I have no information about these applications.
1.11. FLORIDA		

2) **Linkedin marketing.** I was made manager by Rob Solomon. Unfortunately, after my announcement to Interlegal members who are Linkedin users, I received no replies other than the ones by Rob and Bill from SOLOMON BLUM HEYMANN LLP.

Dear Members, Dear Friends,

I have been your President, and member of the Executive Committee for some time now.

Since the admission of our law firm as a full member of Interlegal and since my election in the Executive Committee, I have noticed many good changes in our association.

However, the Members do still not use the full potential of Interlegal!

Among the firms of our members we have outstanding lawyers in their own field: scholars, current or former members of national or local Parliaments, professors, judges, experts. They have published legal books, articles, opinions, expert knowledge, etc. They have won national recognition, changed case law and sometimes even changed the law itself.

Nevertheless, this is not known by many of our members and even those who have been members of the association for sometimes do not have full access to this information. Rare are the members who publish this information on our website or issue a news letter to all members.

The Marketing Committee is implementing tools to better market our Association outside Interlegal, but perhaps first we should begin to market ourselves better within Interlegal.

I understand that the financial crisis has reduced the marketing and travelling budgets of our members. However, we have to meet in order to know each other better, not only to improve our personal relationships, but more to know our professional skills.

Many firms are always sending to the General Assembly the same partner and whilst it is good to meet old friends, this reduces our knowledge of their firm to only one figurehead. I think that this is wrong. The whole law firm is the member of Interlegal and all partners should, together or in turns, come and participate to our meetings in order to allow us to know them better and to know their skill for future referrals.

At the end, all of us want to improve the referral system among the members. This will be accomplished only if we know each other better professionally and if each of us has the confidence to send our best clients to our friends within Interlegal. Confidence shall be reinforced and improved by meeting each other and knowing each other and not just because we are members of the same Association.

Confidence is not only about the legal skills of the other firm but also about having confidence in the social skills of the partner in order to be sure that our client is treated as we want him to be treated.

Thanks to our meetings twice a year, we can improve this confidence between ourselves and be able to work as a team for getting bigger contracts with large international companies or



organisations.

I am convinced that we can in the future present Interlegal like a valid and professional alternative to large international law firms like Baker & Makenzie or Clifford Chance. We can compete on the same field and offer to large corporations the same global service they want which benefits of all of us, with a share of the profit and the billing.

However, this means that each of us has to be extremely confident with the professional skills of the other member firms and their key individuals so that we know that the clients are well treated and in an efficient manner. Frequent meetings among us are the key to build this confidence.

We are not far away from that path, but we still need extra efforts to succeed.

## INTERLEGAL 2012

## Bilan

01.01.2012 - 30.09.2012

Actif		Précédent		Passif	Précédent	
1	ASSETS			2	LIABILITIES	
10	ASSETS AND DEBITORS			20	LIABILITIES	
100	ASSETS			200	ACCOUNTS PAYABLES	
1010	HSBC Current account 57366351	0.00	86,845.81	2010	Member's expenses to reimburse	324.90
1020	HSBC Saving account 57366378	0.00	1,505.74	2020	LegalConnect	106.95
1030	HSBC Current account 32379538	96.37	106.87			
1040	UBS Current account 140639.30	85,561.32	0.00	220	PROCEDURALS COSTS	
1050	UBS Current account 140639.01	0.00	0.00	2201	Lawyers fees	
				2202	Notarial fees	
110	DEBITORS			230	PROVISIONS FOR VOTED EXP.	
1120	Receivables 2008-2009	0.00		2300	Future meetings	7,000.00
1130	Receivables 2009-2010	0.00	600.00	2310	Brochures	13,508.20
1135	Receivables 2010-2011		1,700.00	2320	USB Keys	3,000.00
1140	Receivables 2011-2012	2,010.00	4,660.00	2330	Website	
1141	Receivables 2012-2013	5,350.00	12,000.00			
1150	Transit account	13,000.00		28	CAPITAL	
1170	Shulmans	1,000.00	596.60	299	PROFIT OR (LOSS) FOR THE LAST FINANCIAL YEAR	
		615.25	690.23	2990	Profit or (loss) for the last financial year	619.15
	Difference (découvert)				Difference (capital)	84,146.05
		107,632.94	108,705.25			
						108,705.25

# INTERLEGAL 2012

## Pertes et Profits

01.01.2012 - 30.09.2012

Actif		Passif		Précédent	Précédent
4	EXPENSES		3		
42	EXPENSES		32		
420	MARKETING		320		
4200	Marketing assistance - Altman Weil		3240	16,110.15	1,650.00
4220	Brochures	908.00	3260	16,863.20	9,250.00
4230	Adverts	7,295.55	3270		21,000.00
427	LEGAL EXPENSES				
4290	Interlegal Trademark	6,695.30	3400		33.69
440	CONFERENCE IBA		3490		1.16
4435	Amsterdam 2011			923.41	
4450	Meeting	3,014.32		3,544.80	
460	J. ANSBRO				
4600	Fees	4,280.00			
4601	Travel expenses	1,022.50			
4602	Participation to meetings	950.00			
610	GENERAL EXPENSES				
6101	Travel Committee members			160.00	
6110	Conference call	185.61			
6120	Internet & Communications	1,135.00		710.00	
6130	General Bank charges	448.46		562.08	
6150	Loss of debtors	2,300.00			
	Différence précédent (bénéfice)	3,698.95			3,872.48
		31,933.69		38,873.64	31,933.69
					38,873.64

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## INTERLEGAL

### THE ARTICLES OF ASSOCIATION

By way of preamble, it is stated as follows:

The Network Agreement of INTERLEGAL signed on November 8<sup>th</sup> 2008 in Vienna is replaced by the present articles of Association in accordance with the Swiss Law.

The association defined in these statutes, includes all assets and previous Interlegal Network Agreement dated November 8<sup>th</sup> 2008

All Members of the previous Association or Network are automatically Members of the new Association, with effect from the date of its creation having been given the opportunity to make representations in relation to these Articles of Association. .

However, Members have two months from the adoption of the article of association to resign the Association INTERLEGAL.

#### Article 1 Form

Sub 1. These articles of Association are adopted by the General Meeting in Paris on November 19<sup>th</sup> 2011 and replace the Network Agreement of INTERLEGAL signed on November 8<sup>th</sup> 2008 in Vienna.

The Association is based on the articles 60 and following of the Swiss Civil Code, which apply on subsidiary matters if nothing has been specifically provided for by the present Articles of Association.

Sub 2. The name of the Association shall be INTERLEGAL ("the name").

Sub 3. The Association shall have its domicile in Switzerland

Sub 4 The Executive Committee shall freely decide the address of the Association within Switzerland.

The first address of the Association is at Route des Jeunes 4, 1227 Geneva – Les Acacias, Switzerland

#### Article 2 Object

Sub 1. The objects of the Association shall be to promote and develop the professional and economic activities of its members both within their individual jurisdictions and internationally and to improve the results and increase the case loads achieved by its Members in

the practice of their profession in accordance at all times with the law applicable to the countries in which they practice and the rules of their governing Bar, Law Society or other professional body.

- Sub 2. Members shall ensure that at all times interests of their client shall be paramount.

### **Article 3      Membership dues**

- Sub 1. Each member shall pay fees to the Association comprising of an entrance fee and an annual fee to be agreed from time to time in General Meeting.

- Sub 2. Until amended by General Meeting the entrance fee shall be 600 euro per member payable within 30 days of becoming a member of the Association.

- Sub 3. The annual fee shall be 1,000 euro and thereafter shall be such amount as shall be decided from time to time by General Meeting. The annual fee falls due and will be payable on the 1<sup>st</sup> day of May in each year.

### **Article 4      Members**

- Sub 1. Only natural or legal persons practicing as lawyers including tax lawyers and duly recorded as Members of the Bar Association or Law Society of their home country shall be entitled to become Members of the Association.

- Sub 2. All Members shall receive the same rights and shall be subject to the same duties under these Articles of Association.

- Sub 3. Each member hereby agrees to be bound by these Articles of Association and by any alterations or amendments to it.

- Sub 4. No member of the Association shall be responsible for or held accountable in respect of the actions of the Association or the actions of any one or more of its Members.

- Sub 5. Each member shall only be liable for the debts of the Association if he or she has personally incurred the debt.

- Sub 6. No member shall have the right to exclusivity in its own jurisdiction.

Sub 7 All Members of the preceding INTERLEGAL NETWORK are automatically Members of this new association, with effect from the date of its creation on November 19<sup>th</sup> 2011 having been

given the opportunity to make representations in relation to these Articles of Association.

**Article 5 Admission, Withdrawal, Discipline, Protection of Name on Membership Ceasing**

Sub 1. The General Meeting will decide by a ¾ majority of the Members present and/or represented on the admission (save as set out below in relation to admission of new Members practicing in the same individual jurisdiction as one or more existing Members or the inclusion of an office of a member in a different individual jurisdiction than that for which that member is currently a member where such office is in the same individual jurisdiction as one or more other existing Members ("a new member in an existing jurisdiction" or "office in an existing jurisdiction" as the context admits)) or expulsion of a member.

- The General Meeting will decide by a 4/5 majority of the Members present and/or represented on the admission of a new member in an existing jurisdiction or the inclusion of an office in an existing jurisdiction as the case may be.
- Before the General Meeting decides on the admission of a new member in an existing jurisdiction the application of the new member shall be submitted by the President to existing Member(s) in that jurisdiction within 28 days of receipt of the application by the Association, requesting its (or their) views as to whether or not it (or they) wish the application to go forward to the next General Meeting as hereinafter provided, together with reasons. The existing Member(s) shall have 28 days so to do from the date when the President submitted the application to it (or them) for views.
- If the Existing Member(s) is (or are) in favour of the application or it (or they) have not responded within the time limit the application shall go forward to the next General Meeting for a decision by the Members in accordance with these Articles
- If the Existing Member(s) (or any of them if more than one) are opposed to the application the President shall instruct the Secretary to place the application on the agenda of the next General Meeting to enable him in the absence of the member applying but in the presence if it (or they) is (or are) present to take

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soundings from the Members as to the suitability of the applicant taking into account the fact that there is (or are) existing Member(s) in the jurisdiction concerned and the part played by the existing Member(s) in the Association together with any other circumstances.

- Based on these soundings the President (whose decision shall be final) shall decide whether to put the applicant forward for approval or not. The President may give reasons for his decision but shall not be obliged to do so.
- If the President decides not to put the applicant forward for approval he shall notify the applicant and that will be an end of the matter.
- If the President decides to put the applicant forward unless in his opinion by waiting until the next General Meeting the applicant is likely to withdraw he shall invite the application to the next General Assembly for a decision in accordance with these Articles.
- If in the opinion of the President the applicant is likely to withdraw if asked to wait until the next General Assembly immediately after the General Meeting at which soundings have been taken the President (or such Member(s) of the Association as he shall appoint which may include existing Member(s) in the same jurisdiction as the applicant) shall visit the offices of the applicant and submit a written report to the Executive Committee meeting next after that General Meeting.
- If the report is favourable the Members shall be asked to decide the application by written vote in accordance (where the content admits) with the provision of Article 7 Sub 8.
- If the report is un-favourable the President shall notify the applicant and that will be an end of the matter.
- At all times the President shall keep the applicant and any existing Member in the same jurisdiction informed of the process.
- A member desirous of opening an office in an existing jurisdiction shall give notice to the President who shall place any application for inclusion in the Association before the next General Meeting and in the meantime the President shall inform any member in a jurisdiction which in the opinion of the President is likely to be affected. The President shall do the same where a

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potential member is desirous of becoming a new member in an existing jurisdiction.

- Every office in an existing jurisdiction shall be decided upon for inclusion within the Association on an individual basis by the General Meeting.
- Members shall have the right to open and operate an office in an existing jurisdiction whether that office is included within the Association or not.
- Members with an office in an existing jurisdiction may only describe that office as being included in the Association if the General Meeting has so decided and Members with an office in existing jurisdiction which has not been so included shall not be entitled to have that office described as included in Association publicity or other material (but Members may publicize that office in its own material provided they do not indicate that office is a member of the Association).

Sub 2. Any member wishing to resign membership of the Association may do so by notice in writing addressed to the President giving not less than 3 months notice of such desire.

Sub 3. The Disciplinary and Disputes Committee ("The Disciplinary Committee") may discipline a member:

- if the Disciplinary Committee decides that
  - the conduct of a member is injurious to the character or interests of the Association or is of a kind which is otherwise unacceptable to the Association, or
  - a member has committed a breach or contravention of these Articles of Association or the rules, regulations or codes of the Association from time to time in force, or
  - there is other good cause for discipline.

The powers of the Disciplinary Committee to discipline shall include:

- a reprimand of a member;
- suspension of a member for such period as the Disciplinary Committee sees fit;
- a recommendation to the General Meeting that a member shall be expelled from the Association;
- such other disciplinary action short of expulsion as the Disciplinary Committee sees fit.



The powers of the Disciplinary Committee shall be final and binding.

The General Meeting may expel a member:

- on bankruptcy of the member or his or her firm; or
- by the failure to attend or to be represented at 2 successive meetings of the Association without good cause; or
- by expulsion from his or her local Bar or Law Society; or
- for non-payment of an annual fee for such period as shall be fixed by the General Meeting considering that non-payment;
- if the General Meeting decides that the conduct of the member is injurious to the interests of the Association or is of a kind which is otherwise unacceptable to the Association or if the General Meeting decides there is other good cause for expulsion.

On expulsion a member shall forfeit all rights to be a member of the Association.

In this Sub 3. and in Article 6 Sub 15. the expression "Member" shall include an individual associated with such member.

Sub 4.

- The name belongs exclusively to the Members for the time being of the Association.
- If during the time a member of the Association takes protective measures in respect of the name anywhere in the world such member shall be deemed to have done so on trust for the Members for the time being of the Association and throughout the membership of the Association of such member such duty of trust shall continue.
- If a member ceases to be a member of the Association for whatever reason having taken such protective measures that member shall immediately take all such steps as shall be necessary to vest in the President for the time being legal title to the name pursuant to the protective measures that such member has taken.
- Should a member who has ceased to be such fail to comply with the preceding paragraph within 21 days of being required to do so such member shall be deemed to have appointed the President as his lawful attorney with full and irrevocable power to enable the

President to comply on his or her behalf with the preceding paragraph.

**Article 6            Instruments of the Association**

Sub 1.            The instruments of the Association shall be the General Meeting, a President a Vice President a Treasurer and a Secretary.

Sub 2.            The President the Vice President the Treasurer and the Secretary shall together form the Executive Committee. They shall have such powers to transact the business of the Association as these Articles of Association and as the General Meeting shall from time to time vest in them.

Sub 3.            The duties of the President shall be to chair the General Meetings and meetings of the Executive Committee and to act otherwise as described in these Articles of Association.

Sub 4.            The duties of the Vice President shall be to deputize for the President when for whatever reason the President is unavailable to act as such.

Sub 5.            The duties of the Treasurer shall be as set out in Article 9 Sub 2. of these Articles of Association and in addition to collect membership dues, operate the bank account of the Association and settle the authorized liabilities of the Association but only to the extent of the funds of the Association.

Sub 6.            The duties of the Secretary shall be to keep the minutes of General Meetings and meetings of the Executive Committee and where appropriate to advise the Association on matters of practice and procedure relating to the conduct of the business of the Association.

Sub 7.            

- The President the Vice President the Treasurer and the Secretary shall be elected for a 2 years period the President and the Vice President in odd years (eg., 2005) and the Treasurer and the Secretary in even years (eg., 2006) and subject to Sub 8. of this Article by a  $\frac{3}{4}$  majority of the Members present or represented in General Meeting.
- 2 months before the General Meeting at which an election is due to take place the Secretary shall ask Members in writing for nominations for the positions of the President and the Vice President or the Treasurer and the Secretary as the case may be.
- Candidates shall be proposed and seconded by 2 separate Members (not including the candidates' own firms) in writing addressed to the President and copied

to the Secretary (whether nominations take place before or at the General Meeting).

- The Secretary shall circulate to Members details of all nominations then received 1 month before the General Meeting.
- For the avoidance of doubt provided the procedures specified above have been followed nominations from the floor of the General Meeting shall be permitted.

Sub 8.

- Where there is only one candidate for any of the positions specified in Sub 1. of this Article notwithstanding the provisions of Sub 7. of this Article and Article 7 Sub 6. only a simple majority of votes will be required to elect such candidate.
- Where there is more than one candidate for any of the positions specified in Sub 1. of this Article any candidate may make a statement in support of his or her candidacy to the General Meeting of not more than 5 minutes in length before a vote is taken.
- If after a vote has been taken no candidate has achieved  $\frac{3}{4}$  of the Members votes in his or her favor at the General Meeting where there is more than one candidate for such position the two candidates with the most number of votes shall be invited by the President to participate in a further vote and notwithstanding the provisions of Sub 7. of this Article and Article 7 Sub 6. on the further vote only a simple majority will be required to elect one of the two candidates so participating.
- Where no candidate is elected by a simple majority of votes (whether a single candidate or otherwise) the President shall notwithstanding the provisions of Sub 7. of this Article and Article 7 Sub 6. consider at the General Meeting concerned how best to deal with the vacancy whether by an alternative voting procedure to that specified in these Articles of Association, by postponing the election to the next General Meeting, by calling a postal ballot of the Members or by such other manner as he or she in his or her absolute discretion shall think fit, provided that the President shall not be entitled in exercising his or her discretion to nominate a member of his or her own firm for such vacancy.

- Sub 9. If a vacancy shall occur in the office of President during his or her term of office that vacancy shall immediately be filled by the Vice President until the next General Meeting when an election shall take place to elect the President for a term expiring on the date when such term of office would ordinarily have expired, subject to Article 6 Sub 11..
- Sub 10. If a vacancy shall occur in any of the offices of Vice President, Treasurer or Secretary during their respective terms of office any such vacancy shall immediately be filled by such person as the Executive Committee shall appoint as a replacement until the next General Meeting when an election shall take place to elect a replacement for a term expiring on the date when the term of the office made vacant would ordinarily have expired subject to Article 6 Sub 11.
- Sub 11. If during their respective terms of office of the President, Vice President, Treasurer or Secretary (in this sub-Article and in articles 6 Sub 12. and Article 6 Sub 13. referred to as office holders) a vacancy occurs and his or her term would have ordinarily expired at the next General Meeting any office for which a replacement has been made pursuant to Article 6 Sub 9. or Article 6 Sub 10. in the interim shall no longer be regarded as having been replaced and such office shall be subject to the rules for election set out in Article 6 Sub 7.
- Sub 12. The Members may remove any of the office holders from office:
- if the conduct of an office holder is injurious to the interests of the Association or is of a kind which is otherwise unacceptable to the Association or if the Members decide there is other good cause for removal;
  - if the office holder is unable to perform his or her duties as an office holder through ill-health or other incapacity for a continuous period of six months or for an aggregate period of six months in any period of twelve months.
- Sub 13. Where a decision falls to be made pursuant to Article 6 Sub 12. other than in General Meeting the President (or if the decision relates to him the Vice President) may call a postal ballot of the Members to decide the matter but if a postal ballot is called the President (or Vice President as the case may be) shall send the ballot papers with a full statement of his or her finding of facts to the Members and (if the office holder concerned supplies the same within 14 days of a request which the President (or the Vice President as the case may be) shall make) a statement by the office holder concerned explaining his or her position in relation to the matter.
- Sub 14. The offices of an office holder shall be vacated:

- on bankruptcy of the officer holder;
- on failure to attend two successive General Meetings of the Association or four Executive Committee meetings in any one year without good cause;
- on expulsion from his or her local Bar or Law Society
- if he or she is or may be suffering from mental disorder, unsound mind or becomes a patient under the mental health legislation of his or her home state;
- if he or she is convicted of any offence which carries a term of imprisonment in his or her home state.

Sub 15. The Disciplinary Committee shall (unless otherwise specified in these Articles of Association) deal with discipline and disputes (in the case of disputes between Members where Members are unable to solve disputes between themselves) and shall be an instrument of the Association.

- The Disciplinary Committee shall comprise the President and two other persons nominated by the President who (apart from the President) shall not be Members of the Executive Committee and the two persons so nominated shall be elected by a majority of the Members present or represented in General Meeting (save in cases of emergency where there are less than two persons elected in which event the President may act alone or if there is only one person elected with that person).
- The President in nominating persons for election in General Meeting shall take into account the experience of prospective nominees for the Disciplinary Committee and the length of time they and the member who they represent have been associated with the Association being in the case of the member not less than five consecutive years membership of the Association up to the date of nomination.
- The term of nominees elected to the Disciplinary Committee shall be four years but if the commencement of their term does not coincide with the election of the President and the Vice President they shall only serve until such election and if there is more than one nominee the nominees shall draw lots and the winner shall serve a term of four years and the loser a term of two years. Nominees may be re-

nominated by the President at the end of their terms and re-elected in General Meeting for one further term.

The Disciplinary Committee shall devise and promulgate rules of procedure for the conduct of disciplinary and dispute proceedings, save as specified below which shall apply in any event.

- the Disciplinary Committee shall be chaired by the President;
- the quorum for the Disciplinary Committee shall be two (save in cases of emergency when the President may act alone but not in relation to a matter affecting his firm);
- any member may bring a complaint before the Disciplinary Committee regarding a potential disciplinary matter or dispute by submitting a summary of it in writing to the President;
- the President shall be allowed to appoint himself or either of the other Members of the Disciplinary Committee to be a single "hearing officer" for any matter, so that all three Members of the Disciplinary Committee need not participate in every aspect of every complaint;
- a member named in a complaint shall be given at least 7 days notice of the complaint before a response is required or any hearing scheduled. The notice shall inform the member of the nature of the charge against the member or dispute and the name of the person who makes the charge or who refers the dispute;
- after the notice period has expired the hearing officer or the entire Disciplinary Committee, if no hearing officer is named, shall hold a meeting to investigate the charge or dispute;
- telephone meetings shall be permitted at the discretion of the hearing officer or the Disciplinary Committee as appropriate, but the hearing officer or the Disciplinary Committee shall encourage written submissions;
- the member against whom a complaint has been made will be invited to attend, whether the meeting is by telephone or otherwise, or shall make written representations in response on his own behalf prior to the meeting;
- in the case of discipline pending final determination of the complaint the Disciplinary Committee may, if it is of the view that the nature of the complaint is such that it would be appropriate, suspend the member pending final determination of the complaint;



- after the meeting the hearing officer or the Disciplinary Committee, if no hearing officer is appointed, shall investigate each complaint;
- thereafter if there is a hearing officer he will write a report of his proposed findings regarding each complaint;
- having investigated the charge or dispute and whether or not the member accepted the invitation to appear or make a written submission, the Disciplinary Committee shall make a final decision, (save in the case of expulsion), where appropriate based on the hearing officer's report but otherwise including any changes it may wish to adopt. In the case of any recommended expulsion, the General Meeting shall review the Disciplinary Committee's report and make a final decision;
- proceedings of the Disciplinary Committee and any preliminary findings or reports shall be confidential, save for those put before a General Meeting for a recommendation of expulsion, when the same shall be confidential to the General Meeting.

After approval of the Disciplinary Committee the Members shall be notified of any discipline to be imposed or in the case of expulsion, recommended to be imposed on a member or the final determination of any dispute.

Sub 16. The Marketing Committee shall be responsible for all matters relating to the marketing of the Association and shall ordinarily receive its authority from the Executive Committee but may take its authority direct from the Association acting in General Meeting when the members in General Meeting so decide.

- The Marketing Committee shall comprise a Chairman, who shall not be a member of the Executive Committee, the President and such other persons (who are representatives of Members) as the members in General Meeting shall co-opt (who for the avoidance of doubt shall include the Chairman).
- The term of members of the Marketing Committee (save for that of the President which shall coincide with his or her term of office) shall be four years and members of the Marketing Committee may be re-co-opted by the members in General Meeting for any number of term of four years.
- The Marketing Committee shall regulate its own procedure, save that the following shall apply:
  - the quorum shall be three;

- the Marketing Committee shall meet at least 4 times a year;
- meetings may take place by telephone;
- the Chairman may invite others than members of the Marketing Committee to attend if in his opinion it is in the interests of the Association so to do;
- Minutes shall be taken and submitted to the Executive Committee as soon as possible after each meeting together with any request for authority to each of the Executive Committee and/or General Meeting.

#### **Article 7      General Meeting**

- Sub 1.      Each official gathering of the Association shall be a General Meeting if (subject to Sub 2.) there are 10 of the Members present or representing at least 3/10 of the Members of the Association, provided that not less than 30 days notice of the meeting has been given to each member in writing except in cases of emergency.
- Sub 2.      Each member shall be entitled to one vote and in the event that several associates of one and the same member take part in a meeting, the right to vote shall be vested in only one such associate.
- Sub 3.      Any member taking part in General Meeting is entitled to represent another member of the Association if he or she has been granted a written proxy by the other member and a copy of it certified by the member so represented has been sent to the President prior to the General Meeting.
- Sub 4.      Each decision shall be reached by a simple majority of the Members present or represented, and voting, at a General Meeting unless otherwise stated in these Articles of Association.
- Sub 5.      The following decisions shall require the affirmative vote of either (a) a majority of 2/3 of those present or represented at a General Meeting at which those present or represented constitute at least 50% of all of the Members of the Association or (b) a majority of 2/3 of all of the Members of the Association if the procedure described in Sub.8 below is applicable:
- amendments to these Articles of Association
  - the early dissolution of the Association



Notice of the above items must be included on the agenda of the General Meeting, which shall be sent to all Members by facsimile or by letter not less than 30 days before the meeting at which such a proposition is to be put, or if the Executive Committee shall determine that an item shall be considered on a shorter notice due to the impracticality of meeting a 30 day notice, then the Executive Committee shall allow such items to be heard upon 7 days notice before such General Meeting.

Sub 6.

The following decisions shall require the affirmative vote of either (a) a majority of  $\frac{3}{4}$  of those present or represented at a General Meeting at which those present or represented constitute at least 50% of all of the Members of the Association or (b) a majority of  $\frac{3}{4}$  of all of the Members of the Association if the procedure described in Sub. 8 below is applicable:

- the admission of a new member other than a new member in an existing jurisdiction;
- the exclusion of a member;
- the appointment or removal of the President the Vice President the Treasurer or the Secretary.

Notice of the above items must be included on the agenda of the General Meeting, which shall be sent to all Members by facsimile or by letter not less than 30 days before the meeting at which such a proposition is to be put, or if the Executive Committee shall determine that an item shall be considered on a shorter notice due to the impracticality of meeting a 30 day notice, then the Executive Committee shall allow such items to be heard upon 7 days notice before such General Meeting.

Sub 7.

The following decisions shall require the affirmative vote of either (a) a majority of  $\frac{4}{5}$  of those present or represented at a General Meeting at which those present or represented constitute at least 50% of all of the Members of the Association or (b) a majority of  $\frac{4}{5}$  of all of the Members of the Association if the procedure described in Sub.8 below is applicable:

- the admission of a new member in an existing jurisdiction;
- the inclusion of an office in an existing jurisdiction.

Notice of the above items must be included on the agenda of the General Meeting, which shall be sent to all Members by facsimile or by letter not less than 30 days before the meeting at which such a proposition is to be put, or if the Executive Committee shall

determine that an item shall be considered on a shorter notice due to the impracticality of meeting a 30 day notice, then the Executive Committee shall allow such items to be heard upon 7 days notice before such General Meeting.

Sub 8.

Where a decision of the kind referred to at Sub 5., Sub 6., or Sub 7. could not be approved because, and only because, the number of Members present or represented at the General Meeting at which the matter was to have been considered did not constitute at least 50% of the Members of the Association, then after such General Meeting the President shall either:

- write to all of those Members not present nor represented at that General Meeting to seek such Members' vote on such matter and if, within 60 days thereafter, a number of such Members reply to him in writing affirming the decision, which number, when added to the number of Members present or represented at that General Meeting and voting in the affirmative, equals a sufficient majority of all of the Members of the Association as is required to approve the matter in accordance with the provisions of Sub 5., Sub 6., or Sub 7., respectively, then such matter shall be considered to have been approved; or
- suspend consideration of the matter and place it on the agenda of the next subsequent General Meeting and, at such subsequent meeting, call for a vote on the matter a second time. The matter, in this case, shall be considered approved if, at the next subsequent meeting: (a) there are present or represented Members who constitute at least 50% of all of the Members of the Association and the number of Members voting in the affirmative constitute the required majority of the votes as set forth in Sub. 5., Sub 6., or Sub 7., respectively; or (b) the sum of the number of Members voting in the affirmative, plus the number of Members voting in the affirmative at the General Meeting which previously considered the matter equals a sufficient majority of all of the Members of the Association as is required to approve the matter in accordance with the provisions of Sub 5., Sub 6., or Sub 7., respectively, provided that the vote of any member who voted in the affirmative at both such General Meetings shall be counted only once.

**Article 8            The Executive Committee**

Sub 1.            The Executive Committee shall have such powers to transact the business of the Association as these Articles of Association and as the General Meeting shall from time to time vest in them.

Sub 2.            The Executive Committee shall not have authority to incur expenditure of an amount greater than 1000 euro on any item of expenditure or individual project without the authority of a decision in General Meeting pursuant to Article 7 Sub 4.

Sub 3.            Quite apart from any powers that the General Meeting may give to the Executive Committee or any other provision of these Articles of Association the Executive Committee shall have the following powers to transact the business of the Association:

- power to regulate the Agenda of General Meetings;
- power to take such steps to attract candidates for membership of the Association including by way of delegation and induct new Members but only in accordance with a budget set by the General Meeting;
- power to take such steps as shall be necessary to market the services of the Association in any medium and personally but only in accordance with a budget set by the General Meeting;
- power to appoint such staff to serve the Association as they deem appropriate but only following appropriate authority from the General Meeting and power to dismiss such staff
- power to protect the assets of the Association;
- power to facilitate relationships between Members.

Sub 4            The Executive Committee shall have power to decide to register the Association in the Registry of Commerce of its domicile if necessary.

**Article 9            Annual Accounts**

Sub 1.            The financial year of the Association shall be 1<sup>st</sup> January to 31<sup>st</sup> December in each year.

Sub 2.            The Treasurer shall on an ongoing basis keep accurate accounts and records of the Association's financial affairs showing all assets and liabilities, which accounts and records are to be available for inspection at any time by the President. The Treasurer shall also prepare a balance sheet and an income and expenditure

statement for presentation at each General Meeting and at such other meeting of the Association as directed by the President.

#### **Article 10**

##### **Auditor**

##### **Sub 1.**

In the General Meeting members shall nominate a Member who shall be an auditor by simple majority of the Members present or represented. At their own discretion, they can also nominate a deputy if necessary.

The auditor (and his or her deputy if applicable) shall be nominated for a period of 2 years, renewable indefinitely.

The Executive Committee may at any time revoke the appointment of the auditor with immediate effect in case of default after advice from the Disciplinary Committee.

The auditor shall verify that the Annual Accounts are faithful to Swiss law ("the accountancy shall be accurate, complete, clear and easy to consult with written receipts for all expenses") , to these Articles of Association and to the decisions voted by the Members.

In case of any violation, the auditor shall immediately inform the Executive Committee who shall take such action as shall be necessary to remedy or otherwise deal with the violation.

##### **Sub 2.**

The auditor shall make an annual written report to the General Meeting every May in which he or she shall advise on the result and give his or her recommendation with regard to the approval of the Annual Accounts or otherwise.

##### **Sub 3.**

The auditor shall be independent from any other permanent Committee within the Association.

##### **Sub 4.**

A previous member of the Executive Committee cannot be auditor before the expiry of two years after serving as a member of the Executive Committee.

#### **Article 11**

##### **Dissolution**

##### **Sub 1.**

On the dissolution of the Association the assets shall be divided equally between all Members provided all monies due from each member have been paid in full at the date of dissolution.

#### **Article 12**

##### **Applicable Law**

##### **Sub 1.**

The law of the Switzerland will be applicable to these articles of Association and to the running of the Association.

**Article 13        Disputes**

Sub 1.            In the event of a dispute between one or more Members of the Association such dispute shall be decided on the application of any party in dispute by the Disciplinary Committee whose decision shall be final and binding, but only after the Members in dispute shall have made an attempt to solve it themselves.

Thus adopted in Paris on the 19<sup>th</sup> of November 2011 by the General Meeting.

Certified true Articles of Association

The President

The Secretary

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**From:** William L. Blum [mailto:wblum@solblum.com]  
**Sent:** 21 January 2013 23:49  
**To:** Christian Fischele; Jeremy Shulman  
**Cc:** Miguel Neto; e.r@koa.lu; john ansbro  
**Subject:** RE: Executive Meeting - 13 December

Dear Christian –

I would request that following items be placed on the agenda of the Venice meeting.

1. Further consideration of the application of Pointon Partners for membership.
2. Further consideration of the application of Addvante for membership.
3. Possible further amendment of the Network Agreement to reduce the number of affirmative votes required for the admission of new members.
4. Possible further amendment of the Network Agreement to change the requirement for the number of members required to constitute a quorum for the conduct of business.

Yours,  
Bill Blum

William L. Blum | Partner

**SOLOMON BLUM HEYMANN LLP**  
40 Wall Street, 35th floor  
New York, NY 10005

Tel 212.267.7600  
Fax 212.267.2030  
Email [wblum@solblum.com](mailto:wblum@solblum.com)

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**Interlegal – New Membership Pending Update – May 2013**

This report summarizes the position regarding live enquiries for membership.

***Denmark – Copenhagen - Advokatfirma Stendahl Ottesen***

A reminder was sent to this firm on 19 March. They have responded and confirmed that they are not seeking membership at this time.

Petter Pettersen who introduced the firm has been informed of the position.

***Spain – Madrid, Barcelona, Lisbon and Oporto– Silva and Sousa Associates***

This application received objections from Albert Sant i Pont and João Paulo Menezes Falcão and was reported in November 2012.

No decision was taken at the Assembly meeting in China but if this application is still “live” it would have to be dealt with under the new membership arrangements as the firm has offices in 2 existing Interlegal locations and jurisdictions.

***Spain – Barcelona - Carbray Abogados***

The firm has been advised by Agustina Vitolo that we are not looking for another member in Spain.

***Australia – Melbourne – Pointer Partners***

This application was considered at the Assembly meeting in November 2012 and the application was rejected. The firm has been informed of the position.

***India – New Delhi – L.A. Pasrich & Company.***

This firm had made an enquiry about membership but had not responded. They were sent a reminder on 27 February giving details of membership criteria and the date of the next Assembly meeting. No response has been received.

***India – New Delhi, Kolkata, Hyderabad, - Verus Advocates***

The firm made an enquiry regarding membership in August 2012. They were sent the membership information but after having been sent two further reminders they have now responded by confirming they have joined another network. Their website indicates that they have joined the Cicero Network.

***Czech Republic – Prague – Heyninck and Partners***

No further information available.

***USA – Los Angeles – Aliant Law LLP***

This enquiry was sent to all the US members for comment. Laura Crista at Crista & Jackson felt that the firm is not the best match to enable Interlegal to have a broad range of expertise available

in Los Angeles/US West Coast. Laura is currently making enquiries regarding another firm in Los Angeles, Gipson, Hoffman & Pancione which may offer more to the network.

***Belarus – Minsk – Arzinger and Partner***

Awaiting a response from this firm.

***Mauritius –Port Louis - Raffeeek Sham***

This enquiry dates back to February 2012. They have been sent reminders regarding whether they wish to apply for membership and about the process of becoming members. They responded in March 2013 that they are still considering membership but will not be attending the Assembly meeting in Venice.

***Ukraine - Kiev - Ilyashev and Partners***

This enquiry came through a business contact of Jeremy Shulman in November 2012. Information on Interlegal and the new membership process has been provided to the firm together with an invitation to an Assembly meeting. A reminder was sent in March.

Darren Francis, who provided the original contact at Ilyashev and Partners in the Ukraine has come back to say that they don't want to explore the Interlegal option at the moment. This is to do with their current marketing strategy and budgets.

***Germany –Frankfurt – Atticus Legal***

This enquiry came through the website in January 2013. The firm have been given details of membership costs and the membership process. Having considered the matter, the firm has recognised that Interlegal already has an active member firm in Germany and they have decided not to proceed with an application for membership.

***Sweden - Stockholm –Sandart and Partners***

This enquiry was referred to in the Minutes of the November Assembly meeting: "Rickard Arvidsson, Stockholm, Sweden had contacted the Association to express an interest in his firm becoming a member of the Association". No further details available.

***Tunisia –Monastir - Sadok Law Office***

This firm submitted a completed application form on 19 April. They say they have offices in Monastir and Paris and have been advised regarding the process for joining the network. They were also asked if they wanted to attend the Assembly as an observer. No response so far received but will follow up shortly.

John Ansbro  
Interlegal Officer  
10 May 2013



Dear Members, Dear Friends,

This is my last report to you having been your President for two years, and member of the Executive Committee for some time.

Since taking over as President I have seen us start to implement a number of changes in the way we work. We have established a Marketing Committee and this is starting to develop ways in which we can raise the profile of Interlegal to the outside world as well as within the network.

We now not only have a Network Newsletter published twice per year but also have a monthly newsletter from each of our member in turn to keep us up to date on what our friends within the network are doing. The participation of all members in the work of the network is essential for our development of the organization and the newsletters are an opportunity to let our friends know about the range of expertise we are able to offer.

We are now much better informed about the extent of work that is generated on behalf of clients and between members. Because of our new Referrals Register we at last have hard facts about the amount of work that is referred between member firms. We need to make sure that this information is as up to date as possible to show to others in our own businesses and to potential new member firms how much our firms benefit from membership of the network.

Over the next few months we will also raise the profile of Interlegal through the development of our new website. There is still some important work to do but later in the year we will have a website that will have more visibility to existing and potential clients. This will help demonstrate the benefits of using firms within the network for international work and the benefits that membership of the network can bring.

One of my other major ambitions when taking over as your President was to develop links with other international professional organisations and to let them know the advantages of using firms within the Interlegal network. We identified EuraAudit International, a network of 150 accountants worldwide, as a significant potential partner where we can refer work between firms in our respective networks both within our own jurisdictions and across international boundaries. Our discussions have identified the opportunity for a joint meeting of members of the two organisations in Malta in 2014 and I will be reporting on the proposal at our Venice meeting.

Looking forward to our General Assembly meeting in Venice, we have had an excellent response from our members with one of the largest attendances we have had for some time. This may be a reflection of the allure of the visiting La Serenissima but I hope it is also a reflection of a more optimistic outlook for

business across the world. There are still many uncertainties and growth is not as strong as it was a few years ago but it may be that we have now seen the worst if not yet seen the start of a proper recovery.

Our assembly in Venice will be a real opportunity to catch up with our friends within the network and to elect a new President for Interlegal. Without wanting to anticipate the outcome of our vote it may be that like the Catholic Church we can have a new leader from South America, albeit one from not so far south!

For my part it was a pleasure to be part of the Executive Committee for so long and an honour to have been your President for the past two years.

**INTERLEGAL 2012**

01.01.2012 - 31.12.2012

[illegible]

# INTERLEGAL 2012

## Pertes et Profits

01.01.2012 - 31.12.2012

Actif		Précédent		Passif	Précédent	
4	EXPENSES			3	INCOMES	
42	EXPENSES			32	INCOMES	
420	MARKETING			320	INCOMES	
4200	Marketing assistance - Altman Weil			3240	Subscription 2008-2009	1 000,00
4220	Brochures	908,00		3260	Subscription 2009-2010	1 000,00
4230	Adverts	7 295,55		3240	Subscription 2010-2011	4 000,00
427	LEGAL EXPENSES			3260	Subscription 2011-2012	30 000,00
4290	Interlegal Trademark	6 695,30		3270	Subscription 2012-2013	
440	CONFERENCE IBA			3400	Bank interests	3,12
4435	Amsterdam 2011			3490	Extra incomes	
4450	Meeting	3 014,32				
460	J. ANSBRO					
4600	Fees	9 630,00				
4601	Travel expenses	1 866,14				
4602	Participation to meetings	950,00				
610	GENERAL EXPENSES					
6101	Travel Committee members					
6110	Conference call	185,61				
6120	Internet & Communications	1 135,00				
6130	General Bank charges	507,29				
6150	Loss of debtors	4 300,00				
	Difference (bénéfice)				Difference (perte)	3 546,70
		36 487,21	53 629,11			36 487,21
						53 629,11



## GENERAL VIEW OF COTISATIONS

Members of Interlegal	Period					
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Argentina</b>						
Buenos Aires - Vitolo Abogados	paid	paid	paid	paid	Reminder	Reminder
<b>Australia</b>						
Brown Wright Stein - Lawyers					paid	paid
<b>Austria</b>						
Wien - Brand Rechtsanwölte	paid	paid	paid	paid	Reminder	Reminder
<b>Barbados</b>						
Christ Church - Philip Nicholls & Associates			paid	paid	Reminder	Reminder
<b>Belgium</b>						
Bruxelles - Alphajuris					paid	paid
<b>Brazil</b>						
São Paulo - Amaral Gurgel Advogados	paid	paid	paid	paid	paid	Reminder
São Paulo - Miguel Neto Advogados	paid	paid	paid	paid	paid	paid
<b>Bulgaria</b>						
Sofia - Batkov and Assocs., Law company	paid	paid	paid	paid	paid	paid
<b>Canada</b>						
Montréal - Boivin Desbiens Senecal senc	paid	paid	paid	paid	Reminder	paid
<b>China</b>						
Guamdong - HJM Asia Law & Co LLC			paid	paid	paid	Reminder
<b>Czech Republic</b>						
Prague - Toman, Devaty & Partneri		paid	paid	paid	paid	paid
<b>France</b>						
Paris - Airieau-Meyrieux Associés				paid	paid	Reminder
<b>Germany</b>						
Dortmund - Spieker und Jaeger	paid	paid	paid	paid	paid	paid
<b>Hungary</b>						
Budapest - Kelemen, Meszaros, Sandor & Partners	paid	paid	paid	paid	paid	paid
Budapest - Nogradi Law Office	paid	paid	paid	paid	paid	paid
<b>Ireland</b>						
Dublin - Dixon Quinlan, Solicitor						Reminder
<b>Italy</b>						
Milan - Cajola & Associati	paid	paid	paid	paid	paid	paid



# GENERAL VIEW OF COTISATIONS

Members of Interlegal	Period					
	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
<b>Liechtenstein</b>						
Vaduz - Wanger Advokaturbüro	paid	paid	paid	paid	paid	paid
<b>Luxembourg</b>						
Luxembourg - Kaufhold Ossola & Associés, avocats	paid	paid	paid	paid	paid	paid
<b>Mexico</b>						
Puebla - Rivadeneyra, Treviño & de Campo S.C.			paid	paid	amount due (EUR 350)	Reminder
<b>Netherlands</b>						
Breda - Lenaerts Voorvaart	paid	paid	paid	paid	paid	paid
<b>Norway</b>						
Oslo - Braekhus Dege	paid	paid	paid	paid	paid	paid
Sandvika - Consilium Advokatfirma Da	paid	paid	paid	paid	paid	paid
<b>Poland</b>						
Katowice - Koehler Rak Kurowski, law offices	paid	paid	paid	paid	paid	Reminder
<b>Portugal</b>						
Lisbon - FL-Advogados	paid	paid	paid	paid	paid	Reminder
<b>South Africa</b>						
Johannesburg - Wertheim Becker			paid	paid	paid	Reminder
<b>Spain</b>						
Barcelona - Frouchtman, Sant & Josa, Advocats Ass.	paid	paid	paid	paid	paid	paid
<b>Sweden</b>						
Stockholm - Nordia	paid	paid	paid	paid	paid	Reminder
<b>Switzerland</b>						
Genève/Lausanne - Reymond, Ulmann & Fischele	paid	paid	paid	paid	paid	paid
<b>Thailand</b>						
Bangkok - Law Solutions				paid	paid	paid
<b>United Kingdom</b>						
Leeds - Shulmans	paid	paid	paid	paid	paid	paid
<b>Uruguay</b>						
Montevideo - Estudio Dr. Mezzera	paid	paid	paid	paid	paid	paid
<b>USA</b>						
New York - Solomon Blum Heymann & Stich LLP	paid	paid	paid	paid	paid	paid
Los Angeles - Christa & Jackson	paid	paid	paid	paid	paid	Reminder
McAllen, Texas - Ellis Koenke & Ramirez	paid	paid	paid	paid	Reminder	paid

Unidentified payment received on July 18, 2012 from Ribas do Rio Pardo SA LTD in New York Ref. ACC 240 140639 w Case3078334 (Bank : JPMorgan Chase Bank New York)

**Paid Officers Report (November 2012 – April 2013)**

During this period I have supported the Executive Committee (5 meetings), the Marketing Committee Chairman and the Membership Officer. In addition I have followed up a number of issues resulting from those meetings. I also attended the Assembly meeting in Hangzhou by Skype link and have followed up actions from that meeting.

I have also worked on a number of other related projects which are summarized below:

**Website management**

Since November 2011 I have undertaken the day to day management of the website including regular monitoring to make sure that it functions properly and that the information about the organization and member's details are up to date. This also includes a monthly update of the News section.

There has continued to be some small usage of the Contact Us facility on the website not only from potential clients looking for assistance but also from firms interested in joining the network. All of these enquiries have been forwarded to the appropriate firms or responded to by myself or the Membership Officer.

**New Website**

Following the agreement to commission a new website for Interlegal, a specification was prepared after discussion at the Marketing Committee in September. A short survey of members to obtain feedback on the existing website and to capture new ideas was also undertaken.

As a result of those discussions a specification was sent to 3 firms identified by member firms and to the existing webmaster who maintains but did not design the website. The quotations were returned at the end of October and a short report on progress was given at the Assembly meeting in China.

4 submissions were returned and these were analysed against the specification. 2 suppliers provided proposals within the overall agreed budget and two were in excess not only of the base budget figure of 10,000 Euros but also in excess of the budget with an additional 5000 Euros (total 15,000 Euros) which was identified in Prague. Of the 4 original bids the best value submission was our current webmaster who proposed a development of the current website rather than commissioning a completely new start.

Further research has shown that the current Interlegal website uses the same technology as those of a number of major websites including the White House in the USA. It can be developed in a cost effective way to look very different to the current site through the use of a different graphic design and new technical features including Google Analytics can easily be added.

Following the report at the China Assembly a further supplier was approached but their submission was also in excess of the overall budget and despite following up with further questions some technical issues remained unanswered.

Further discussions have taken place with the webmaster and designer and I am now satisfied that the site can be developed to achieve our ambitions in a cost effective way.

A final decision was taken by the Executive Committee to approve the proposal to develop the website with our current webmaster. A further update will be given at the Venice Assembly meeting.

### **Interlegal Brochure insert**

An updated membership insert was distributed to all members before the end of October 2012. Additional copies of the main brochure have also been distributed to all members in September and early October. A small number of brochures have been retained for new members joining the network and to distribute at events but the main stock has now been sent to member firms. Consideration should now be given to a further update of the insert and brochure.

### **Newsletters**

At the Assembly meeting in China it was agreed for each member firm to produce a newsletter for members on a monthly basis. A schedule of firms and dates has been agreed and three newsletters have been circulated to date.

A further Interlegal Newsletter was prepared and circulated in March 2013 and many of the news items gathered have been put on to the Interlegal website. It was sent from our e-mail address: [news@interlegal.net](mailto:news@interlegal.net).

*If you have not received the Newsletter, let me know as soon as possible.*

### **Referral Register**

The Referrals Register is now in operation and the facility for member firms to access this information is now available on the website. Members can also download a PDF of the most up to date list. A demonstration of the facility will be arranged for Members attending the Venice meeting.

To ensure the Register remains a useful document members should continue to provide me with information where clients have been referred within the network. I will also issue reminders to all members from time to time to advise me of referrals.

### **Membership Officer support**

During this period I have also provided support to the current Membership Officer as well as providing support to members who have identified potential new member firms.

John Ansbro

April 2013