



THE VANGUARDS

TRUSTED CORPORATE LAWYERS

EDITION 2017





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An Indian Corporate Counsel
Association Endeavour

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Editor-in-Chief: Ambika Nair

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*“To those who have helped build the foundation of the modern law firm in India,
especially those who are no longer with us, including the late JB Dadachanji,
DM Popat, and Suresh A Shroff, amongst many others.
Your contributions will never be forgotten.”*

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Acknowledgements

While practice makes perfect, the creation of this book was, in many ways, more difficult than the last. That made us all the more glad to have Ambika Nair back with us, providing a sense of renewed enthusiasm, understanding, and inspiration. Her experience in, and knowledge of the legal publication world is unparalleled, and we were grateful for all the time she put into this edition.

We were also glad to welcome back to the table Shubho De, our brilliant designer, who is responsible for the beautiful book in your hands. Shubho's passion for beating the clock, and working 25 hours every day was invaluable in ensuring that this publication reached you in time.

Of course, there are a number of team members who helped in bringing the book to life, through their hard work, generous support, and expert advice.

(In no particular order)

Chandni Chauhan

Tissya Mandal

Kopal Garg

* * *

“You can’t have justice without advocates for justice” someone once said, underlining the role of lawyers not just as technical experts but as citizens with a sense of commitment towards a just and equitable society.

This collection celebrates 66 outstanding citizens who fulfil that role admirably. These are lawyers, who aren’t just acknowledged experts in their areas of practice, but people with a social conscience - propelling new thinking in commercial law, while finding time to raise money for the underprivileged or work pro bono for issues as diverse as electoral reforms and the environment.

Since the opening up of the Indian economy in the early nineties, the role of the commercial lawyer has changed dramatically. Their advice is no longer limited to correcting a wrong. Successful lawyers will help their clients lay out a detailed course of action for completing a transaction or draw up a dispute resolution strategy that is pragmatic and furthers their business interests. In a sense, the lawyer today is also a business strategist with a keen understanding of the industry and the nuances of business administration. It is a difficult balancing act - being responsible to your clients, the legal system and to society at large. But it is what our featured lawyers excel in.

This compilation also lists out some of their key achievements and in doing so it tells us something that is rarely acknowledged - the substantial contribution that lawyers make to the nation’s booming economy.

Expert legal advice is fundamental to the success of trade and commerce. It facilitates investments, it encourages innovation. These 66 lawyers are at the forefront of it all. They are the vanguards - for there would be no business without these advocates for business.

Ambika Nair
Editor-in-Chief

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- 139. Vijay Ravi | Kochhar & Co.
- 141. Vineet Aneja | Clasis Law
- 143. Vishwang Desai | Desai & Diwanji
- 145. Zia Mody | AZB & Partners



The Indian Corporate Counsel Association (ICCA) has, over the years, continued to work for the legal profession by finding innovative ways to help foster knowledge sharing and interaction.

I am glad to see that after last year's book on India's Finest In-House Counsels, they are not only continuing the series, but also recognising the efforts of external counsels by showcasing them as part of a separate, exclusive book.

As a lawyer, and a part of the Ministry of Law & Justice for over three decades, I value the role that both external and in-house counsel play in our legal eco-system, and the over-all development of our nation.

While there is a distinction in the role that in-house counsels and external counsels play, what must be remembered at all times is that they will always be lawyers first, and therefore their allegiance must always lie to the rule of law and the clients, which cannot be ensured without the highest levels of integrity, dedication, and most importantly, honesty.

I congratulate ICCA for bringing out this book, and hope that the Counsels mentioned therein would continue to accomplish greater heights in the years to come, in association with ICCA.

Suresh Chandra

Law Secretary
Department of Legal Affairs
Ministry of Law & Justice



I was delighted to attend last year's launch of “Trailblazers: India’s Finest In-House Counsel”, a high-quality publication which highlighted the achievements and contributions of corporate counsel.

The distinguished lawyers that serve the courts, people, businesses, and our country indeed play a very important role in reiterating the rule of law which is the very foundation of our democratic governance. I am glad that the Indian Corporate Counsel Association (ICCA) has endeavoured to facilitate lawyers working at law firms also in addition to the corporate counsel that they represent. Their effort in creating this publication was commendable and I am glad to see that this year they are continuing their work by honouring other worthy corporate counsel, and in fact also launching a second series on law firm partners.

Legal services are the backbone of a growing, commercially strong economy and the defining feature of its development, both domestically and internationally. Each policy or regulation promulgated by the government must finally be advanced by its lawyers on-the-ground, and it is therefore critical for any country which aims to have a high rate of economic growth to have a robust legal system and lawyers providing expert advice to its corporations and financial institutions.

Associations and forums like ICCA play a critical role in shaping the legal services ecosystem, by fostering dialogue, creating channels of communication, and providing opportunities for meaningful conversations.

I wish them the very best, and hope that more of us join them in honouring lawyers, and the pivotal role they play in our economy today. I am sanguine that lawyers will continue to play a responsible role in our society in order to ensure that justice is made available speedily and at an affordable cost to everyone who seeks and needs it.

Sudhanshu Pandey

Joint Secretary
Department of Commerce
Ministry of Commerce & Industry



The bond between corporate in-house counsel and law firms is undeniable, intrinsic, and inter-dependent. As someone who has led the legal team of a Mini-Ratna public sector corporation (MMTC) for over 20 years, I know first-hand the importance of collaborating with external counsel and maintaining good relations with them.

It has been stated time and again that the legal industry in India is undergoing a period of deep transition, influenced partly by a changing economy, and partly by lawyers trying to find a foothold in a corporate eco-system that keeps changing continuously as to what it requires of them. Today, in 2017, the wheel has turned to companies increasing the spend on in-house corporate legal teams, and keeping more and more work in-house. I reiterate what I have always believed, that these are cyclical trends, and are extremely beneficial in that they make us consider innovations that we may not have considered otherwise, resulting in the overall progression of the legal industry, and the services it offers.

What has not changed in all these years, however, are concerns about the channels of communication between external and in-house counsel. With the advent of technology into the legal sector, bringing with it both the promise and threat of Artificial Intelligence, it is more important than ever before to ensure that we have platforms - ICCA being one such platform- which bring the two together, and provides avenues for discussions on the role that external counsel can play to assist in-house counsel in their ever evolving organisational requirements.

Earlier, it was extensive compliance work and dispute resolution making up the bulk of the work being passed on to external counsel, apart from advisory support, and transactional assistance. However, corporations today are coming around to the view that prevention is better than expensive cures, and external counsel are now offering their services to match this new reality.

As the Founder President of the ICCA, I have always endeavoured to do our best for the members we serve, and a very important part of that duty is to promote dialogue and healthy relationships with law firms both in India and abroad.

As a part of that effort, this book is a celebration of some of the finest law firm lawyers, who provide exceptional services to the Indian in-house world. May we work together, move forward together, and grow together!

Ashok Sharma

Founder President, ICCA

Fellow, Chartered Institute of Arbitrators (London)



A large part of what we do here at the Indian Corporate Counsel Association, is the promotion of better relations between external and in-house counsel, through the facilitation of meaningful discussions taking place in an open forum.

We have always valued law firms for being the support system that ICCA needs. They have participated whole-heartedly in our initiatives, spared us their valuable time, put thought & effort into our panels, and supported us from the humble beginnings of our organisation, to today, where we host the largest congruence of corporate counsel in the country, and have become one of the most active Corporate Counsel Associations in the Asia Pacific region.

We are always on the lookout to collaborate with partners who can help the in-house community through innovative ideas and initiatives and for that purpose we extend an invitation to anyone who would like to work with us in order to add value to our members.

As for this initiative of ours, I wish we could have included all the wonderful, and excellent law firm partners across the country, who have brought the legal profession to the stage at which it is today, but unfortunately between page limits, editorial, printing and submission deadlines, we could not feature them all. But tomorrow is another day, and we hope to celebrate them in the years to come!

In the meantime, we promise to continue with the same drive and motivation, find newer and better ways to serve the legal community, and hope that we will always continue to do so!

Bhargav B. Bhuyan
Secretary General, ICCA



Another year, and two more books published by the ICCA and Magic Lawyers. As time goes by, our relationship with the Indian Corporate Counsel Association deepens, as does our respect for Mr. Ashok Sharma, and Mr. Bhargav Bhuyan. They have successfully built ICCA into a meaningful body, representing its members with their best interests in mind, and becoming one of the foremost promoters of healthy discussions between corporate counsel and law firms.

This ties in wonderfully with the basic principles that The Rasich Group was started with, and we are happy to play our part and support them in whatever way possible.

This year, ICCA's thought was to expand our scope, by not only continuing to celebrate the in-house counsel who work tirelessly on behalf of their companies, through the second edition of *Trailblazers*, but also facilitate the recognition of law firm lawyers. We, of course, were more than happy to put our team on it, and kick this into high gear to make it happen.

The law firm world is one that I am personally in love with. There isn't another industry in the world where the impetus is on every single professional to be brilliant, and the deliverable being primarily dependent on one's mind.

While my company works across verticals, it is inside a law firm that I feel most at home. From being able to contribute to developing the partnership structure of a firm, to identifying lawyers who will grow with the firm, to help project the firm within the boundaries of the law, to assist in building and growing different practice areas; everything that is needed to build a sustainable firm is work that I am glad, not just me, but my team also loves doing.

This year has been extremely fulfilling, with our team being a part of 2 relevant law firm mergers; releasing *Managing Your Legal Organisation*, India's first book on law firm management, which is now in its second print run; continuing our representations to the Ministries, for the imminent liberalisation of the Indian economy; being invited by Harvard to address their conference on, amongst other things, the interplay between lawyers and sustainable development; as well as crossing the landmark of servicing our 50th client.

We hope that you enjoy this book as much as we have enjoyed putting it together. I would, of course, like to thank all the lawyers who are a part of this book, as well as all of those brilliant lawyers we were not able to include, for their tireless service towards helping build the Indian law firm ecosystem.

Ramit Singh

The RASICH Group

Founding Editor - Magic Lawyers

Advisor - Indian Corporate Counsel Association

Contributing Editor - Managing Your Legal Organization



ABHIJIT JOSHI

FOUNDING AND MANAGING PARTNER
VERITAS LEGAL



Abhijit Joshi, the Founding and Managing Partner of Veritas Legal, with a career spanning over 23 years, is one of India's leading Corporate and M&A lawyers. His areas of expertise include mergers and acquisitions, joint ventures, cross border investments (inbound & outbound), private equity investments and corporate restructuring (mergers, demergers and spin offs). Abhijit has advised various multi-national companies in their endeavors over the last two decades and as such, has been involved at the forefront of transactions which have been seminal to the economic progress of India. He has also advised various large Indian corporates in their endeavors and in outbound investments throughout the globe, including North America. He has been at the forefront of transactions, including leading some large telecom and pharmaceutical transactions.

Abhijit has been a recipient of many accolades over the years including consistently being listed in Band-1 of the Chambers & Partners Asia Pacific Guide for Corporate/M&A in 2016 and 2017 and in India Business Law Journal's "A" list of top 100 lawyers in India.

Abhijit is a Solicitor in India and in England and is a member of the advisory board of the Oberoi School, Mumbai, Entrepreneurs Organization and the Young Presidents' Organization.

Abhijit founded Veritas Legal, based in Mumbai, India in February 2015. Since its inception, the firm has grown in



strength and the members of the firm have completed more than 50 transactions in the field of M&A and private equity; they are also involved in significant litigations with over 350 filings in various judicial forums across the country.

The Firm's clients include Pfizer Limited, K. Raheja Group, Lodha Group, Huntsman, Disney, Partners Group, TPG Growth, Trump Organization and Four Seasons Hotels among others. The Firm's recent transactions include Claris Lifesciences-Baxter International Inc, Synnex - Minacs, Pfizer Limited - Piramal Enterprises Limited, Pfizer Limited - AstraZeneca, Citrus Pay - PayU and Aegis - Itochu, to name a few.

Abhijit also advises many Indian promoter groups on succession planning, will formation, restructuring of global assets and Trust formations.

"Don't learn the tricks of the trade, learn the trade" is the lodestar that has guided Abhijit all through his professional career. He strongly believes logical solutions with clarity of thinking, when applied rigorously and consistently, always give good results.

Abhijit has witnessed the opening up of the Indian economy at the beginning of his career and worked through one of the most prolific phases of the Indian economy. However, he observes that at this stage of his career, the role is far more multi-faceted and spread over many practice areas. He has to deal with human psychology and find pragmatic solutions to complex issues with a sound knowledge of law.

When asked as to how he would advise people who want to lead a law firm, he states "people skills would be important and obviously they would require knowledge of what they are doing and a good work ethic. But leaders need to have high EQ and a body of principles, which they practice and lead by example".

AJAY BHARGAVA

SENIOR PARTNER
KHAITAN & CO.



Ajay Bhargava is a Senior Partner in the Dispute Resolution group of Khaitan & Co LLP. With over 20 years of experience, Ajay's areas of specialization across industry sectors include corporate commercial disputes, domestic and international arbitration, and disputes in the fields of energy and natural resources, information technology, infrastructure, intellectual property, labour and employment, real estate, recovery and insolvency, sports and media & telecom.

Ajay appears regularly before the Supreme Court of India, high courts and quasi-judicial tribunals like the National Company Law Tribunal, National Company Law Appellate Tribunal and the National Green Tribunal. His advice is sought on matters before Investigation Wings relating to corporate criminal investigations and quasi-criminal prosecutions (white collar crimes). Ajay is often consulted on M&A transactions to provide tactical and advisory support, and on preventive measures in commercial contracts.

Ajay has represented, before the Supreme Court of India and various high courts, market-leading companies, such as the Aditya Birla Group, Baidyanath Group, the Borosil Group, Glaxo SmithKline Pharmaceuticals Limited, Glenmark Pharmaceuticals Limited, Lupin Limited, Havells India Limited, the Indian Golf Union and Monster.com India Private Limited. He has represented Sun Pharmaceutical Industries Limited in the Supreme Court in relation to their \$4 Billion acquisition of Ranbaxy. He also represented the

Indian Premier League cricket team, Royal Challengers, regarding the issue of surrogate advertising. Ajay also represented Jindal Steel & Power Limited in a multimillion dollar bank guarantee dispute with the Bolivian Government and for the Israel Military Industries Limited on their blacklisting by the Indian Ministry of Defence.

Ajay has managed arbitrations on behalf of Dalmia Cement Bharat Limited, De Nora Water Technologies, Inc. (formerly known as Severn Trent Water Purification Inc), the DLF Group, Gail India Limited, Great Eastern Energy Corporation Limited, GX Technology Corporation, Jindal Steel & Power Limited, RP-Sanjiv Goenka Group, Siemens Limited and Voestalpine Schienen GbH.

He is on the board of directors of the YHD Trusteeship Services Private Limited and Shri Yadu Hari Trusteeship Services Private Limited.

Ajay has written extensively in Indian and international journals and newspapers on a variety of topics, particularly issues relating to arbitration, commercial disputes, defamation and the pharmaceutical industry.

He has been associated with several professional bodies, in particular the American Bar Association, CII National Committee on Dispute Resolution, Federation of Indian Chambers of Commerce & Industry (FICCI), Inter Pacific Bar Association, International Bar Association, London Court of International Arbitration (India), PHD Chambers - Corporate Affairs Committee and the Society of Indian Law Firms

(SILF).

A comedy of errors and a case of mistaken identity marked Ajay's entry into Khaitan & Co., a firm he's been with since 1996. Ajay holds that for a lawyer to be successful, nothing can quite replace the love for what they do and the energy they put in to do it. "We must work for work and with energy and love for the work we do - the rest will fall in place."

He is grateful to have been a part of what he calls a 'revolution' in the legal profession which saw his firm grow by leaps and bounds and his own role evolve rapidly from that of an intern to a case manager, client manager and then a strategic litigation team leader. "We are lucky and fortunate to be a part of the growth story of Indian legal jurisprudence." Fali Nariman is his "living legendary icon" for the sense of responsibility with which he accepts a case and the dedication with which he works on every matter. "It is unbelievable and unparalleled. To work with him is every young lawyer's dream."

"Be a good, honest lawyer", is his advice to those looking to lead a practice area or a law firm. "To become a leader of a law firm or a practice area, first you must be a good human being with a big heart and the ability to command respect and not demand respect. A leader is someone who genuinely leads from the front in every sphere of the legal practice".

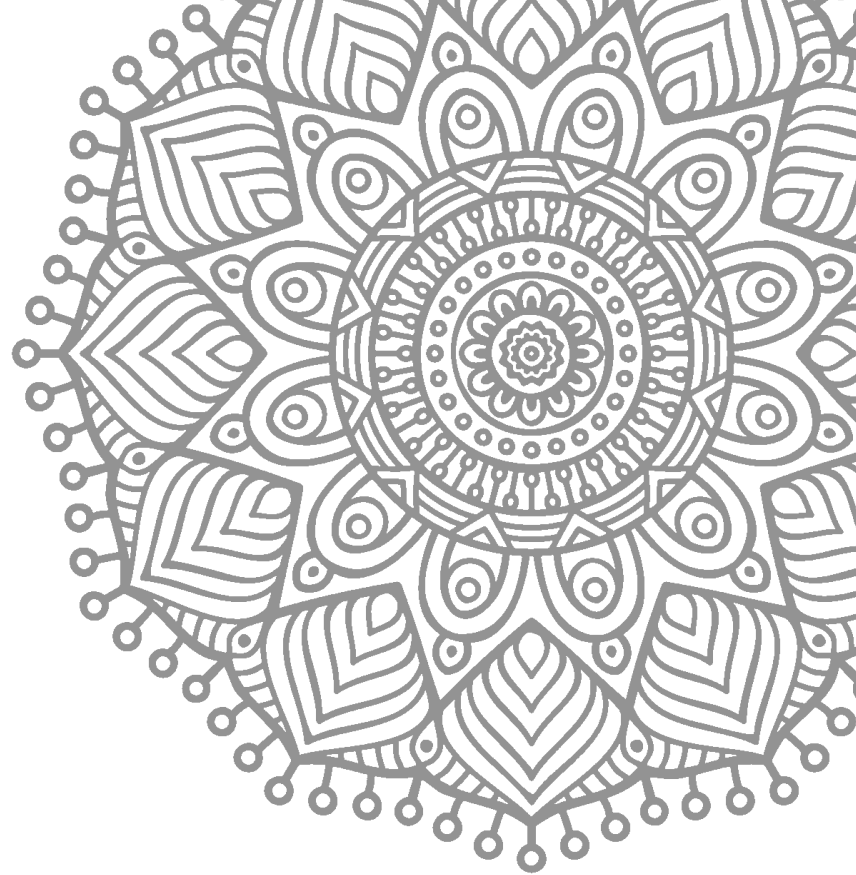
AKASH DEVANI
SENIOR PARTNER
ANJARWALLA & KHANNA



Akash is a Partner in the corporate and commercial department of Anjarwalla & Khanna and is the co-head of the firm's Banking & Finance practice. He principally advises on banking and finance, intellectual property, mergers & acquisitions, joint ventures, private equity investments, real estate & construction and shipping. Akash has cross-border practice experience, having advised on commercial transactions in various parts of Africa, including foreign clients investing in Kenya. He has participated in numerous legal and business forums, both locally and internationally, and has written extensively on issues relating to the Kenyan market, particularly in the banking and finance sector.

Akash and his Firm's expertise is sought by leaders in the Consumer Products, Financial Institutions, Logistics & Transport, Manufacturing & Industrial, Private Equity, and Real Estate sectors. Anjarwalla & Khanna's clients include the Aditya Birla Group, Apollo Hospitals, Avaya, Essar Telecom Kenya, Godrej Industries Limited, IndusInd Bank, J.V. Gokal & Co., Style Industries, Tata Communication and Tech Mahindra.

Anjarwalla & Khanna has acted on behalf of Godrej East Africa Holdings, a Mauritius subsidiary of Godrej Consumer Products, in connection with its purchase of 100% of the share capital of a Kenyan company as well as for Godrej Consumer Products Limited in their acquisition of an artificial hair production and distribution business in Kenya.



They were engaged by Style Industries, a wholly owned subsidiary of Godrej Consumer Products, in connection with their acquisition of a manufacturer of cosmetics, perfumes and toiletries, as well as to act on their behalf in connection with an investigation by the Competition Authority of Kenya into an alleged breach of the competition laws in Kenya.

Anjarwalla & Khanna represented Essar Telecom Kenya Limited on their proposed divestiture from Kenya and the various legal matters relating to the winding up of their operations, including overseeing all their ongoing litigation, while also acting as the liaising point with the telecom company's head office in India, advising them on various corporate matters following the sale of their telecommunications business. They were the lawyers for Tech Mahindra, which had been contracted by Bharti Airtel to provide it with business process outsourcing and telecommunications services in respect of its operations in various African countries.

They regularly advise Tata Communications on telecommunication regulation and licensing requirements in Kenya and several other African jurisdictions for purposes of its operations, including advising on, and liaising with the relevant regulators in Kenya, Tanzania, Angola, Nigeria, DRC, Ivory Coast, Mauritius, Ghana and South Africa.

Anjarwalla & Khanna has acted on behalf of Avaya Communications - a privately held telecommunications company, in its establishment in Kenya, Nigeria, Zambia,

Tanzania and Ghana and provided advice to it on its telecommunication licensing requirements in connection with an outsourcing deal with Bharti Airtel in 16 African countries.

They also advise Swiss Singapore Overseas Enterprises Pte (SSOE), the trading arm of the Aditya Birla Group, in connection with the set-up of SSOE as an entity in Kenya and in its trading operations in Kenya. They also advised Apollo Hospitals Enterprise Limited in regard to the protection of their intellectual property rights in Kenya.

Anjarwalla & Khanna are the lawyers for Gokal Beverages and Gokal Trading Kenya, both part of the J.V. Gokal & Co. Pvt Ltd. of India, a leading exporter, manufacturer and supplier of packed tea, in connection with the set-up, operations and licensing requirements of the two operating entities in Kenya. This has included advice on the licensing requirements under the Export Processing Zone Authority, procuring of banking facilities in Kenya and the creation of various securities in favour of a Kenyan lending institution, part of which securities included obtaining guarantees from the parent organization in India as well as Subordination Deeds.

Akash has, since 2014, been consistently voted by IFLR1000 as one of the Leading Lawyers in Kenya and has been particularly noted for mergers & acquisitions and banking & project finance, in which he is mentioned as being “absolutely brilliant”. He has also been voted as one of the leading lawyers in Kenya by Legal 500. In 2016, Akash was recognised in this publication as the “go-to person” and as “remarkably sharp”, “knows how to get the deal done”, “understands complex financial transactions”, and has “a depth of experience in cross-border transactions in Africa”, while in 2017 Akash is mentioned as being “proactive” and “highly skilled” with “the ability to think on his feet”. He has also been voted as one of the leading lawyers in Kenya by Best Lawyers International.

Akash has won numerous awards in 2014, 2015 and 2016 for being the best lawyer in Banking & Finance and Shipping & Maritime law. He has also been selected by Corporate Live Wire as one of the recognised experts in Kenya among leading lawyers around the world for Banking & Finance.

Akash was named the winner at the 2015 M&A Awards by Acquisition International.

A seasoned chocolate connoisseur, Akash is guided by these words of Rumi: “Don’t be satisfied with stories, how things have gone with others. Unfold your own myth.”

He notes that over the past ten years, the world has grown smaller with increased cross-border transactions. “As a pan-African lawyer, firmly rooted on the ground in Africa, cross-border transactions have increasingly dominated the market and I am humbled to be at the forefront through ALN.”

For those looking to lead a law firm or a practice area, his advice is to be diligent, be consistent, and “remember that change is inevitable, so be prepared to embrace it.”

Akash is inspired by Mahatma Gandhi for his use of legal skill and knowledge to make a significant difference in the lives of those around him. “Perhaps without realising it, Gandhi found the secret of success - he began to look at every difficulty as an opportunity of service, a challenge which could draw out of him greater resources of intelligence and imagination.”

AKSHAY CHUDASAMA

MANAGING PARTNER, MUMBAI
SHARDUL AMARCHAND MANGALDAS & CO.

Akshay Chudasama is the Managing Partner of the Mumbai office of Shardul Amarchand Mangaldas & Co. He is one of the few lawyers in the country who have perfected the art of excelling in their work while maintaining a high-flying personal life. For many years now, Akshay has been a mainstay of not only the Mumbai legal market, but also of its social eco-system, along with his father, the last Sheriff of Mumbai, his mother, who opened one of the first salons in the city, his sister, a well-known designer & BJP spokesperson, and his wife, a senior member of the Nirav Modi team.

Armed with a law degree from the prestigious London School of Economics, Akshay started out as a litigator over 23 years ago, though he was at the bar for a relatively short period of time. He still misses the adrenaline of court, and calls litigation “a different world altogether”. He does manage to go back to it on occasion, though work does not allow him to go back as often as he would like. Since then, Akshay has, over the years, worked with some of the largest firms in the country, including AZB & Partners, J Sagar Associates, and now SAMCO.

For Akshay, it has been an “exciting, challenging and a very fulfilling journey”. There has obviously been a shift in his responsibilities; at J Sagar, though he was part of the executive committee for two terms, his focus there was still on his work, and on one aspect of management - business development, and handling the external face of the firm.



As the Managing Partner of the new office of SAMCO, formed after the much publicised split of Amarchand Mangaldas Suresh Shroff & Co., Akshay took on a new level of responsibility. Here, his management role is much larger, and while his practice remains his first priority, he has needed to spend more and more time on management. At the same time, he is of the opinion that law is all about constant and continuous learning, and at the helm of SAMCO, his endeavour has been to keep raising the bar personally as well as for the Firm. In addition to the management role that he currently plays, Akshay is known as an expert in the areas of M&A, Private Equity and General Corporate Commercial. He says that in this profession, the mantra is: “it’s all about the client; and the client is king. You have one shot at making sure that the client is satisfied with what you do. You do not have a second chance to make a first impression.”

Akshay has advised on various marquee transactions, including one of the largest PE acquisitions of strategic stake in PRL Developers Private Limited by Warburg Pincus, a PE deal of Blackstone acquiring a stake in the commercial/office space real estate portfolio of the K Raheja Corp Group, an American insurance company in their increased investment of USD 75 million for the acquisition of an additional 23% equity stake in their joint venture from their Indian partner, Sumitomo Chemical Company on their purchase of 44.98% stake in Excel Crop Care Limited from the promoters and certain public shareholders for USD 930 million, and the acquisition of 9 project companies of the Gammon group by BIF India Holdings Pte. Ltd for a combined value of USD 850 million, amongst many more.

He has been recognized as an Outstanding Lawyer by Asia

law Profiles 2017, and rated as a “Leading Lawyer” by IFLR. He has been described as a “cross border M&A specialist” & “a highly recommended corporate lawyer” in Asia Pacific Legal 500 for 2016 & 2017, and has consistently been listed as a recommended/leading individual in Corporate M&A, Real Estate, Telecom, and Media & IT categories by PLC’s Which Lawyer?, Merger & Acquisition Guide, and by Chambers & Partners, which calls him “smart and efficient”, and a “fantastic deal maker”, who “anticipates the issues a foreign investor will face” and “offers high quality and is responsive on transactions”.

His advice to those in management positions in law firms is that one must remember three key words: “Communication! Communication! Communication!”. He believes that one needs to constantly talk to their lawyers since they are the only asset a law firm has. If one does not communicate and interact with their people, one starts to get removed from them and may lose touch or be unable to understand what goes on in the trenches. In the same vein, what is also very important is to maintain transparency with regard to the policies of the firm.

Apart from work, Akshay has many diverse interests. He is an avid scuba diver, and has been diving for twenty years almost all over the world, including Micronesia, Red Sea, Maldives and West Papua. He is also very passionate about contemporary Indian Art.

AMIT MOHAAN MEHARIA

MANAGING PARTNER

MCO LEGALS

Amit Mohaan Meharia is the Managing Partner of MCO Legals and a legal professional with more than 20 years' experience in Corporate Law and Commercial Arbitration. Amit, a Law Graduate from King's College, London and a Post Graduate Diploma holder in Law from School of Law, Store Street, is a Solicitor on the rolls of the Law Society of England and Wales. He runs a 'Paperless' office where all of the Firm's workings are hosted on cloud and clients are guaranteed complete transparency.

Amit is a specialist in Commercial Arbitration and Litigation, Corporate-Commercial, Energy, Real Estate, Statutory Third-Party Audit, Tax and Transaction work. He primarily advises the Oil & Gas, Mining and Real Estate sectors. His clients include IOCL, GAIL, TCIL, MTNL, RLDA, Net4India, Nilanchal Realty, Sashwaat Realty, Vedic Realty, Valpro Realty, Hindustan Petroleum Corporation Limited, Bharat Petroleum Corporation Limited, Castron Mining and BLA Coke.

Amit's advice has been sought for both contentious and non-contentious issues involving the government of India's policies on Aadhaar and Diesel Pricing. He has provided advice and strategy to Indian Oil, GAIL, Bank of Baroda, Vijaya Bank and PNB Bank on issues arising out of the Insolvency and Bankruptcy Code, 2016. He has vetted international tenders for Indian Oil and conducted third party legal statutory compliance audits for GAIL and GAIL Gas Limited. He has also conducted commercial arbitrations



on behalf of MTNL and for Stewarts and Lloyds at ICC.

His transaction work has included joint venture agreements, shareholders' agreements, technology transfer agreements and confidentiality agreements for Infrastructure & Energy Services Limited (IOT). He has conducted corporate restructuring work for IOT Utkal and land due diligence for GAIL and Vedic Realty.

Amit is on the Board of Directors of UM Investment Private Limited, Nilanchal Grih Nirman Limited, Shell Structure Private Limited, Kenta Properties Private Limited, Gajmukta Estate Private Limited, Craton Estates Private Limited, Kundavali Estates Private Limited, Sashwaat Society of Education and Research and Sashwaat Welfare Housing Society.

Amit says he owes a debt of gratitude to one of the stalwarts of the legal profession, Samaraditya Pal. It was at Barrister Pal's office, as an intern, that Amit learnt the importance of organization - the need to arrange information, whether on paper or otherwise, systematically in order to be able to work efficiently and professionally. "I revere Samaraditya Pal, Senior Counsel and barrister from Kolkata. His methodical approach with in-depth analysis and interpretation of facts is what inspires and invigorates me to put him on a pedestal."

For Amit, punctuality, dedication and commitment are the three cornerstones for success in any walk of life, a leitmotif he has applied to himself and the firm that he heads.

Amit believes technology has played a key role in the way the legal profession has developed. With technology, law is far more accessible, as is its interpretation. "The tricky part is the facts of a particular case and how you interpret the law in

the light of those facts. I feel that facts should not be ignored at any point of time as they build 90% of the case."

Technology has also affected how quickly lawyers have access to data, allowing a firm and lawyers to be far more productive. "With the advancement of technology and realising the importance of the same, I have built an application for our firm that provides us data on a click of the mouse".

For all those thinking of establishing their own law firm or heading a practice area, Amit strongly recommends that they invest time and effort in their team. "With the knowledge and exposure gained by me so far, I would definitely recommend that we should all endeavour to give exposure and opportunities to our team and simultaneously nurture them with proper guidance." He advises that they invest in technology. "We should realise the important role played by technology in today's era and therefore, I would urge all to develop the practice of infusing technology into law".

AMITAVA MAJUMDAR (RAJA)

MANAGING PARTNER

BOSE & MITRA & Co.

Amitava Majumdar a.k.a. “Raja” is the Managing Partner of Bose & Mitra & Co, specialists in admiralty, arbitration and insolvency laws in the shipping, commodity trade and energy sectors. Amitava completed his LL.B. (Hons) degree from the University of Plymouth, United Kingdom in 1996, specializing in Maritime Law, and began working in the Calcutta office of Bose & Mitra. He thereafter established the Mumbai arm of the firm by the name Bose & Mitra & Co. and was called to the Maharashtra and Goa Bar in 2005.

Amitava’s expertise covers all aspects of shipping and trade, both contentious and non-contentious. He has played a pivotal role in guiding the firm in a series of multi-jurisdictional litigations all across India to enforce and execute foreign arbitral awards and judgments that covered asset tracing, third-party garnishee proceedings and insolvency proceedings.

Some of Amitava’s clients are Vitol S.A, Bunge Group, Société Générale, Great Eastern Shipping Co. Limited and its subsidiaries, Mercator Limited and its subsidiary companies, Seven Island Shipping Limited, APJ Shipping Limited, Jindal Waterways Limited and Oldendorff Carriers GmbH.

Some of his key cases include M.V. Al Quamar v. Tsavlis Salvage (International) Ltd., covering the power to arrest a ship for the execution of a foreign decree under the Civil Procedure Code, 1908; Forbes Forbes Campbell and Co. Ltd. v. Board of Trustees on whether steamer agents were liable



to pay port rent charges in circumstances where consignees refused to remove cargo from the port; the State of Maharashtra v. MV MSC Clementina on fishermen's claim against a shipowner for an oil spill; Kimiya Shipping INC and Condor Maritime Dienstleistung GmbH & Co. KG v. M.V. Western Light on the right of sister or associated ship arrests; State Trading Corporation Ltd. v. India Cements Ltd. on the interpretation of clauses in charter party relating to priority charges; and Indian Oil Corporation v. Langkawi Shipping that decided on the circumstances when an Indian arbitral award could be set aside, and the application of force majeure clauses. All of these are reported cases. Amitava was engaged in the famous *MSC Chitra - MV Khalijja-1, MV Pavit, MV Rak Carrier, MV Wisdom, MV Prabhu Daya, M.V. BW Maple, M.V. Dawn Kanchipuram and MV Amber L* maritime casualties case.

Some of the important arbitration cases that Amitava has been involved in include JSW Steel Ltd. v. AI Ghuriar Iron & Steel LLC on the right of a buyer to reject the goods for failing to conform to its contractual requirements; and ABG Shipyard Ltd. v. The Shipping Corporation of India Ltd. that involved the issue of an injunction against a bank guarantee. He has also appeared before the Supreme Court of India in the case of Sea Stream Navigation Limited v. LMJ International Civil Appeal, where the court held that a Letters Patent Appeal would not lie against an order that was not appealable under section 50 of the Arbitration and Conciliation Act, 1996.

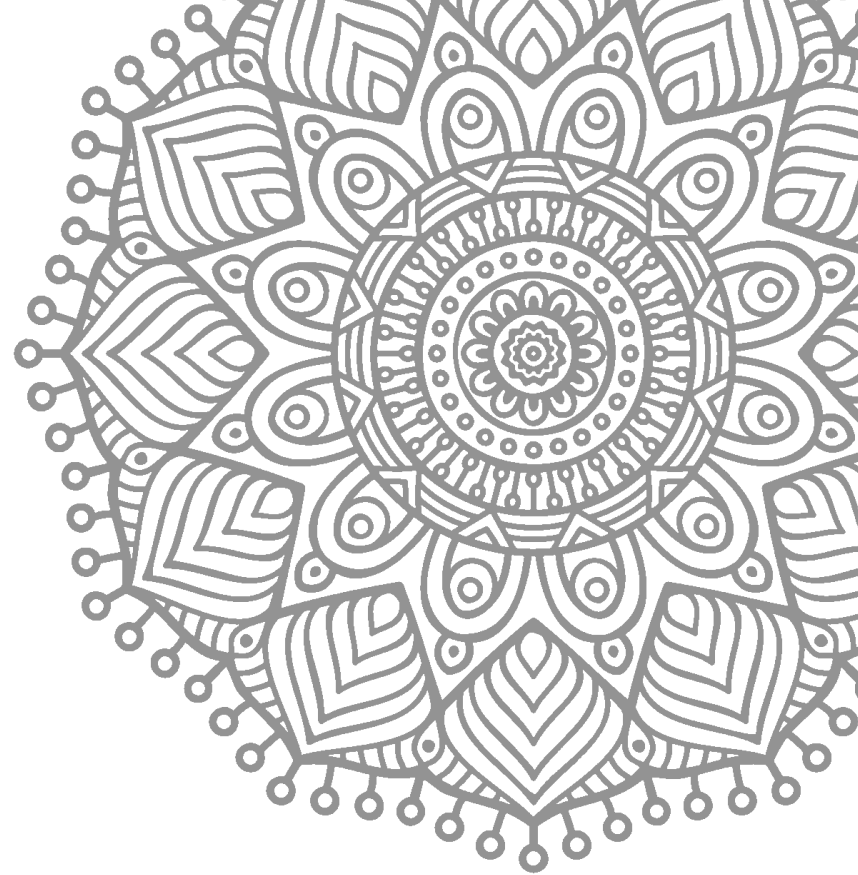
He has, in the past year, been involved in various ship sales and purchases for vessels ranging from Platform Supply Vessels, Oil Tankers, Chemical and Oil Products Tankers,

Crude Oil Carriers, Bulk Carriers and Cargo Ships, Multi-Purpose Offshore and Platform Supply Vessels, BP Anchor Handling, Towing and Supply Vessel, Dredgers or Underwater Operations Vessels which were diversely priced at approximately \$1.8 million to \$140 million, for mainly Indian ship owners or their foreign subsidiaries. He regularly represents buyers and sellers in closings in Singapore, London, Hong Kong, Greece, Italy, United States of America, Dubai, Hamburg, Bulgaria and Japan.

Bose & Mitra & Co. are Legal Correspondents for the North of England Protection and Indemnity(P&I) Club (an International Group P&I Club) and the RaetsMarine P&I Club, while also representing several other major IG P&I Clubs. Amitava is the advisor to the Office of the Director General of Shipping as well as the Ministry of Shipping, Mumbai Port Trust, Jawaharlal Nehru Port Trust, Commissioner of Fisheries Government of Maharashtra and Maharashtra Maritime Board (MMB). Amitava represents the country at the Legal Committee meetings of the International Maritime Organization.

Amitava is on the board of directors of Cenmar Maritime Agencies (India) Pvt Ltd. He is a Trustee of the Maritime Training Trust chaired by the Director General of Shipping, Government of India and part of the Maritime Committee of the Indian Council of Arbitration. He is a member of the Governing Counsel of the Singapore Chamber of Maritime Arbitration. Both Amitava and Bose & Mitra & Co. have been rated as a Band 1 lawyer and law firm, respectively, in the category of Shipping by both Chambers & Partners and Legal 500.

Bose & Mitra & Co. caused ripples in the market when it



was set up in 2004. Boldly taking on entrenched players, the firm witnessed a meteoric rise to soon become the largest boutique shipping and trade firm in India. In large part, Amitava attributes the success of the firm to its work ethic. Describing himself as a “proud workaholic”, Amitava tries to inculcate the culture of hard work among his juniors. “To me, work relates to one’s individual calling and one cannot be successful without enjoying the long journey to your chosen path with zest and enthusiasm.”

Amitava has been greatly influenced by several leading counsel in India and England. He specifically mentions Brian Dye of Essex Court Chambers, London and his father Subir Majumdar, a Senior Partner of Bose & Mitra & Co., who started the firm’s shipping practice and even opened an office in London. He is also inspired by Senior Advocate Rotnanko Banerji, who he looks to for guidance every now and then.

To those looking to lead a law firm or practice area he recommends “extreme amounts of patience, perseverance and grit”, while reminding that the profession “is your calling and not merely a means to an end”.

Amitava is a food and wine connoisseur and had thought he would become a chef, even doing a short internship at the Savoy Hotel in London. But the law won him over. His work life now entails travel for over 20 days a month, which is when he catches up on all his reading - at airports or on flights.

ANAND DESAI
MANAGING PARTNER
DSK LEGAL

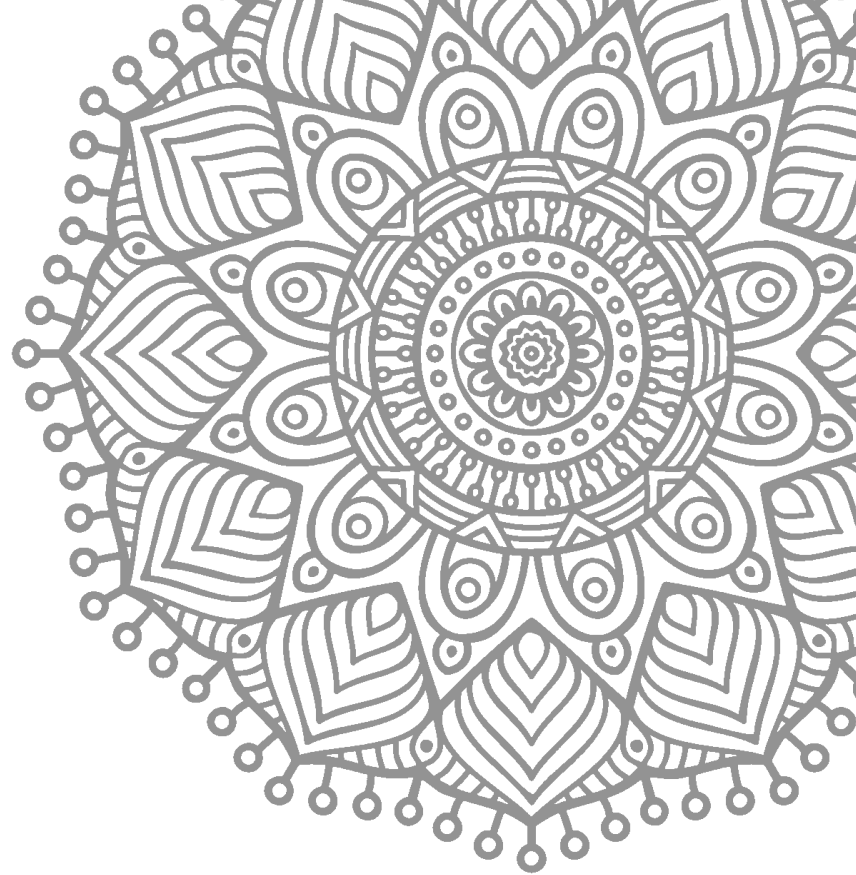


Anand Desai has led DSK Legal from the day it was founded in April 2001, and has seen it grow from seven lawyers to over 120 legal practitioners, to become one of India's leading law firms.

A Government Law College, Bombay University alumnus, Anand started his career in the chambers of Senior Advocate J.I.Mehta. Within two years he had established a successful, litigation practice, appearing in the first reported case under the Sick Industrial Companies Act. He decided to take a break after six years to study for an LLM in international law at the Edinburgh University. He then joined a small solicitor's firm as a partner, continuing his litigation practice but being involved with the client's legal issues at a much earlier stage than a counsel would normally. This helped him strategize the litigation far more effectively.

During this period, Anand appeared in many important cases for well-known clients, including Harshad Mehta in the "securities scam", Real Value Appliances, Canbank Mutual Fund, Kukreja Construction, and in many reported real estate cases for builders and for the government.

Anand started DSK Legal as a member firm of Andersen Legal. Although Andersen closed down in early 2002, Anand learnt the importance of systems and processes in a large organisation, one of the reasons why DSK Legal has grown from strength to strength. It now has 13 partners, 6 associate partners and over 100 lawyers across 4 offices in Mumbai, Delhi and Pune.

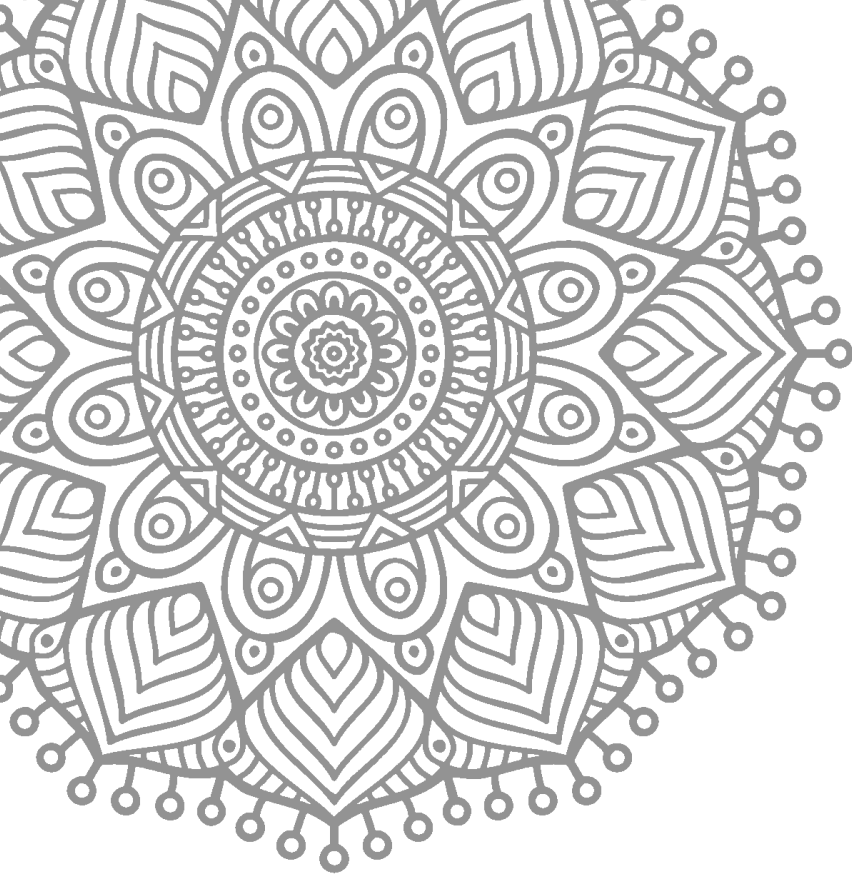


DSK Legal's client list has real estate developers like Kukreja Construction Co. and K. Raheja Corp; banks, funds and institutions such as Lapis (earlier Sun-Apollo), HDFC, Edelweiss Group, IDBI Bank; large corporations such as Facebook, GSK, Great Eastern Shipping, Blue Dart, Asian Paints Ltd., Broadcast Audience Research Council, Kiri Industries Ltd., and Strides Shasun Ltd.; government departments and companies; as also several Bollywood celebrities, including Aamir Khan and his production company, Salman Khan, who Anand has successfully represented in various criminal cases in the last three years, Amitabh Bachchan, and many others. He is also appearing in the dispute for the leadership of the Dawoodi Bohras.

Anand's areas of specialization include dispute resolution, corporate M&A, private equity, real estate, intellectual property, information technology and tax. He has appeared in domestic and international arbitrations, including ICC in London, SIAC in Singapore, an SICC suit in Singapore, and been appointed arbitrator in some cases. He has advised and assisted in several large domestic and cross-border M&A transactions, private equity investments, restructurings, real estate transactions, IP transactions, and advised media industry players on their films, brand ambassadorship and other personal matters.

Anand was appointed by the Government of India, Ministry of Law and Justice, as Chairman of a Committee to recommend amendments to the Specific Relief Act, 1963.

He is the President of TiE Mumbai, a trustee of L&T Employees Welfare Foundation, a Director of Paani Foundation and is an advisory board member of Swades Foundation and Yuva Parivartan. He is also chairman of the Tribal Mensa Nurturing Programme and a Managing Council member of Vision Foundation of India.



Restructuring & Insolvency, in Asia-Pacific Legal 500 as a Leading Individual for M&A, and in Asialaw Profiles as a Market-Leading Lawyer for Banking & Finance and Corporate and M&A. Anand has won many awards in India and internationally.

For Anand, each day presents new learnings and opportunities. Nurturing a firm from its birth with seven lawyers, to become one of India's leading firms with a broad canvas of clients and matters, many of them high profile; life as a lawyer for Anand has been exhilarating. "Leading a firm has its own set of challenges, particularly when I have a large practice that I attend to personally, including appearing myself in arbitrations and select court cases."

Anand advocates a healthy work-life balance. "Work hard - it takes many long hours to become a competent lawyer. But always balance family, health, recreation and one's spiritual quest." He advises setting values for oneself and the firm and abiding by those values. "Live your own life. Don't compare with others. Try new things. And always abide by the values you set yourself."

Patience, dedication and a balanced life, according to Anand, are central to leading a law firm to success and profitability. He emphasises the importance of training people to understand what the client really wants and to always take a practical rather than a theoretical approach. Always use the services of the best person in the firm/team on each assignment, he suggests, while reiterating the importance of clearly identifying and articulating the values of the firm and abiding by them unwaveringly.

Over the past several years, Anand has been listed as one of India's leading lawyers in Who's Who Legal (an International Bar Association publication) for Commercial Litigation, Real Estate, M&A and Regulatory Communication, in Chambers Global, where he is ranked in Band 1 for Dispute Resolution and Band 2 for Corporate and M&A and TMT, in IFLR as a Leading Lawyer for Banking, M&A and

ANAND S. PATHAK

MANAGING PARTNER

P&A LAW OFFICES

Anand Pathak practices in the areas of US, European and Indian mergers, acquisitions and joint ventures, EU and Indian Competition Law, and technology licensing and distribution arrangements. He has extensive experience in advising clients on the full range of US, European and Indian legal issues in connection with international mergers and acquisitions, privatizations, technology licensing, distribution, franchising and agency arrangements, and European and Indian laws on competition, state assistance, trade, and intellectual property. He has also represented clients in arbitrations, including claims for compensation from the United Nations Compensation Commission for losses suffered as a result of the Iraqi invasion and occupation of Kuwait.

Prior to P&A Law Offices in New Delhi, Anand was a lawyer and partner in the Brussels, Cleveland and Palo Alto offices of a US law firm. He has practiced law for more than 25 years. Anand attended all of the EU Council negotiation meetings leading to the adoption of the EU Merger Control Regulation and assisted in the drafting of the implementing regulations and guidelines issued by the EU Commission. He has represented clients in EU Commission proceedings, investigations and notifications of concentrations under EU competition laws, including NACCO, Diebold, Toyota, Parker Hannifin, Mitsui, Mitsubishi, General Electric, Dresser Industries, Ingersoll-Rand, PepsiCo and Waste Management, and more recently Ranbaxy Laboratories Limited in a



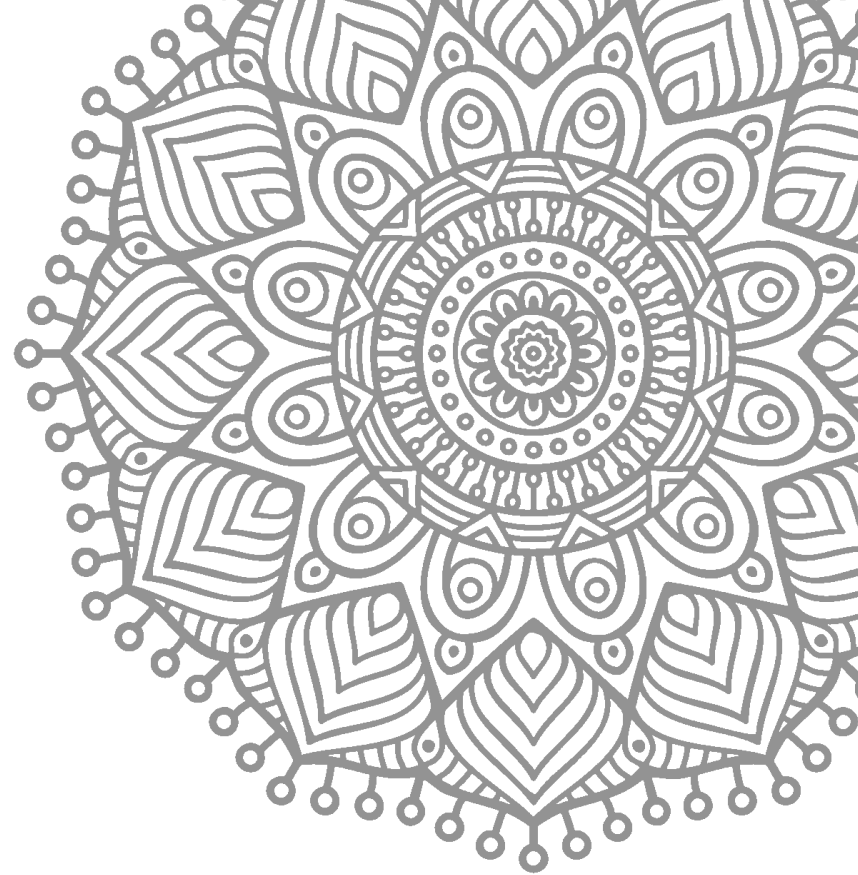
competition law proceeding before the EU Commission and before the General Court in Luxembourg. His representation of clients in major US mergers, acquisitions and joint ventures includes the sale by Westinghouse to Schindler of the Westinghouse Elevator Company, the acquisition by Huntsman of Deerfield Plastics, the sale of Reallogic to Computer Associates, and the acquisition by Zurn Industries of Eljer Industries, by Anthem of Acordia and by CTS Corporation of Dynamics Corporation, and the termination of the Diebold-IBM and HCL-Perot Systems international joint ventures.

Anand has represented Indian and multinational companies in a number of cross-border acquisitions and joint ventures in the US, Europe and Asia, cross-border ADR/GDR and stock swap transactions, public offers under the Indian Takeover Code, financings and commercial contracts, including cross-border BPO/outsourcing transactions. Representative transactions include the formation of international joint ventures between TRW Inc. and Satyam Computer Services, and between State Street and Syntel (and related business process outsourcing of back-office processes), the outsourcing of back-office processes by Wachovia Bank, Nationwide Insurance and Washington Mutual to various Indian vendors, the acquisition by Rediff.com of each of Value Communications Inc. and India Abroad, the acquisition of companies from the Invensys group by Cooper Tire & Rubber Co., U.S. acquisitions by Chambal Fertilizers, acquisitions by HCL Technologies of companies in Singapore, the U.K. and the US, Indian acquisitions by Caltex, the acquisition by the Aditya Birla Group of the AT&T, and Tata equity interests in IDEA

Cellular Ltd.

His privatization experience includes the privatization of MIBRAG GmbH, representation of the Government of India in the privatisations of Modern Food Industries, IPCL and Air India, and the representation of the Steel Authority of India in various Indian matters. His experience in oil and gas and infrastructure matters includes the representation of Total S.A., Chevron Corporation, El Paso Gas, Bombardier, Véolia, Dalkia and the Weir Group. Anand's telecom experience includes the representation of Warburg Pincus in its investment in Bharti Airtel, the Aditya Birla Group in its acquisition of shares of IDEA Cellular Ltd. from AT&T/Cingular and Tata Teleservices, and his current representation of Aircel Limited in various matters, including the recent joint venture with RCom.

Anand has represented several clients in listed company transactions (public offers, rights offerings and de-listings), including Tech Mahindra Limited (acquisition of Satyam Computer Services Limited) and Daiichi Sankyo Company Limited (acquisition of Ranbaxy Laboratories Limited and Zenotech Laboratories Limited). Clients represented by Anand in technology and telecom transactions include HCL Technologies Ltd., Perot Systems, Patni Computer Services, Datamatics, Cap Gemini (Kanbay), Tech Mahindra, Wipro Technologies, Infosys Technologies, Satyam Computer Services and Aircel Limited. He has also represented clients in corporate restructurings, shareholder litigation and proceedings before the Indian regulatory authorities involving Indian securities laws, anti-dumping and competition laws. He was a member of the team that represented Rediff.com and Mahindra Satyam in the class



action litigation against these companies in the US and has represented companies in India in various commercial and securities litigation matters.

Anand's recent representation of clients before the Competition Commission of India and the Competition Appellate Tribunal under the Indian Competition Act, 2002, includes MCX-SX against the NSE in the first predatory pricing case in India, Apple Inc., Amazon, Springer India, Sony Pictures, Super Cassettes, Ranbaxy Laboratories Limited, General Motors, DLF, Ericsson, and certain film distribution companies against the producers of films.

Anand was presented with the National Law Day Award 2005 by the Prime Minister of India for his unique contribution in the field of corporate law and for bringing foreign investments into India. He has received several awards for M&A and competition law, including "India M&A Lawyer of the Year" in 2011; "India Competition Lawyer of the Year" in 2012; "India M&A Lawyer of the Year -2012"; and "India Competition Lawyer of the Year" in 2013, 2014, 2015 and 2016. He was listed in The International Who's Who of Competition Lawyers every year from 2009 to 2016 and The International Who's Who of Business Lawyers from 2012 to 2016. P&A Law Offices consistently won the Best Indian Competition Law Firm from 2011 to 2016.

Anand was a member of the board of editors of the EC Merger Control Reporter, and is a frequent speaker on EU and Indian competition laws in seminars and conferences. His comments on various European and Indian legal matters have regularly featured in a number of international journals and newspapers, including the *International Herald Tribune*, the *Wall Street Journal*, *Business World*, *Business*

Today, *The Mint*, *Economic Times* and *The American Lawyer*. Anand is a Fellow of the Cambridge Commonwealth Society and a member of the Bar Council of Delhi, the Honourable Society of Gray's Inn, London; the IBA and the ABA. Anand was the Chairman of the Task Force on Competition Law of the Federation of Indian Chambers of Commerce and Industry (FICCI). He was advisor to the Competition Commission of India on competition law and later a member of the Government-appointed Working

Group on Foreign Investment in India in 2010 that produced a report on Foreign Investment Policy. He was also a member of the Committee on National Competition Policy and Related Matters established by the Government of India in June 2011. Anand is currently Vice Chair of the IPBA on Indian Competition Law. He is also a member of the board of directors of several Indian companies, including TransUnion CIBIL Limited, Sherwin Williams India and Aircel Limited.

Anand lists his meeting with the legendary Lord Hailsham when he was just 9 as one of the most defining moments in his life. That, he said, sealed the decision for him to pursue law as a profession. The other was witnessing the fall of the Berlin Wall, when young men and women broke down the Wall with hammers and other tools, and some with only their hands, in an urgent physical embrace of freedom. Yet another defining moment was attending the EU Merger Control Regulation negotiations among the EU Member States as a 26-year-old member of the negotiation team of Sir Leon Brittan, the then-Commissioner for Competition in the EU. For Anand, it was a unique example of the vision and selfless dedication and commitment of each Member State's delegation to the notion of the European Union. And finally, the sale of the Westinghouse elevator division to Schindler; his very first transaction as a US corporate lawyer that saw him sleep no more than 15 hours a week for several months, a period in his life that a senior colleague described as "special training for a happy married life!". He did in fact get married in the middle of that rather stressful time.

Anand attributes his success as a lawyer to a deep sense of commitment to his clients and the profession generally. "The legal profession is a demanding career and success will come

only if you dedicate your full time and attention to the profession with integrity and the highest ethics." He cites Nani Palkhivala as example of a lawyer to emulate. "I have been very fortunate to have had the opportunity to listen to him argue matters in the Supreme Court, to have heard his Budget analysis, and to have heard him speak on matters other than law."

Anand advises those looking to head up practice areas or set up their own firms to be "unrelenting in the pursuit of perfection (notwithstanding the challenges)", and also inspire younger lawyers to contribute their best every day. More importantly, he warns against being overtaken by administrative and firm related work. "You must continue to be a practicing lawyer even if some portion of the day is taken up by administrative work. Enjoy every moment of the life of a lawyer."

ANNE KIUNUHE

PARTNER

ANJARWALLA & KHANNA, NAIROBI, KENYA

Anne is a Partner in the Corporate department at Anjarwalla & Khanna (A&K) and the Co-Head of the firm's Competition group. A&K is the largest corporate law firm in Eastern Africa, with over 90 lawyers, and is generally considered the leading full-service corporate law firm in Kenya. A&K, which was awarded the African Law Firm of the Year Award, is the founding member of ALN - an alliance of independent top-tier law firms in 16 African jurisdictions.

With over ten years of experience as a corporate lawyer, Anne specialises in mergers & acquisitions, IT & telecommunications law, competition law and intellectual property law. Anne regularly represents multinational corporations, PE Funds and other investors and is a recognised leader in her field. Clients she has advised include Godrej Consumer Products Limited, Essar Telecom Group, Bharti Airtel, Tata Communication, Tech Mahindra and Avaya. She is ranked as a leading lawyer by Chambers Global, 2017 and has been voted one of Kenya's best M&A lawyers by Best Lawyers International. In 2015, Anne won the CfC Stanbic Rising Star Award in the Professional Services category. She is an ardent writer on contemporary legal topics, and is the Editor of *Legal Notes*, a newsletter published by ALN.

Anne has handled many matters relating to the investments in Kenya of Godrej Consumer Products Limited, including that of their Mauritius subsidiary, Godrej East



Africa Holdings. She acted for the company in their acquisition of the artificial hair production and distribution business of Strategic Industries in Kenya, including advising the client on the merger laws applicable to the transaction and assisting them in obtaining the clearance required from the Competition Authority of Kenya. She advised the client on applicable restrictive trade practices laws and liaised with the regulator on the structuring of the transactions. Anne acted for Style Industries, also a wholly-owned subsidiary of Godrej Consumer Products, in connection with their acquisition of a cosmetic, perfume and toiletries manufacturer, including helping them obtain the clearance required from the Competition Authority of Kenya. She has also acted on their behalf with an investigation by the Competition Authority of Kenya (CAK) into alleged conduct and alleged breach of the competition laws in Kenya.

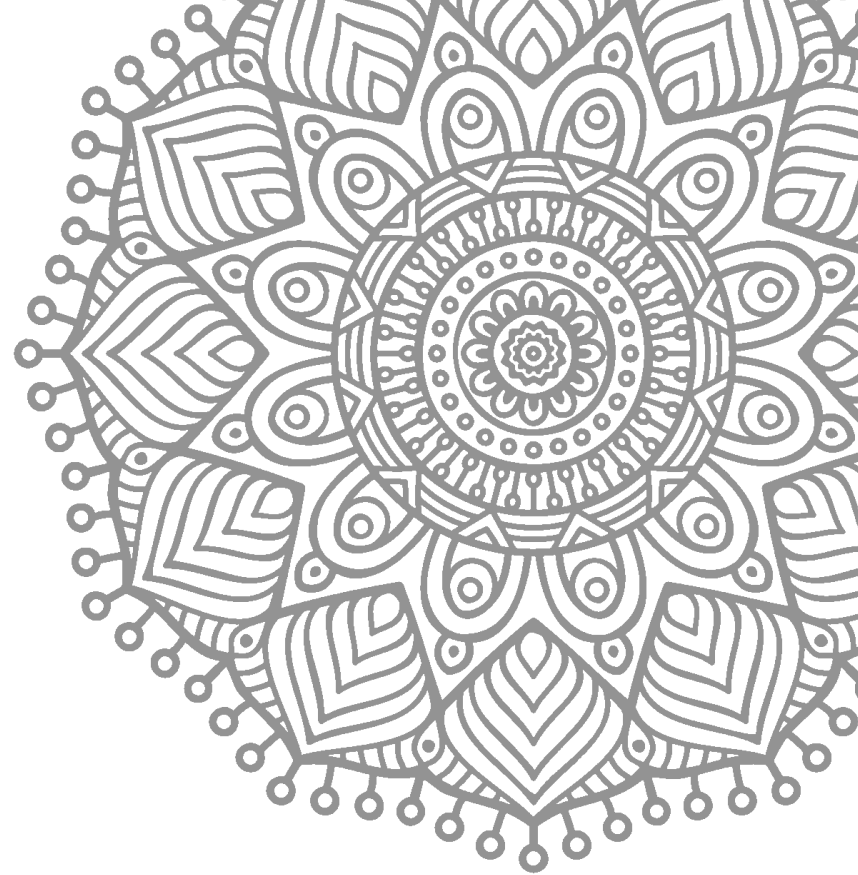
Anne handled the divestiture from Kenya by Essar Telecom Kenya Limited through a sale of their business to Safaricom Limited and Airtel, resulting in the consolidation of the mobile telephony market from four to three players, including advising on deal structure, drafting and negotiating the transaction documents and assisting with the regulatory approval processes with the Communications Authority of Kenya, the Competition Authority of Kenya and COMESA Competition Commission. With the overall mandate over their ongoing litigation portfolio, Anne oversaw for Essar all the consequences of the winding down, while at the same time acting as the liaising point with Essar's head office in India and advising them on various corporate matters following the divestiture and sale.

Anne has acted for Tech Mahindra, which has been

contracted by Bharti Airtel to provide it with business process outsourcing and telecommunications services in respect of its operations in various African countries.

Her advice has been sought by Tata Communications on telecommunication regulation and licensing requirements in Kenya and several other African jurisdictions for purposes of its operations; Avaya Communications, a privately held telecommunications company on telecommunication licensing required in connection with an outsourcing solutions deal with Bharti Airtel in 16 African countries and Apollo Hospitals Enterprise Limited regarding the protection of their intellectual property rights in Kenya. In addition, A&K have advised the Swiss Singapore Overseas Enterprises Pte (SSOE), the trading arm of the Aditya Birla Group, in connection with the set-up of SSOE as an entity in Kenya and in its trading operations in Kenya; IndusInd Bank regarding a banking facility to an Indian corporate entity based in India secured by, inter alia, a personal guarantee from a Kenyan national residing in Dubai; and Gokal Beverages and Gokal Trading Kenya, both part of the J.V. Gokal & Co. Pvt. Limited of India, a leading exporter, manufacturer & supplier of packed tea, in connection with the set-up, operations and licensing requirements of their two operating entities in Kenya.

Anne looks up to the firm's Managing Partner, Karim Anjarwalla, who she says has remained humble despite his obvious success. Acknowledging him as her mentor, she says Karim has inspired her by not just being an "accomplished and superb lawyer" but also someone who believes in "doing things the right and ethical way". Anne, herself believes in doing "the right thing always, and doing it extra-ordinarily well!"



Even though Anne has transitioned to bigger roles, she believes the learning never ends. With greater overall responsibility for most of the transactions that she handles, including client relationship and providing overall direction, she has realized that legal practice today requires one to be far more practical and commercial.

She strongly advocates “passion, a plan and persistence” to those looking to establish their own firms or head practice areas. “You need to believe in, enjoy and celebrate what you do. You need to plan accordingly, including identifying what sets you or your practice apart, putting together the necessary resources, surrounding yourself with smart people capable of helping you achieve the plan, and lastly, you need to be persistent and strong enough to push your plan through and pull yourself up each time you fail until you succeed.”

Anne’s love for travel has led her to every continent so far. “I have wanderlust. I love to travel,” she says as she plans her next vacation, which she hopes will be along road trip.

ASHISH CHUGH

PARTNER

K&L GATES LLP, SINGAPORE



Ashish Chugh is a partner in the Singapore office of a major international law firm, K&L Gates LLP. He is qualified to practice law in England & Wales, India, New York and Singapore. Ashish concentrates his practice on international commercial arbitration, investment treaty and cross-border commercial disputes, particularly arising in Asia. He has represented parties with respect to disputes across wide-ranging industries, including aviation, commodities, construction, hospitality, joint ventures, office stationery, oil and gas, power and telecommunications. Ashish has broad experience in the conduct of international arbitrations with seats in Dubai, Hong Kong, India, Kuala Lumpur, London, New York and Singapore under a variety of ad hoc and institutional arbitration rules, including DIFC-LCIA, HKIAC, ICC, KLRCA, LCIA, SIAC and UNCITRAL.

He has acted as counsel in a large number of international arbitrations seated in Singapore, including one for a major PRC state-owned enterprise in which the value in dispute was over US\$1.2 billion; for an exclusive European agent of a global rubber trading company; a major state-owned power company in India; a major carbon black manufacturer based in India; for the subsidiary of a major Indian renewable energy supplier; and a leading provider of lending and transaction banking software based in India. Ashish is counsel for a major Korean renewable energy supplier with respect to a dispute referred to international arbitration seated in Singapore (under SIAC Rules); and is the sole

arbitrator (appointed by the SIAC) in a matter in which the minority shareholder raised allegations of contractual breaches committed by the majority shareholder with respect to a joint venture carrying on the business of trading in tools and equipment for the marine and oil & gas industry. He was counsel in an international arbitration seated in Dubai (under DIAC Rules) for a major engineering company against a leading shipyard in the UAE, and in another seated in New York (under ICC Rules) for a leading agriculture manufacturing company in India.

Ashish started his career in the chambers of the late TR Andhyarujina, the former Solicitor General of India. He was called to the Bar in England & Wales from the Inner Temple and completed his pupillage from Essex Court Chambers, a leading set of barristers' chambers in London, which specializes in international arbitration and commercial litigation. Prior to joining K&L Gates, Ashish worked as a senior foreign lawyer in the international arbitration practice of Rajah & Tann LLP, a leading Singapore law firm. He has been recognized by Legal 500 (2017 edition) as a key practitioner for his firm in the area of international arbitration in Singapore.

Ashish has seen the role of the lawyer evolve into becoming trusted advisors to their clients, especially multinational corporates. In order to be a trusted advisor, he believes, it isn't enough to be clever or quick witted. The lawyer, he believes, must now comprehensively understand

the clients' business, commercial needs, strengths and vulnerabilities and build a relationship with them on a long-term basis, which is based on trust and confidence.

His advice to those looking to become practice heads or set up law firms of their own is to pick their battles wisely. "Focus and save your strength for the important contests and decisions". "It helps sometimes to be a little deaf," he says, quoting Justice Ruth Ginsberg of the US Supreme Court.

Ashish considers Andhyarujina his mentor, describing him as a man with exacting standards. "There were a few qualities that were never in short supply in his chambers - diligence, integrity and the desire to be thoroughly prepared in a matter. ...All of his juniors quickly learnt that there was no shortcut to success; a lawyer had to earn that through sheer hard work and graft".

In a profession that inculcates one to over analyse and protect the client's interests, there are two overarching values that have helped Ashish - "Keep it simple and ensure that you are never short of empathy".

Ashish likes to listen to western classical and opera music when he works because it helps him concentrate. Some of his favourites include Beethoven's 7th symphony and the Moonlight Sonata, Brahms's 3rd symphony, Mozart's Piano Concerto No. 21 and Shostakovich's Piano Concerto No. 2. He finds most of Puccini's opera compositions to be "truly delightful".

ASHWIN JULKA

MANAGING PARTNER
REMFRY & SAGAR



Ashwin Julka is Managing Partner at Remfry & Sagar and heads a team of more than 230 members, including 90 attorneys. Leading India's oldest and one of its largest Intellectual Property firms with more than 8000 clients, Ashwin is an IP expert with a particularly strong knowledge of trade mark laws and patent policy. The Firm's clients include many reputed businesses and Fortune 500 companies including Google, Sanofi, Sony Corporation, Qualcomm, 3M, Procter & Gamble, Johnson & Johnson, Lubrizol Corporation, Bayer, Dow Chemicals and Glaxo SmithKline.

Ashwin has led the Firm to score several successes for its clients, and some recent litigations on behalf of market-leading FMCG, tobacco, warehousing, real estate, automotive and pharmaceutical companies have led to the setting of notable judicial precedents.

With over two decades of professional experience, Ashwin has been actively involved in several international IP organizations, including the International Trademark Association, the Asian Patent Attorneys Association, the International Association for the Protection of Intellectual Property, the International Federation of Intellectual Property Attorneys and the Pharmaceutical Trade Marks Group. He frequently lectures in India and overseas, aiming to keep the Firm's more than 8000 clients spread across the globe abreast of their IP interests at all times. He also has several articles on diverse themes to his name.

Ashwin is a member of several IP committees and forums, including the Publications Committee of the International Trademark Association. In addition, he is on the editorial board of the Life Sciences Intellectual Property Review and leads from the front at the BRICS IP Forum - a forum set up in 2008 by Remfry & Sagar in partnership with Daniel Advogados (Brazil), Gorodissky & Partners (Russia) and CCPIT Patent and Trademark Law Office (China). He also serves as a Director on the board of several companies.

Ashwin featured in the 2016 “A List of India’s top 100 lawyers” brought out by the *India Business Law Journal* and amongst “50 Patent Lawyers you should know” published by Asia IP in 2014. He has consistently featured in the “Gold Band (Individuals: Prosecution & Strategy)” from 2014 to 2017 as part of the WTR 1000 rankings. He has also been recognised for his professional abilities in the “Individual (Prosecution)” rankings by IAM Patent 1000, the world’s leading patent professionals, in 2014, 2015 and 2016 and as a “Leading Individual” in the field of Intellectual Property by Legal500 Asia Pacific from 2015 to 2017. Ashwin has also been recognised as a “market-leading lawyer” in the field of Intellectual Property by Asia Law Profiles, 2017.

“Set your sights high and give it your all” is Ashwin’s guiding philosophy. While he believes focus and hard work are critical, he invests a lot of his time in nurturing his team. “Never underestimate the power of teamwork,” he says.

Ashwin has witnessed a rapid change in the IP space over

the past two decades. From being dominated by a few established law firms, with Remfry & Sagar among them, there now are several firms, both big and small, that practice in this field. “This changed dynamic has led me to oversee many changes in the way the Firm is structured and organized as well as look for new ways to add value to client dealings based on our unique heritage and longevity in the business”. There is also greater interaction between the government, its agencies and stakeholders, including law firms. This has also meant a larger involvement by Ashwin in the various government-sponsored IP initiatives of the day.

He is inspired by his mentor, Dr. Vidya Sagar, who led the firm from 1973 to 2011. “His visionary abilities and zest to accomplish goals, and his guidance and direction have been a strong force in shaping my career”.

His advice to those looking to be practice heads or set up their own firm is to lead by example and to invest in a team. “Building teams that work together to capitalize on every member’s strength is a key ability in a leader”.

While Ashwin hopes to learn how to play the piano one day very soon, he relaxes by tending to his plants or listening to music. What he treasures most, however, is spending time with his family, including his three “adorable” dogs.

AVIMUKT DAR

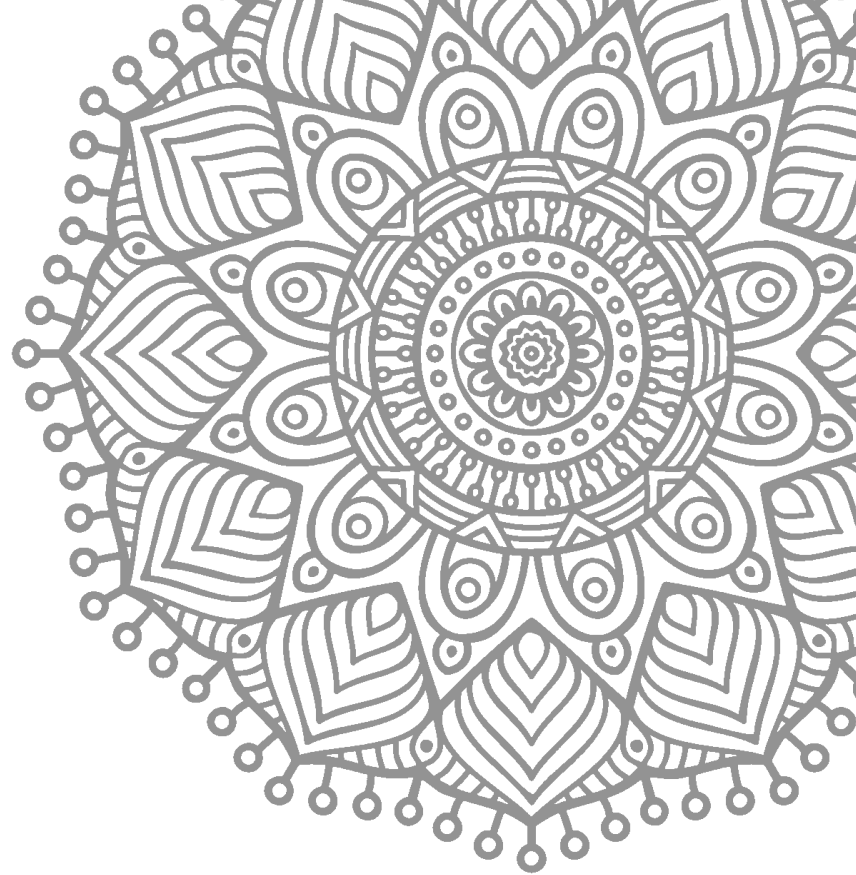
PARTNER,
INDUSLAW



Avimukt is one of the partners of IndusLaw and advises on a range of corporate, commercial and foreign investment laws. He represents domestic and international companies and private equity investors in strategic and financial investment transactions across a range of industry sectors. Avimukt also represents clients in commercial and corporate disputes, including competition law issues and has extensive experience in negotiating exit strategies for investors and joint venture partners.

His areas of practice are Competition Law, Corporate & Commercial Advisory, Joint Ventures & Collaborations, Litigation & Dispute Resolution, Mergers & Acquisitions, Private Equity & Venture Capital. He counts Oyorooms, PropTiger, Olacabs, PayU Group, Rocket Internet, CHAMP Cargosystems GmbH, Kyocera Mita, Matrix Partners, Limeroad, Bla Bla Cars, Smile Group, Accor Hotels, Sarine, Lumenis, Mauser Group, Brindco Group as some of his clients.

Avimukt has been consistently recognized as “one of the leading lawyers of India” for Corporate/M&A, Investment Funds and Dispute Resolution by AsiaLaw Profiles (the Guide to Asia-Pacific’s Leading Domestic Law Firms). The Legal 500 Asia Pacific (2017) lists Avimukt as a recommended lawyer for investment Funds. He has been recommended every year by the same publication over the last decade for Corporate and M&A transactions. Avimukt is a regular speaker at the UIA-ABA international Seminars on



Corporate Governance and M&A. He is guest faculty at the Indian Institute of Management (Lucknow) where he teaches legal aspects of mergers and acquisitions. He has authored articles and conducted several seminars on the recent corporate reforms introduced by the Companies Act, 2013.

Avimukt looks up to JB Dadachandji for building out the law firm ecosystem in Delhi. To someone looking to lead a law firm or practice area, his advice is to understand the difficulties others face and solve them for the greater good. “That is the best way to lead”. He also stresses that an important purpose of life and work is to have quality conversations.

H. S. (BOBBY) CHANDHOKE

SENIOR PARTNER

LUTHRA AND LUTHRA LAW OFFICES

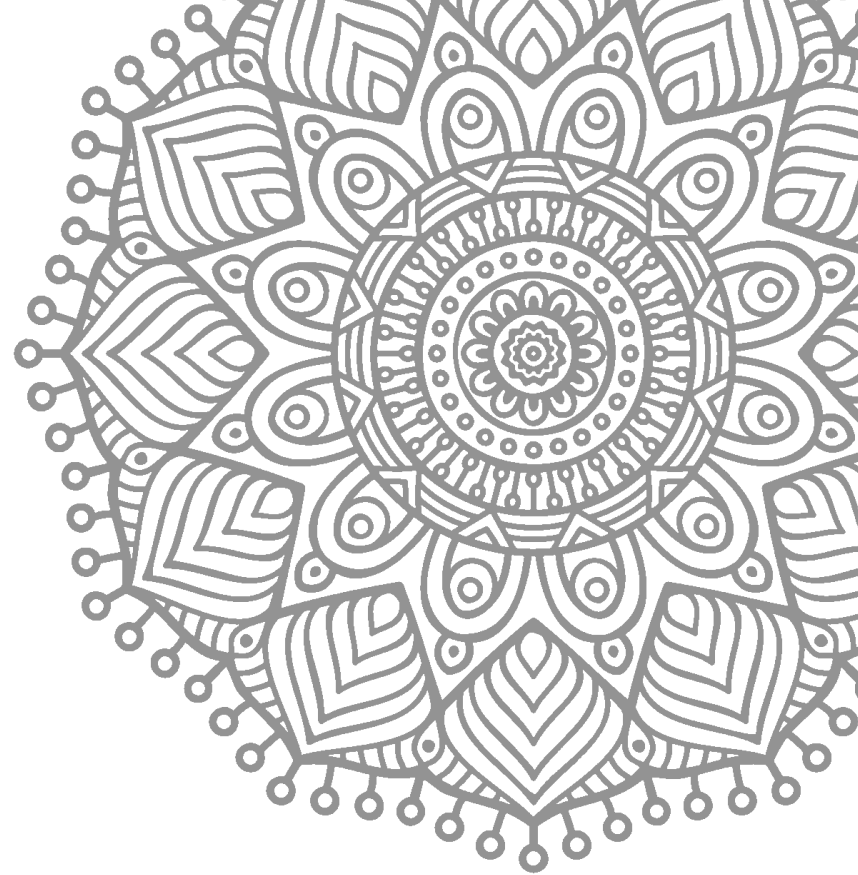


Bobby is one of the Founding Partners for the Firm's Litigation and Dispute Resolution practice. A seasoned commercial disputes specialist, he has over 25 years of experience in handling both ad-hoc and institutional commercial arbitrations, including those conducted under the ICC, SIAC, LCIA and DAC rules.

His areas of expertise include Competition and Anti-trust Law, Corporate Commercial, Oil and Gas, Infrastructure contracts, Private Equity and Venture Capital investment, Real Estate, Environment, Health & Pharmaceuticals, Insolvency & Restructuring, Insurance & Re-Insurance, Intellectual Property - Patent and Trademark, International Trade (WTO) Laws, Policy & Advisory, Management, Labour & Employment, Media & Entertainment, Mergers & Acquisitions, Mining, Project Finance, Project, Infrastructure & Energy, Public Procurement, Regulatory, Retail & Franchising, and Tax (Direct & Indirect).

Bobby has been involved in several domestic and international arbitrations as the lead counsel, and has extensively dealt in matters of interim reliefs, emergency reliefs as well as recognition and enforcement of foreign awards. He has advised clients in relation to various aspects of Bilateral Investment Treaties and Agreements.

As a litigator, he has handled cases in almost every area of the law and his engagements are often multi-jurisdictional in nature. He has represented and advised clients on the full spectrum of complex commercial and corporate matters



across a wide range of industries covering Automobile, Banking and Finance, Pharmaceuticals, Telecom, Construction and Engineering, Infrastructure, Insolvency and Restructuring, and Media and Entertainment. In addition, he is widely sought after in matters of judicial review litigation, as well as investigations and prosecutions by the Enforcement Directorate and other regulators concerning money laundering and anti-corruptions laws.

Bobby represented one of the world's leading manufacturers of air defence systems in a writ petition challenging their blacklisting by the Indian Ministry of Defence; a leading Indian seed manufacturer against a blacklisting order issued by the State Government of Karnataka as well as with regard to issues relating to price fixation by the regulator. He was the lawyer for a leading design and consultancy firm in a writ petition in the High Court of Delhi involving determination of points which would impact the future in India, of corporations rendering architectural services; the world's foremost semiconductor manufacturer in multiple litigations across several forums; a leading telecom joint venture in a writ action challenging the grant of telecom licenses to several players and a leading telecom company in a prosecution launched by the Central Bureau of Investigation concerning allegations of paying illegal gratification and obtaining telecom licences by manipulating the policy of the Government of India in conspiracy with government officials.

He was also the lawyer for one of the world's leading banks in an investment-cum-shareholders dispute and a leading pharmaceutical company as one of the lead advisors in its acquisition - the largest deal in India, the closure of which created an entity with almost INR30,000 crores in combined annual revenue and INR2.5 trillion in market value.

In the field of international arbitration, Bobby was the lead counsel on behalf of an Indian multinational in the sportswear industry in two rounds of arbitration conducted under the aegis of the London Court of International Arbitration; counsel for a leading multinational group in the education industry in an international arbitration held in Singapore under the rules of the Singapore International Arbitration Centre; the lead counsel for a leading Spanish engineering consultant, EPC contractor and design specialist in relation to more than 10 arbitrations concerning coal conveyers and port development disputes; for an engineering consultant in a disputes with Oil India concerning an Oil and Gas Project Management Consultancy Agreement and for a leading Indian EPC contractor in relation to disputes with the National Highway Authority of India.

Bobby is widely regarded for his sharp business acumen and is appreciated for taking a 360-degree view of potential issues. Asia Law has, for the past many years, featured Bobby as a leading Dispute Resolution lawyer who is “technically very sound, very quick to reply and has innovative ideas”. He has been consistently ranked as a “Leading Individual” in Chambers and Partners Global, Chambers and Partners Asia-Pacific, and Asia Legal 500 for his contribution to Dispute Resolution. Chambers Asia Pacific 2017 voted him as a disputes specialist “celebrated for his deep experience in the field”. Who’s Who Legal has recommended him for “Business Crime Defence: Corporate” and “Arbitration: India”.

Bobby holds out Senior Advocate Fali Nariman as a lawyer to emulate, admiring him for his “sheer brilliance, hard work and a passion for law”. Commissioned as a 2nd Lieutenant in

112 Infantry Battalion, TA, and posted in Punjab for two years, courage of conviction and a sense of derring-do govern all of Bobby’s actions as a lawyer. He draws inspiration from the Bhagwad Gita, in particular its advice - “All glory comes from daring to begin” and the words from Invictus” I am the master of my fate/I am the captain of my soul”.

He is amazed at the sheer variety of work that has developed over the past decade as well as all the new laws and regulations that have been enacted to keep pace with India’s economic development. “This is what has kept my spirit (as a law student) alive.”

He uses an army analogy to advice those aspiring to head practice areas or set up their own law firms. “To be a good general, you would first need to be a good soldier. To lead, you need to know, and to know you need to work hard.”

CHRIS PARSONS

CHAIRMAN, INDIA PRACTICE
HERBERT SMITH FREEHILLS LLP

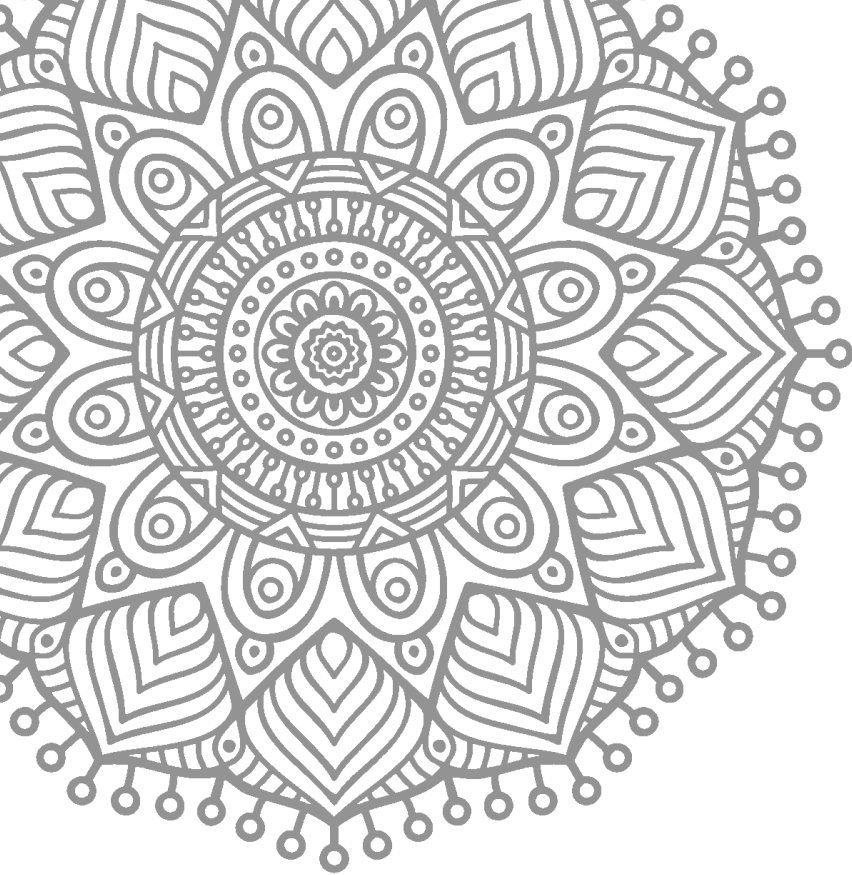
Chris Parsons is chairman of the India practice of Herbert Smith Freehills LLP and spends most of his time in India, a country which has become his second home.

Having spent over 30 years at the firm, he has over 10 years' experience of adding value to both Indian groups and to global businesses looking to invest in India. He has a deep understanding of the country and can bring this to bear for the benefit of clients, some of which include Bharti Enterprises, Godrej Industries, Essar Global, United Spirits, and Strides Arcolab.

Chris represented Bharti Airtel on its US\$10.7 billion acquisition of Zain Africa, Godrej Consumer Products on its acquisition of interests in the Darling Group's artificial hair production and distribution businesses in Nigeria, South Africa, Mozambique and Kenya and in a further 10 countries in Africa, Essar on its US\$13 billion bid for Hutchinson Whampoa's interest in Hutchinson Essar, its subsequent joint venture arrangements with Vodafone and ultimately on the US\$5.5 billion sale to Vodafone of its interest in Vodafone Essar Limited, and USL Holdings and United Spirits on the sale of the entire issued share capital of Whyte and Mackay Group Limited to Emperador UK Limited. He also advised Strides Arcolab Limited, an Indian pharmaceutical company, on the disposal, by way of auction, of Agila Specialities, its generic specialty injectable business to Mylan Inc.

Chris sits on the board of the UK India Business Council





with social causes. Chris was honoured with the Financial Times Asia-Pacific Innovative Lawyer awards for his work in India, including his lectures at a number of Indian Law Schools, which involves an annual programme with Oxford University. He was also a recipient of the Financial News Extra Mile award for marking his 30 years at the firm by walking 30 marathons over 30 days across India to raise money for the widows of Varanasi. He walked a total of 1260 KM and was able to raise over \$300,000 for the cause.

Chris believes in treating others as he would like others to treat him. He believes his 10 years in India have been the most fulfilling of his 30-year career so far. "In addition to spending time with clients, I really value our wider role in working with law schools across India," he says, while expressing admiration for lawyers who are socially conscious.

His advice to those looking to head a law firm or a practice area is simple - "Take a deep breath".

Chris is married to Deb and has four children.

(and is the Chair of the India board), the primary body that promotes business relations between the UK and India. He is ranked as a "Senior Statesman" for India by Chambers: "...he stands out as someone who is dedicated and committed to building business in India".

Chris helps guide the firm's social initiatives in India, which includes HSF Bridge, a project that links law students

DEEPAK SABHARWAL

MANAGING PARTNER

DEEPAK SABHARWAL & ASSOCIATES

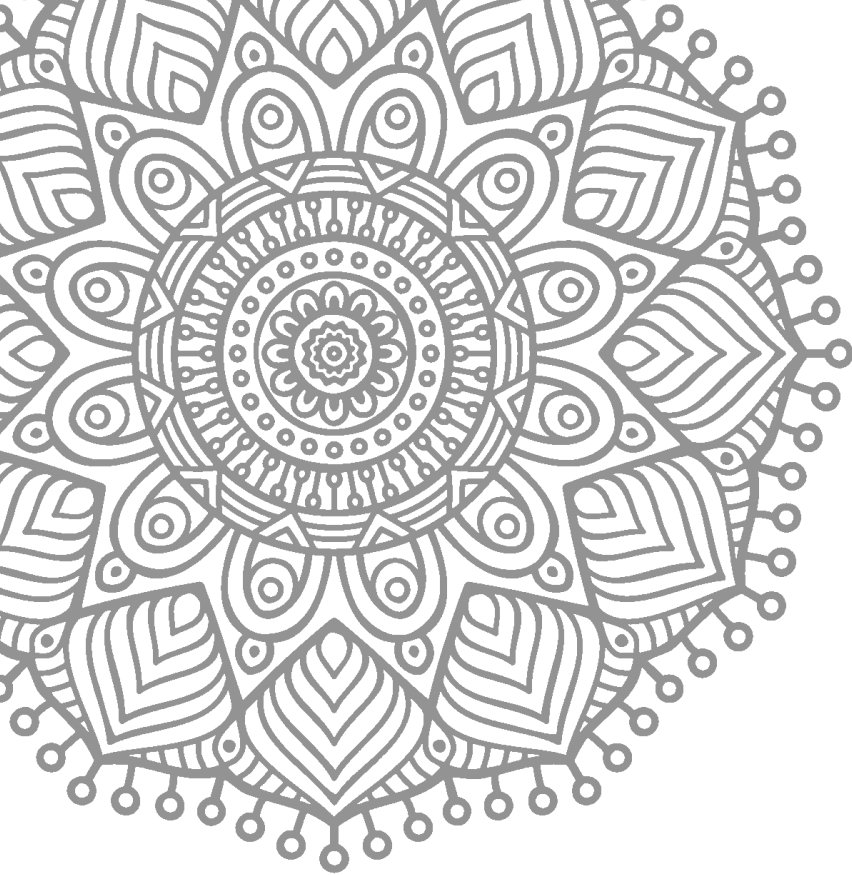
Deepak Sabharwal is the Managing Partner of DSA. Started by his father as a boutique law firm in Delhi in 1967, DSA is now a full-service firm with offices in Mumbai, Kolkata, Hyderabad, Chennai and Bangalore.

Deepak began his career in 1988 working on labour law matters. He then set up his independent civil litigation practice in 1993, before gradually shifting his focus to representing Indian business houses, public sector companies and multinational corporations in district courts, tribunals, various high courts, and the Supreme Court of India. Deepak also worked to establish a network of associates in over 300 district courts around the country.

The firm specializes in civil and corporate laws, including Arbitration, Consumer, Labour & Employment Laws, Banking & Finance, Litigation, Mergers & Acquisitions, Corporate Services, Intellectual Property Rights, Real Estate, Funds, Compliance & Due Diligence, Infrastructure & Resources, Cross-Border Ventures, Information Technology & Telecom, Capital Market Transactions, Drafting, and Conveyancing.

The sectors his firm represents are Financial Services, Power, Telecom, Insurance, Aviation, Hospitality, Real Estate, Consumer Durables, Steel, Automobile, Entertainment, Engineering goods, Liquor, Packaging, Railways, Textiles, Education, IT, Media (Newspaper, Art and Theatre), Transport, Oil exploration, BPO, Pharmaceutical & Infrastructure, and Agricultural Sectors.





Prudential Insurance, Birla Sun Life Insurance Co. Ltd, MVL Ltd., Little Theatre Group, Hindustan Times Ltd., Shop CJ Network Ltd., G4S Securities Ltd., Idea Cellular Ltd., DCM Sriram Consolidated Ltd., and Shaw Wallace Gelatines Ltd.

Deepak is also a Director on the Board of M/S Singer India Ltd.

Deepak plays a very active role promoting trade relations between countries, and believes it to be a method of fostering world peace. He practices this method, and has been the President of the Youth Wings of the Indo-Bhutan and Indo-Tunisia Friendship Associations. He is also a member of “the Indo-China group”, “the Indo-Japan group”, “Indo-Ethiopia group”, “Indo-Algeria group”, “Indo-Iraq Society” and the “Arab-Afro Club”, all of which have Indian constitutional heads and diplomats as their chief patrons.

Deepak is inspired by Senior Advocate Fali S. Nariman for his “unique ability to conceive new ideas and craft an original argument or proposition and put it across to the court”.

His advice to those thinking of leading a law firm is to develop and understand business and people management. “I have learnt that to manage a law firm, one needs to not only possess the attributes of a lawyer but also to have a reasonable understanding of other facets of management.”

Deepak’s clients include Citi Bank, Vodafone, Hewlett Packard, HCL Infosystems Ltd., Tata Motors, IL&FS Education & Technology Services Ltd., Bajaj Electrical Ltd., Singer India Ltd., Wizcraft International Entertainment Ltd., Paharpur Industries, Aricent Technologies, Bharti Infratel Ltd., Flour Daniel Ltd., DHL World Wide Express, Alstom India, Asian Paints, Max Life Insurance Co. Ltd, ICICI

GAURAV DANI

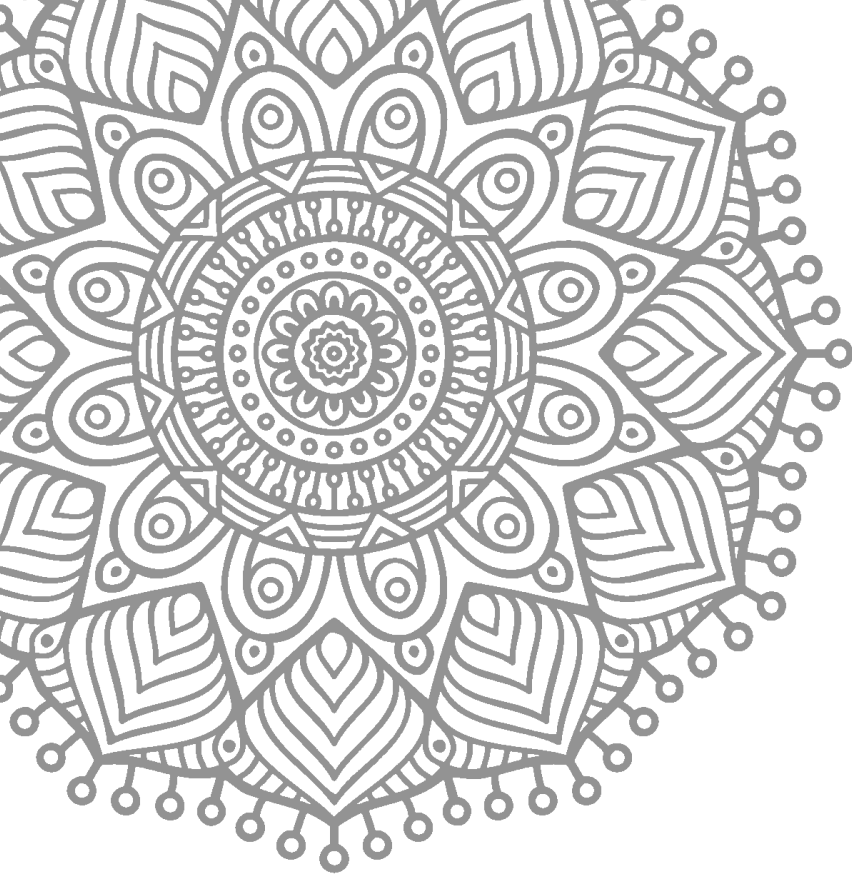
PARTNER
INDUSLAW

Gaurav Dani is one of the partners of IndusLaw. He is a US (New York) and India-qualified lawyer based in the firm's New Delhi office. He specializes in demergers, domestic and cross-border M&A transactions, joint ventures and corporate partnering transactions, private equity and venture capital financings and strategic investments. Gaurav represents public and private companies, private equity funds and venture capital investors in the automotive, e-commerce, food and beverage, healthcare, hospitality, manufacturing, real estate, technology and tour & travel sectors.

Gaurav represented Olacabs in relation to several rounds of private equity investments from a clutch of new and existing investors amounting to over US\$1 billion. He also advised Olacabs in its acquisition of Taxiforsure. Gaurav acted on behalf of Quikr in relation to private equity investments amounting to over US\$250 million; its acquisition of Commonfloor, Zapforce Technologies Private Limited, Fluid Organisation Auto Tech Private Limited, Abhiman Technologies Private Limited and Beawel Tech Private Limited. He also acted on behalf of Carnation Hospitality Private Limited in relation to their 100% acquisition of Barista Coffee Company Limited from Lavazza SPA. He was the advisor of Micromax Informatics Limited in relation to investment into it by TA Associates and Sequoia Capital, Sandstone Partners and Madison Capital.

Gaurav has previously worked with the India team at





speaker at seminars in India and overseas.

As IndusLaw has grown over the last decade, so has Gaurav seen his role evolve from execution to management, with extensive reliance on his teams. “At the core, the role now revolves around resolving issues, finding solutions and getting things done.”

His advice to those looking to head a practice area or set up their own firm is to first identify their core competencies and stick to them. “The world always respects and pays a premium to experts in their respective fields”.

Gaurav vividly recalls a very senior lawyer telling him, in the first year of his practice, that one didn’t have to be a lawyer if the only objective was to earn money. That, he says, has been the defining principle for his own professional career.

White & Case LLP and other prominent Indian law firms. He was recently listed amongst the top 100 lawyers in India in the definitive “A List” of India’s legal profession, published by prestigious *India Business Law Journal*. Legal 500 Asia-Pacific has, over the last several years, listed Gaurav as a “recommended lawyer” for Banking & Finance, Corporate and M&A and Capital Markets transactions. He is a regular

HAIGREVE KHAITAN

SENIOR PARTNER
KHAITAN & CO

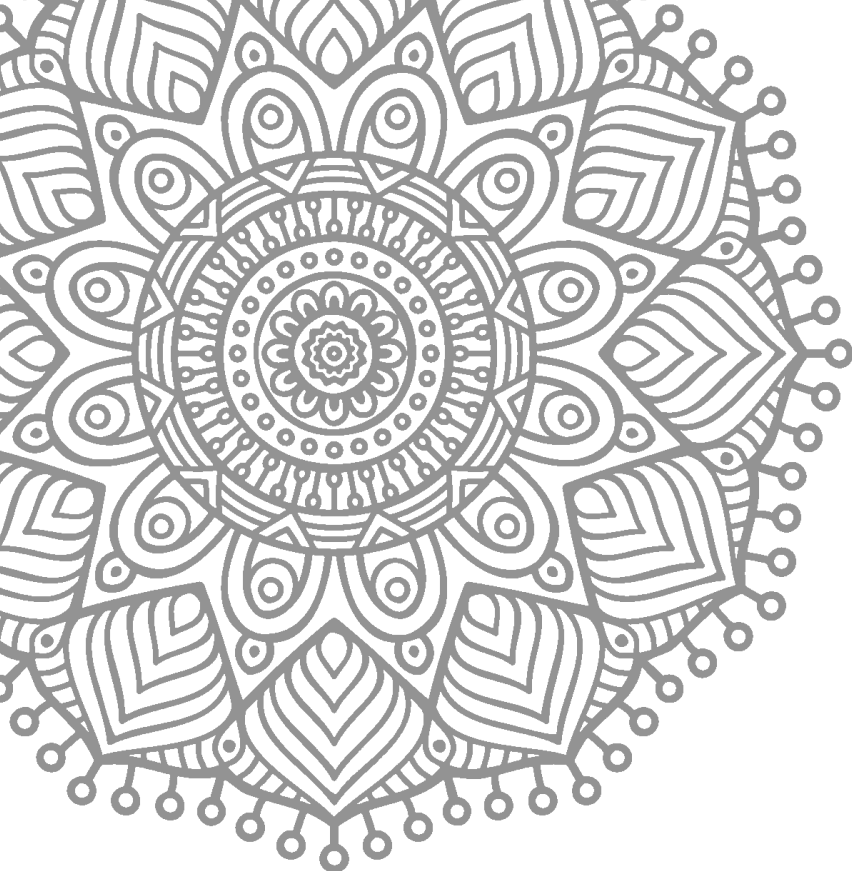
Haigreve is a Senior Partner of Khaitan & Co.'s Mumbai office and heads the Firm's Mergers & Acquisitions practice. Haigreve started his career in litigation and moved on to specialise in M&A and private equity transactions, project finance transactions, and financing transactions. He has been involved in some of India's most high-profile deals.

Haigreve's clients include the Aditya Birla Group, Apax Partners, the Avantha Group, C K Birla Group, Emami Limited, the INOX group, Lupin Limited, Mahindra & Mahindra Limited, Reliance Industries Limited, the RP-SG Group, the TATA Group, Temasek International, the Blackstone Group, TVS Group and the Vedanta group.

His advisory work has covered the USD9 billion restructuring of Aditya Birla Nuvo Limited and Grasim Industries Limited; the merger of Aircel and Maxis Communication with Reliance Communications to create an INR650 billion entity; the USD 2.6 billion merger of Vedanta Resources and Cairn India; the USD 1.25 billion acquisition by iGATE Corporation of Patni Computer Systems Limited; the acquisition of the injectable pharmaceutical business of Orchid Chemicals and Pharmaceuticals Ltd by Hospira, Inc.; the Blackstone Group's acquisition of a majority stake in the IT business of CMS Computers India Limited; and the India entry of Harley-Davidson Inc.

Haigreve was engaged by Hutchinson Telecommunications International Limited for the sale of





their stake in Hutch-Essar to Vodafone Plc; by Vedanta Resources plc in the acquisition of the controlling stake of Sesa Goa for a total consideration of USD 1.37 billion; Sterlite Industries (India) Limited in relation to the acquisition of Asarco LLC for a total consideration of USD 1.7 billion; Suzlon Energy Limited with regard to its acquisition of REPower for USD 1.03 billion and Hansen Transmissions International NV;

Mysore Cements Limited and its promoters for the sale of its business to Heidelberg Cement, Germany; Suncoke Energy Inc. in relation to its joint venture with VISA Steel Limited and the L N Bangur Group for the sale of its 53.46% stake to International Paper Company.

He acted on behalf of SE Forge in the investment by IDFC Private Equity for approximately INR 4 billion; Baring Private Equity Asia on its acquisition from the promoters of Hexaware and General Atlantic; Apax Partners on the acquisition of GlobalLogic, Inc. from WestBridge Capital, New Atlantic Ventures, New Enterprise Associates and Sequoia Capital; AVTEC Limited on the acquisition of a minority stake of AVTEC by Warburg Pincus and the exit of Actis from AVTEC; and Gokaldas Exports Limited in its sale of 50.1% equity shares to The Blackstone Group.

His projects and project finance practice has seen him act on behalf of CESC Limited, the sole power supply company of Kolkata, India for setting up its 2x250 MW Thermal Power Project in Budge situated in West Bengal; CESC Limited in all aspects of setting up of two coal-based Power Projects in India; the consortium of Macquarie Bank, Sterlite Infrastructure Limited and Aéroports de Paris in relation to the bidding procedure and disinvestment policy of the Government of India for airports; and Lafarge India generally in all aspects of the captive power plant project on behalf of the sponsor and project company.

In his other area of expertise - banking and finance - Haigreave has handled on behalf of Hutchison Telecommunication International Limited/Hutchison Essar Limited the re-financing of all loans in India; for Suzlon Energy Limited, the €450 million facility for its Netherlands

subsidiary from a consortium of lenders comprising Barclays Bank Plc, Deutsche Bank and ICICI Bank Ltd.; and on behalf of CESC Limited the loans from a consortium of 25 lenders, including IFC and ADB.

He managed the AIM listing of Great Eastern Energy Corporation Limited, the first Indian company to be listed on AIM; and the placing of the shares of KSK Power Ventur PLC and its admission to trading on AIM.

He is on the Board of Directors of several public listed companies, including Ambuja Cements Limited, CEAT Limited, JSW Steel Limited and Torrent Pharmaceuticals Limited, and of unlisted and private Companies such as Avtec Limited, Birla Sun Life Insurance Company Limited and Mahindra Holdings Limited.

Haigreave is a member of the Bar Council of West Bengal, the Incorporated Law Society, Kolkata, the International Bar Association, London, the Indian Council of Arbitration, the Bar Association of India and the Young Presidents' Organization.

He is invited regularly to speak at professional conferences. His articles have been published in Indian and international journals.

Haigreave is recognised as a Band 1 M&A and Private Equity lawyer for India by Chambers & Partners and comes highly recommended by Legal 500, IFLR 1000 and Asialaw leading lawyers.

Haigreave sees a trend in the legal profession towards specialization as the law grows more complex with time. "At the same time, lawyers need to keep a broad outlook and practice areas can't operate in isolation from each other". He is constantly inspired by Senior Partner and mentor Ravi

Kulkarni, who though well in his 70s, is still involved in the daily life of Khaitan & Co., from high-level strategic inputs to some of their largest clients to a keen attention to detail in the firm's publications. "His work ethic is simply phenomenal!"

His advice to those looking to set up their own firm or head practice areas is to "focus on the fundamentals, excel technically and lead by example". He stresses on the need to be a team player. "Management responsibilities will come naturally if you are a team player".

Haigreave has spearheaded the professionalization of his organization to bring it on par with top international law firms. This has helped "us embrace change and see long-term opportunities where others only think about defensive strategies".

He believes work should always be a pleasure and "it is our role as seniors to make it intellectually challenging for our juniors". He tries to lead by example, though, he says "it is hard to manage with only 24 hours in the day".

HARISH B NARASAPPA

PARTNER

SAMVĀD: PARTNERS, BENGALURU



Harish Narasappa is a founding partner of Samvad: Partners. Harish has extensive experience in advising on cross-border mergers and acquisitions, banking, corporate financing, private equity, projects, technology, regulatory, real estate and dispute resolution matters across industry sectors, including automotive, banking and financial services, e-commerce, education, engineering services and construction, healthcare, information technology, infrastructure, insurance, logistics, pharmaceuticals, renewable energy & clean technology, retail & franchising and telecommunications.

Harish has represented and advised several leading overseas corporations on their acquisitions and business operations in this country, as well as renowned Indian companies on their commercial transactions and investments worldwide.

Some of his clients are Diageo, IL&FS Group, Intel, Inventus Capital Partners, J.P. Morgan, Manpower Inc, Reliance Jio, NTT Data Corporation, Elgi Limited and TR Capital.

Harish has advised J.P. Morgan on various matters; Deutsche Bank, in respect of a variety of loans, including a proposed loan of €83 million to a leading car manufacturer in India; term loans of INR624 million and INR120 crores to an infrastructure major and an unsecured loan of INR900 million to a leading worldwide designer; the International Finance Corporation, the private lending arm of the World

Bank Group, in respect of its loan of INR28 crores to Auro Mira Biosystems Kanyakumari Private Limited, for the purposes of setting up a biomass power plant in Tamil Nadu for generating power and Siva Ventures Limited, a South India-based global conglomerate, in connection with a US\$233 million facility by Standard Chartered Bank.

He has handled dispute resolution and regulatory issues for the IL&FS Group, Diageo Group, Manpower Inc. and Serendipity Infolabs Pvt. Ltd., (“Taxi for Sure”); numerous private equity and venture capital matters for Inventus Capital Partners, Nexus Ventures III Ltd and SSN Logistics Private Limited (Delhivery), a Delhi based company providing logistics solutions and allied services to various e-commerce ventures.

Harish represented Strides Arcolab, a global pharmaceutical company headquartered in Bengaluru, in respect of 100% acquisition of Inbiopro Solutions Private Limited, a biotechnology company based in Bengaluru; and a joint venture with Aspen, a South African pharmaceutical manufacturer, of more than US\$ 350 million involving Indian, African, South American and European operations; MN Rama Rao Filters, a leading manufacturer of air filters for automobile and industrial applications in India, in its joint venture with Sogefi SpA, a global automobile fuel, oil and air filtration firm; BS Holdings Incorporated, a Japanese outsourcing corporate group, in its majority acquisition of Atlas Logistics Private Limited, a comprehensive logistics

solutions provider; Siva Ventures Limited, a South India-based conglomerate, in respect of a US\$ 90 million joint venture arrangement with the Magnum Group, in connection with the purchase of J. B. Ugland Group, a Norwegian shipping line; Manpower Holdings, a world leader in innovative workforce solutions, in its acquisition of various entities; and Travel Tours Private Limited, a South-India based travel company in relation to its acquisition by FCM Travel Solutions, the Indian arm of the Australia-headquartered Flight Centre Travel Group.

Harish is on the Board of Directors of Allevard IAI Supsprensions Private Limited, a supplier and manufacturer of suspension systems, air vent alarms, anti-lock brakes and alternator antenna; and Mapunity Information Services Private Limited, a social technology platform for cities which brings citizens, officials and businesses together to help solved public problems.

Harish also assists civil society organisations with filing Public Interest Litigation on various issues such as construction projects violating environmental norms, violation of constitutional provisions relating to urban local bodies, co-operatives and electoral rolls.

He is an alumnus of the National Law School of India University, Bengaluru, having graduated in 1996 and later having received his Ph.D in 2016. A Radhakrishnan Scholar, Harish completed his BCL from Oxford University in 1997, and subsequently worked in London with the international

law firm, Herbert Smith, before returning to India and working in both Mumbai and New Delhi with a leading Indian law firm. He relocated to Bengaluru in 2005 and started the law firm, Narasappa, Doraswamy & Raja, later renamed as Samvad: Partners. Harish is also a co-founder of Daksh, a Bengaluru-based independent, not-for-profit organization. Daksh is working on developing data based mechanisms to enhance political participation and probity in democratic institutions. Daksh has conceptualised and implemented the popular “scorecard” method to measure people’s perceptions of elected representatives. Currently, Daksh is working to understand and solve the massive backlog of cases in the Indian judiciary.

Harish believes work is but one aspect of life, though it certainly is important. “A sense of balance and compassion is necessary to be successful in the practice of law”.

With regard to the evolution of his own practice, Harish finds that with the growth of Samvad (and DAKSH), he finds he is far more involved in managing the firm with a lot less time to read the law and advise clients. He also notes that technology has started playing an important part in practice. “Generally, developments in technology have been challenging lawyers, and the legal system, over the last decade. While recognizing the change, it is also important not to forget the purpose of law. If we do that, we can adapt to technology. Otherwise, we will fail”.

For those looking to lead a law firm or head practice area, he exhorts them to build a team. “The practice of law is all about people, and not just clients. Your colleagues are more important”.

There are a few lawyers that Harish is inspired by. One of

them is Patrick Mitchell (who is a partner at Herbert Smith Freehills), whom he worked with closely and learnt professionalism and drafting skills from. Raju Ramachandran, Senior Advocate at the Supreme Court, with whom he had interned as a student, is a “distant role model” for the way he guided young students and colleagues and the ethical standards he set for himself. “He is an example of how to retain one’s focus on the important things in life in the face of a demanding profession”. He also finds inspiration from his friends from college - L. Viswanathan, (late) Vikram Singh and Ashish Ahuja in their desire to excel in whatever they do.

Harish is passionate about running, mountain climbing and paragliding. He has run several full marathons and climbed a 6000 metre peak. While he’s a qualified paragliding pilot, a broken wrist has stopped him from jumping off cliffs!

HEMANT SAHAI

FOUNDING PARTNER

HSA ADVOCATES

Hemant Sahai is the founding partner of HSA Advocates, a firm that he has grown from a small practice to one with offices in Delhi, Mumbai, Bangalore and Kolkata, and over 30 Partners.

Guided by the essence of the Gita which says, “Give your best and success will follow”, Hemant has constantly been evolving his practice and his firm step by step, through a journey that not everyone always agreed with. However, with each passing achievement, accolade and growth indicator, he has constantly been able to stay his path towards building one of India’s premier full-service firms.

He recognizes that “one’s personal and professional growth is always incremental and has to be planned”, and warns others to be “aware of sudden and disproportionate growth & successes, as these are usually illusory and are never durable.” This is easily possible as long as we remember that “we all work for ourselves and for giving meaning to our own lives, and not for public recognition, which is incidental.”

With over two decades of experience, Hemant is acknowledged by peers and diverse legal publications as one of the leading commercial, projects and energy lawyers in not only India but the Asian region. His personal passion remains his energy, infrastructure and environmental law practice, including Policy and Regulatory, Institutional Reform and De-regulation, infrastructure project development, Public Private Partnerships and Project/



Structured Finance, all of which he spearheads for the firm.

Hemant has played a significant role in policy and regulatory advocacy and has advised IFC, World Bank, NITI Aayog, Planning Commission and other such institutions on diverse infrastructure and policy initiatives in areas including health, education and renewable energy. Hemant has been the Strategic Adviser to the Japanese government in relation to the Infrastructure sector in India, acts as a consultant to the Bank of Tokyo-Mitsubishi UFJ, and sits on CII's Infrastructure Committee.

Over the years, Hemant has transitioned from being a 100% hands-on lawyer to being a strategic leader. In his opinion "The grass roots experience is critical for any leader to go through, otherwise one can never have a holistic and strategic view. My favourite example is that every Pepsi CEO/MD designate has to go through a mandatory induction process where he/she travels with the sales teams in delivery trucks and physically lifts and delivers crates of products. No work is below one's dignity. One commands respect not from the work one does but from the grace and professionalism one brings to the job."

Outside of active practice Hemant enjoys "interacting with young minds; it is always intellectually stimulating and I am amazed at the level of maturity that these young people demonstrate." Now more than before, he makes it a point to conduct workshops and classes in professional management institutes including the IIMs, ISB, as well as most recently at Oxford University, where he has also sponsored a scholarship called the 'HSA Advocates Career Development Award', intended for Indian Girl students pursuing a law degree at the University.

Hemant's success at his firm is not a result of chance, but built on the foundation of clarity of vision, principles and ground rules that have led to his belief that "running a law firm or practice area is more than just knowing the law. Recognise your greatest assets, i.e. the human resources, both legal and support functions, and always be sensitive to their legitimate aspirations, and provide the right environment to enable them to grow as individuals and professionals. Increasingly, one cannot attract talent merely by offering high salaries, rather by the value one is able to provide to the person. Today's young professional is much clearer about her personal and professional goals and has a much clearer path charted out for herself. As a leader, one must develop the insight and EQ to recognise and empathise with these aspirations and provide an enabling environment for the person to achieve these aspirations. Only such a relationship, built on trust and mutual respect, can be durable."

Hemant spends considerable time and effort on CSR initiatives, and is also a passionate adventurer, amateur pilot and avid motorcyclist.

JEFFREY A. WOLFSON

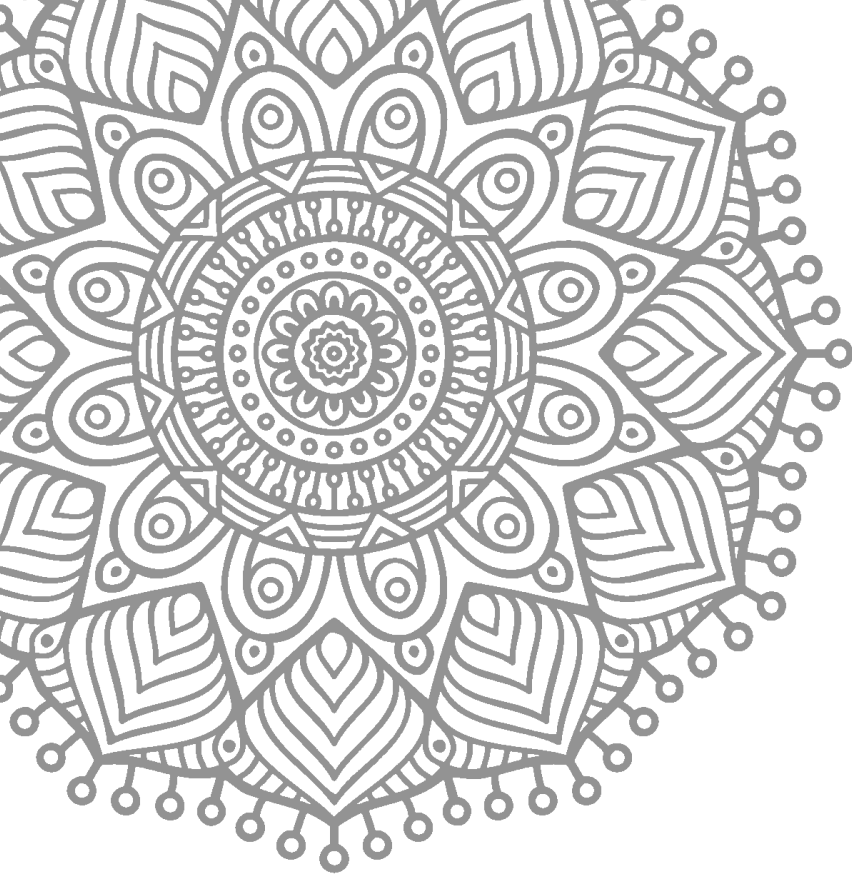
HEAD, PATENT PROSECUTION

HAYNES AND BOONE LLP, WASHINGTON, DC

Jeff Wolfson is a partner in Haynes and Boone's Intellectual Property practice and the Head of the Patent Prosecution practice. Over the past two decades, Jeff has helped a diverse array of clients, from Fortune 500 to start-up enterprises, manage their intellectual property and related legal risks, both in obtaining and managing portfolios of U.S. and foreign patent and other IP rights. His experience spans a variety of industries and technologies, including pharmaceuticals, food, and nutritional products; business analytics; medical devices; oilfield and petrochemical services, products, and equipment; clean technologies, including syngas and coal gasification; polymer chemistry; manufacturing equipment and processes; and sports equipment.

Jeff represents Mattersight Corporation, Nabors Industries, Ltd, InspireMD Inc, Aflias, PLC, KMG Chemicals, Inc and Patrocinium Systems LLC, to name just a few. He has advised clients regarding their key product and service launches and related design-around opportunities across diverse technologies. He has helped with IP agreement negotiation and preparation; strategic counseling, product review, and patent opinion preparation including in the areas of pharmaceutical and chemical opinions; IP due diligence in mergers & acquisitions, financings, and other secured loan transactions; and procuring patents primarily in the fields of chemicals, materials science, oilfield equipment, and business analytics.





clients to avoid third party patents when clients are developing new products and services, Jeff acts as a trusted business advisor to his clients as they face the challenges of conducting their businesses.

Jeff, a registered patent lawyer with a chemical engineering education and provides representation at the USPTO; has obtained numerous U.S. and foreign patents; prepared hundreds of invalidity, non-infringement, patentability, freedom-to-operate, and other product clearance opinions; and has conducted numerous IP diligence evaluations in connection with mergers, acquisitions, and secured financial transactions.

He is frequently asked to speak and present webinars to IP organizations and trade associations on a variety of topics, including IP issues in Mergers & Acquisitions, patent prosecution and the effects of the America Invents Act, Inter Partes Review proceedings, and the U.S. Biosimilars regulatory framework.

Before practicing law at Haynes and Boone, he earned an Sc.B. in Chemical Engineering from Brown University and a J.D. from The George Washington Law School, with honours, where he served as the Executive Managing Editor of what is now the Geo. Wash. International Law Review and on the Publication Staff of the AIPLA Quarterly Journal.

Jeff has served on the Executive Committee, and in other leadership roles, of the Brown Alumni Schools Coalition, as the Communications Co-Chair for his 25th Reunion Class, and received a Spotlight Award from Brown University for his service. He has published and spoken on various topics such as “Diligence in Preliminary Merger & Acquisition Evaluations,” “A New Patent Dance: The Biologics Price

Jeff has in-depth experience representing clients outside the courtroom to minimize the risk of IP litigation, and to tip the strategic strengths when it cannot be avoided. By obtaining patents while considering the latest Federal Circuit and Supreme Court decisions; negotiating and drafting licenses, distribution and other agreements while considering critical client business goals; and by counselling

Competition and Innovation Act,” “Willfulness After Seagate: Tips and Pitfalls for Drafting Opinions,” and more.

Clients and colleagues have generously rewarded Jeff with accolades including being named a Washington, D.C. Super Lawyer® for Intellectual Property, Thomson Reuters, 2013-2016 and awarding him an AV® Peer Review Rated Preeminent 5.0 out of 5 (highest rating in professional competence and ethical integrity) by Martindale-Hubbell® Law Directory. Jeff was also honoured in Intellectual Asset Magazine’s Patent 1000: The World’s Leading Patent Practitioners, Globe White Page Ltd., 2014 and 2016 for patent prosecution and IP transactions.

In his limited spare time, Jeff volunteers regularly for Brown University Alumni Interviewing, has served as a college class officer for the last seven years. He enjoys spending time with his family, including a teenager and an almost teenager. A colleague once described him as “the most normal patent lawyer I’ve ever met,” but his children still disagree.

Jeff believes in showing respect for others—even his opponents. “There are often opportunities to collaborate with an opponent who you understand, which often lets both sides win,” he points out.

Over the last decade or so, he has seen his role expand from mere excellence on a given project to acting as a trusted advisor “who more efficiently considers each client’s overarching goal for the matter”.

“Do what is right for the organization’s future rather than what you think will please everyone, because someone will usually criticize your actions either way,” is his sage advice to those looking to lead a law firm or practice area. He points to

Nasser Kabir as a lawyer to emulate because of “his focus on the essential legal issues at hand in a negotiation, and his balanced approach to time pressure”.

JUSTIN BHARUCHA

PARTNER

BHARUCHA & PARTNERS

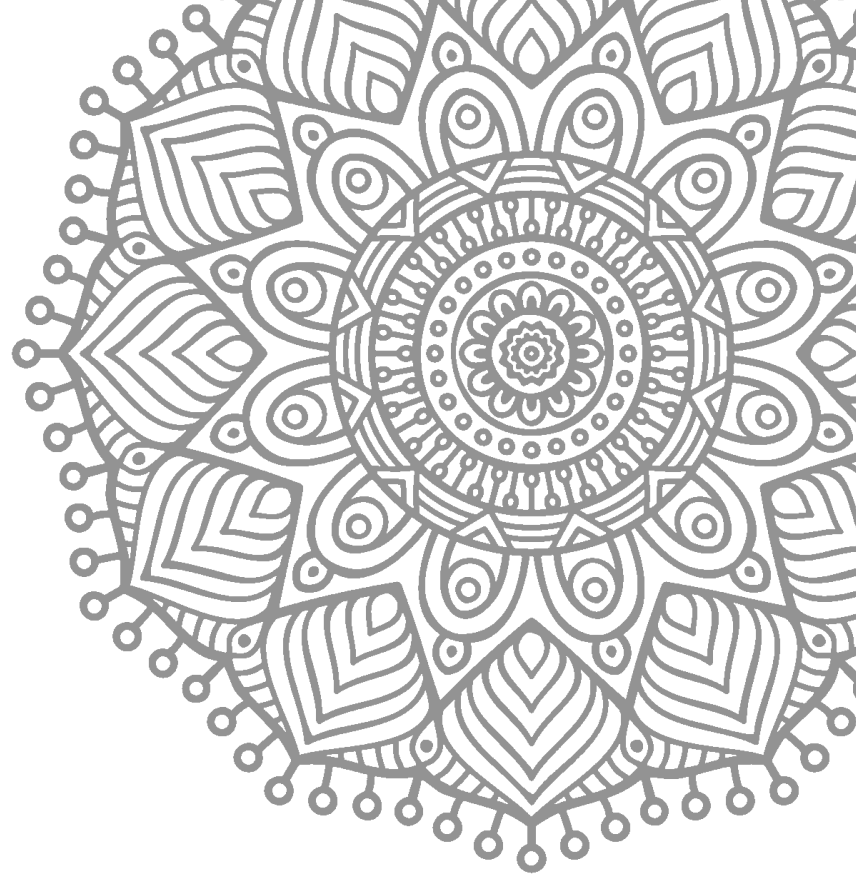


An Alumnus of the National Law School of India, Bangalore, the London School of Economics, Justin has also qualified as a solicitor with the Bombay Incorporated Law Society and is an advocate on record. He has built his practice around the corporate commercial domain, including M&A, Finance (including Structured Products and Stressed Assets), Infrastructure, and Employment across a varied set of industry sectors such as Retail, Defence, Food and Beverages, Logistics, Ports, Renewable Energy, Banks and NBFCs.

Justin was a founding partner at Bharucha & Partners in 2008 and has continued to work across practices and business sectors with a pivotal role in the administration of the firm.

Justin's commercial approach and quick turn-around time have been widely acknowledged by clients and professionals. He has an extensive practice in M&A, joint ventures, financial regulatory, and structured finance. His expertise includes advising on acquisitions by and from non-residents (from organic joint ventures to financial stakes by venture capital and PE investors), especially in sectors where foreign investment is subject to restrictions, illustratively, real estate, defence and retail.

Justin's expertise is also sought for structuring transactions, and advising Indian clients acquiring companies offshore. He also specializes inter alia in structuring domestic and international consortium lending,



stressed asset sales and securitisation.

Over the years, Justin has established relationships with numerous international law firms as well as many Indian and global corporates such as the JM Baxi Group, YouFirst Group, MentorCap, Reliance (ADAG), Danone, Natixis, and VisVires.

Justin believes that the practice of law is dynamic and, of necessity, evolving; he says “everything changes over time. Generally, I think that the ‘original’ position of an expert at law relatively ignorant of business requirements has been replaced by an expectation that every lawyer is an expert with respect to the law and is also fully aware of commercial reality.”

Justin believes that the ability to foresee changes and adapt and evolve to address those changes separates the chaff from the straw. In addition to MP and Alka, senior partners at B&P, Justin admires Berjis Desai, with whom Justin began his career, and Zia Mody for their signal contributions to the evolution of law firms in India. He says “Berjis’ pragmatism and commercial acumen are outstanding and the lessons I learned from him stand me in good stead today”. Of Zia he says that: “I’ve always thought that her vision and the manner in which she’s achieved that vision are fascinating.”

Justin fulfils the B&P ethos of holistic lawyering and contributing to civil society by chairing the pro bono practice at B&P. He works closely with and is on the Board of

ToolBox India Foundation as well as Social Lens Consulting Pvt. Ltd.

Justin’s personal philosophy and drive is dictated by his belief that while no one is perfect, that is not a bar to strive to perfection. He is clear that “if I do something I must do it to the best of my capacities. if I can’t or am not willing to, I shouldn’t start.”

Justin is usually the first to get into office and thanks his dogs for being the most efficient alarm clocks around. His ideal holiday is a trek in the hills with his wife, Vandana, and the dogs.

KAMAL SHAH

PARTNER- HEAD OF INDIA AND AFRICA GROUPS
STEPHENSON HARWOOD LLP, LONDON

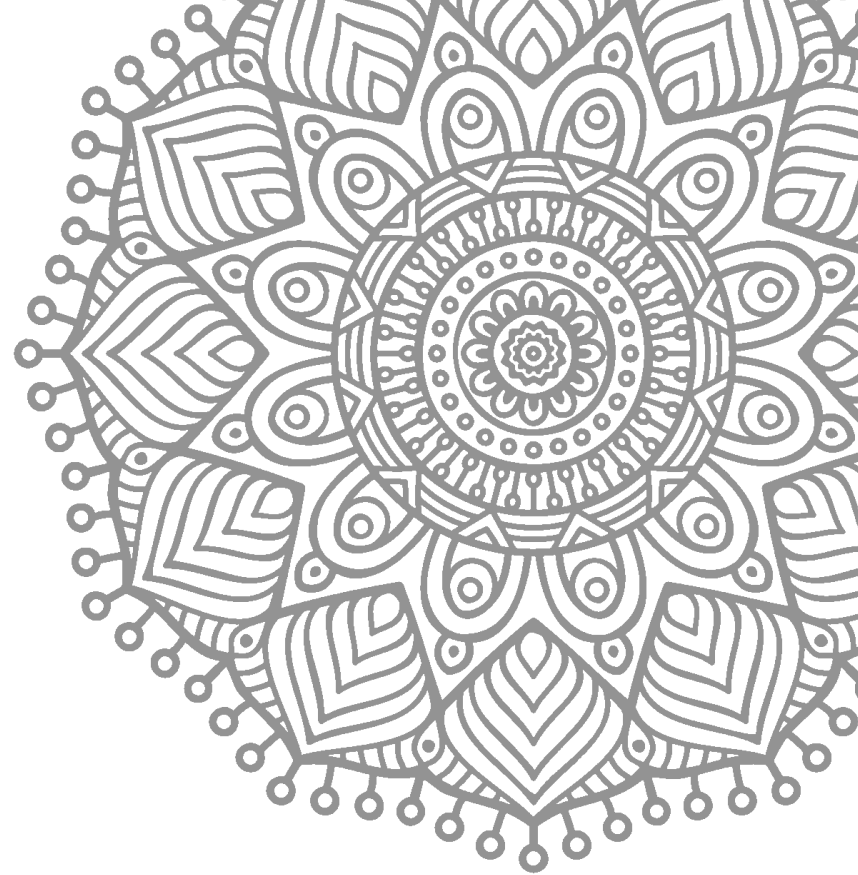


Kamal Shah is the Head of Stephenson Harwood's India and Africa groups. He specializes in complex, cross-border international arbitration, litigation and fraud and asset tracing in Africa and India, and has gained extensive experience in these jurisdictions.

Kamal acts for governments, government entities, banks, private corporations and high net worth individuals in a range of matters, including those relating to energy, natural resources, projects and infrastructure, government, banking and finance, shareholder arrangements and a range of schemes commonly used to defraud individuals and corporations. His clients include Union of India, Axis Bank, Unitech, several ultra-high net worth Indian and African families, the Arab Republic of Egypt, the Federal Republic of Nigeria, Nigerian National Petroleum Corporation, Bidco Group, Africa, Bolivarian Republic of Venezuela, Kenya Ports Authority, Guaranty Trust Bank plc, Nigeria and Access Bank plc, Nigeria.

He has advised a number of governments including India, Nigeria, Egypt, Lesotho, Sudan, Tanzania, Uganda and Venezuela, and state corporations from Nigeria and China on a range of issues, including international arbitration, litigation in England and abroad, fraud and asset tracing, public international law, legal and judicial review, constitutional and election issues.

He advised the Indian government in a confidential US\$ multi billion international commercial arbitration relating to



the energy industry. He has also counselled private companies on a number of arbitrations under LMAA, UNCITRAL, LCIA and ICC rules.

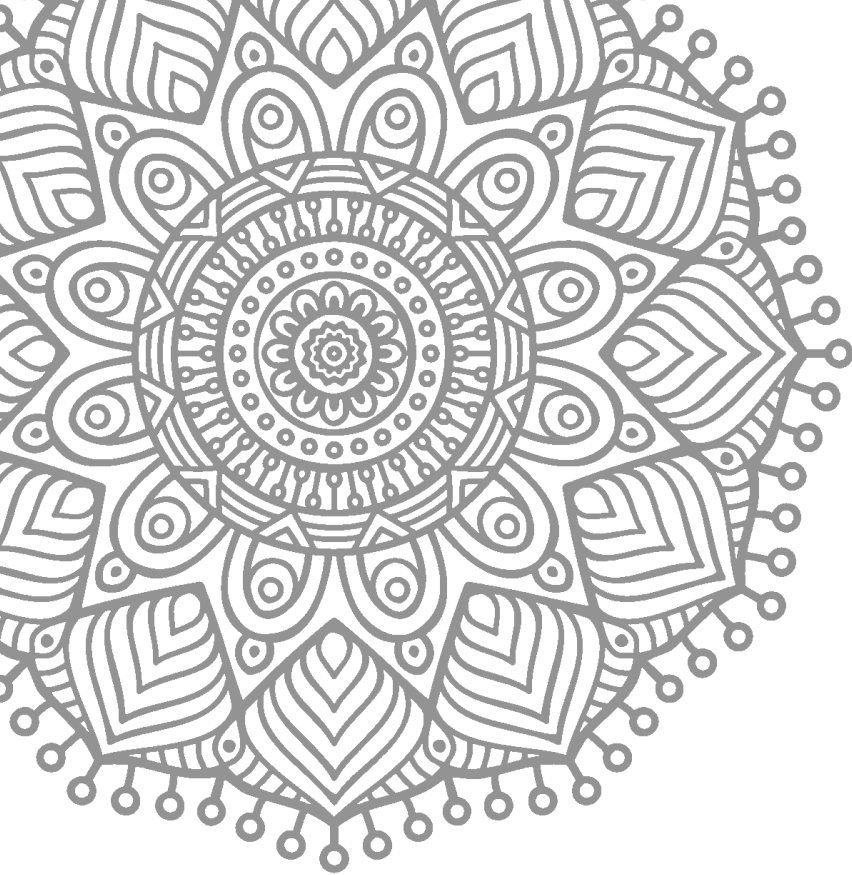
His advice was sought by the Nigerian National Petroleum Corporation (NNPC) on defending the enforcement of a US\$350 million plus Nigerian arbitral award in England. The case on the enforcement of the New York Convention arbitration awards generated seven reported judgements, with the Firm recently receiving a favourable order from the English Supreme Court. Kamal is also a lawyer in one of the longest running enforcement cases in the English Commercial Court, a significant fraud case that is going to be tried in London in 2018.

Kamal is advising the Venezuelan government in the enforcement in England of a US\$700 million plus arbitration award made against it; and two shareholders in a consortium which successfully bid to privatize the National railways of Kenya and Uganda in several LCIA arbitrations. He has also been appointed to advise in several LCIA arbitrations relating to the development of a multi-billion-dollar city in Africa.

Kamal regularly provides strategic advice to various banks on dispute resolution provisions and in respect of disputes. He recently advised a large South India-based group on a dispute with a large London bank in respect of a significant loan default and a subsequent dispute and settlement. He advises leading commercial banks in India, Japan, Mauritius

and Nigeria on a range of issues, including fraud, asset tracing, litigation, risk mitigation and internal arbitration.

Kamal has been engaged by Sheikh Mohammed Al Amoudi, a Forbes listed billionaire, in relation to a fraud amounting to US\$ 16 million carried out against him by a former Prime Minister of the Federal Democratic Republic of Ethiopia and other individuals. There were multiple proceedings in over six jurisdictions.



Business Council for Africa. He has also recently been listed in India Incorporated's list of the top 100 most influential individuals in UK-India relations. He is well placed to promote the emerging UK India-Africa corridor.

Kamal, surprisingly never wanted to be a lawyer. He wanted to do hotel management, but studied law after his parents, “like all good Indian parents”, nudged him to speak to their lawyer friends. “It was the best thing they did and I have loved almost every minute of it so far”.

He can't think of a better profession in which to be a leader. “It gives so many challenges and opportunities to grow professionally and personally, and the rewards, money aside, can be phenomenal,” he says, while encouraging those who want to head practice areas or law firms to go right ahead.

The role of a lawyer has evolved “massively” since he started training. “You now have to be a friend, confidante, advisor and yet keep a professional boundary between you and your client,” he says. “Not easy”!

He is resolute about always doing the right thing. “Never compromise your ethics” is the philosophy he lives by.

Kamal is highly ranked in Legal directories including The Legal 500, Chambers UK, Global Arbitration Review and IFLR1000, as well as listed in The Lawyer's Hot 100 list of leading lawyers in the UK for 2009 and 2014. He is also ranked in Who's Who Legal: Arbitration - Future Leaders 2017 and 2018. Kamal is currently the Vice President of the LCIA African Users Council and was a former Director of the

KARTIK GANAPATHY

PARTNER
INDUSLAW

Kartik Ganapathy is Partner for the Bangalore and Mumbai offices of IndusLaw. He focuses on Private Equity & Venture Capital, Mergers & Acquisitions, Joint Ventures & Collaborations, Capital Markets & International Offerings, Litigation & Dispute Resolution, Fund Formation and General Corporate Advisory and has most recently been very active in the Healthcare and Pharmaceuticals, eCommerce and IOT and Technology sectors.

Kartik counts OrbiMed, Accel Partners, Paragon Partners, Vertex Ventures, Ameri100, Rakyan Beverages Private Limited (RAW Pressery), Khosla Impact, Anand Diagnostic Laboratories and ChrysCapital as some of his clients.

Recent highlights of his practice include, advice to Paragon Partners in relation to its investment in Capacite Infraprojects Limited; Vertex Ventures in relation to its investment in Flutura; OrbiMed and Ascent Capital Advisors in relation to the sale of their stake in Kerala Institute of Medical Sciences to True North; OrbiMed in relation to its investment into Suraksha Diagnostic Private Limited; Paragon Partners in relation to its investment into Maini Precision Products Limited; OrbiMed in relation to its investment in Bharat Serums and Vaccines Limited; ChrysCapital, in relation to the sale of their stake in Parksons Packaging Limited; Rakyan Beverages Private Limited (RAW Pressery) in relation to several rounds of private equity investments; Kaizen Domestic Scheme & Kaizen PE



Netherlands for debt investment into a company in the education sector by way of subscription to non-convertible debentures; and Accel Partners in relation to its investment into Healthvista India Private Limited (portea).

He has also advised Khosla Impact in relation to its investment into NeoGrowth Credit Private Limited; OrbiMed in relation to its investment into Surya Children's Hospital, Mumbai; Bankbazaar in relation to investments into it by Sequoia Capital and Walden Investments; Aavishkaar India II Company Limited and Aavishkaar Venture Management Services Private Limited in relation to their investment into Ulink AgriTech Private Limited; Ameri100 in relation to its acquisition of BigTech Software and Linear Logics Corp; iHealth, in connection with its acquisition of Caremedix and iSpace; and the Promoters of JustDial in relation to the IPO of JustDial.

Kartik is recognized as a recommended lawyer in Private Equity & Venture Capital by the Practical Law Company, and as a leading individual in the Corporate & M&A and Private Equity fields by Chambers & Partners. Kartik is also listed as one of the top 25 second generation Indian Corporate Lawyers by RSG Consulting in its first India Report 2010.

Over the last two decades, Kartik has also previously been a Partner at Nishith Desai Associates, a leading Indian tax and TMT law firm, General Counsel to a mid-tier BPO Company, Legal Counsel at ChrysCapital, one of India's largest Private Equity Funds, a Senior Associate at Dua Associates in Mumbai, and a Senior Consultant in the Legal Division at Arthur Andersen in Mumbai.

Apart from regular speaking engagements, Kartik is also an active member of the International Bar Association. Kartik

retired as the Vice-Chair of the Securities Law Committee of the International Bar Association in 2015, after previously serving as Chair of the Regulatory Affairs Sub-Committee and Regional Representative for Asia.

He is passionate about motorcycling, driving, science fiction, golf and adventure sports. All of these endeavors help him "consistently push the envelope, engage with people and circumstances, introspect, deal with the unexpected and come up with ways to improve and do things differently". His philosophy for work and life is inspired by the poem "If" by Rudyard Kipling ... to "fill the unforgiving minute, with sixty seconds worth of distance run."

Kartik believes that the role of lawyer has evolved from being a technical legal problem solver for a client to an efficient and trusted advisor. "The role of advisor, being more than just lawyering, encompasses providing both a sounding board as well as a perspective that is holistic in scope and content." From a team perspective, he has seen the role progress from merely adopting good practices to also becoming a mentor to younger lawyers.

He has immense admiration for M&A lawyer Martin Lipton, inventor of the Poison Pill. "The Poison Pill rightfully earns him a place as a thought leader and visionary". He also is inspired by his teacher Chancellor William T. Allen of the New York University School of Law, "a gentleman whose body of work is worthy of much respect".

Kartik advises those looking to lead a law firm or practice area to always be alert (to an idea, opportunity or a lead), communicate clearly and cogently (both internally and externally), build and back the team "for without them every victory is pyrrhic" and stay focused and calm.

KIRIT S. JAVALI

DESIGNATION PARTNER
LAW FIRM Jafa & JAVALI, ADVOCATES

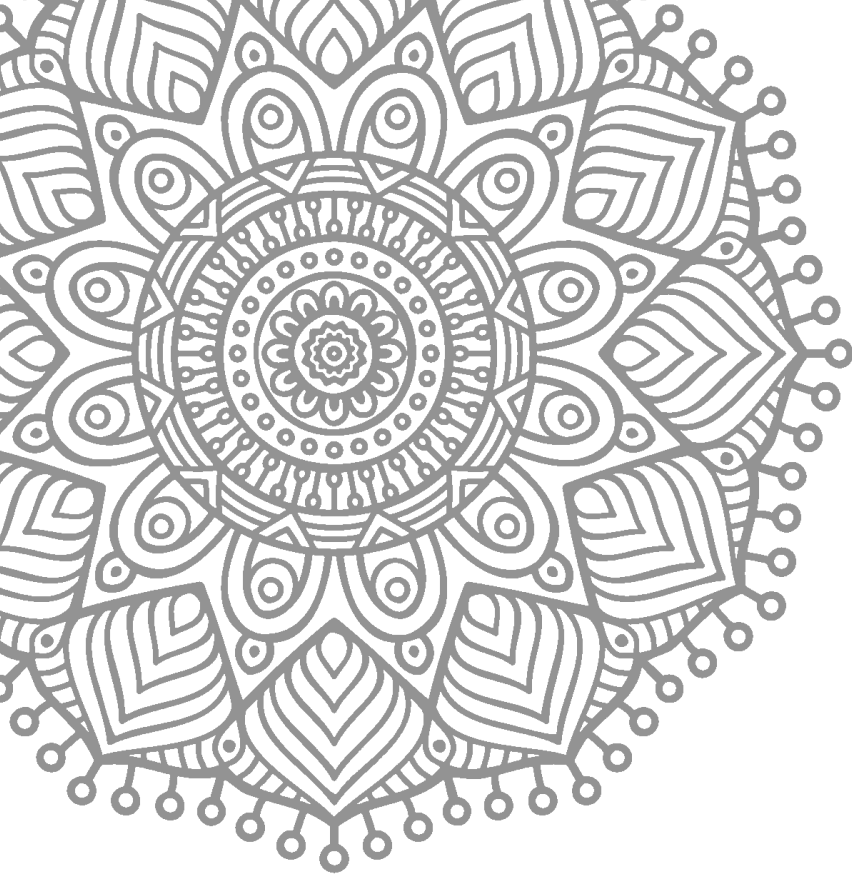
Kirit S. Javali is the Founding Partner of Jafa & Javali, a firm that specializes in Corporate and M&A Transactions, Banking, Finance and Capital Markets, Dispute Resolution, Intellectual Property, Projects & Energy, and Real Estate.

Kirit is the Dispute Resolution, IPR and Compliance partner, and has acted for and advised Indian companies in international arbitration proceedings conducted in London, U.K and domestic arbitration proceedings. He regularly appears and argues matters in the Supreme Court of India, Delhi High Court and Tribunals. He advises clients on contentious and non-contentious issues involving all aspects of intellectual property rights, company, commercial laws, banking, life sciences, e-commerce and information technology.

His clients include the Royal Bank Of Scotland, Jindal Drilling Industries Limited, Jagson International Ltd, Dr. Shikha's Nutri Health Pvt Ltd., Maple Capital Advisors, Connect Accessories Aps, Crop Life Asia, Cementaid (S.E.A.) Pvt. Ltd, Algorithms Private Limited and Spearhead Adventure Services Private Limited.

Kirit's work highlights include, among others, advice to Deutsch Bank on real estate issues; Royal Bank of Scotland on credit card product agreements, business association agreements, including real estate transactions involving due diligence, drafting necessary agreements for sale, purchase and registration of office space in Delhi, Jodhpur, Jalandhar





and Agra, and acting for their commercial and consumer disputes before the Delhi High Court and various consumer forums. He has advised the Bank of Baroda, Global Syndication Centre, London, Bank of India, London Branch, and Bank of Baroda, Udhna Branch, Surat in respect of the allotment of USD 20 Million External Commercial Borrowing (“ECB”) Term Facility to Sumeet Industries Limited, Surat;

Comecer Spa Italy on the establishment of a 100% wholly owned subsidiary in India; MMTC Limited, M/S Sical Iron Ore Terminal Limited and Larsen Toubro Infrastructure Development Projects Ltd for the establishment of a common user Iron Ore Terminal at Ennore Port, Tamil Nadu; Maple Capital Advisors Private Limited, a boutique investment firm on share subscription and shareholder agreements; and Connect Accessories Aps, Denmark, in the establishment of a wholly owned subsidiary in India, to manufacture, import and export leather products.

His IP work includes acting for Dr. Shikha Sharma, a health expert and renowned nutritionist in ICAAN Proceedings, obtaining an injunction against a US multinational before the Delhi High Court and helping her file trade mark applications to protect her trade marks for nutrition and medical services. He has advised and defended a leading internet media company, Rediff.com regarding their disputes with a television company for an alleged violation of intellectual property rights; and Times Academy Limited, a company engaged in providing higher education to enforce their intellectual property rights and trade marks against Times Business Studies.

Kirit has acted for Standard Chartered Bank in its disputes with Indian banks and debtors; advised and acted for Jindal Drilling & Industries Ltd. in an ICC international arbitration in London; Jagson International Ltd., in an international arbitration in London; and P.K. Resorts Private Limited in their disputes regarding Business Conducting Agreement with Barista Coffee Company Limited before the Delhi High Court Arbitration Centre.

Kirit is on the Board of Directors of Maple Capital Advisors

(P) Ltd. He has spoken at various international forums on arbitration and intellectual property rights and writes regularly for Indian and international journals. His Firm is rated by the Asia Pacific Legal 500 and India Business Law Journal as a recognised and competent law firm for Corporate and M&A, Banking, Finance and Capital Markets, Dispute Resolution, Intellectual Property, Projects & Energy and Real Estate.

Kirit has an Honours degree in Law from the University of Leeds, U.K. He was called to the Bar from Gray's Inn in 1996, after which he underwent a nine-month pupillage with Dr. Phillip Baker, QC, Field Tax Chambers. He also trained with TLT Solicitors in London, before returning to India to work with the Mumbai law firm of Crawford Bayley & Co. & Majmudar & Co.

Kirit is a member of the Hon'ble Society of Gray's Inn, Bar Council of England & Wales, Bar Council of Delhi, India International Law Foundation, Supreme Court Bar Association and the Delhi High Court Bar Association.

He is a third-generation lawyer and finds inspiration from among his family members - in particular his grandfather and father (both Senior Advocates) for their hard work and ability to stay focussed.

He has two words of advice to those looking to establish their own law firm or head a practice area - "hard work". "Working efficiently, developing in-depth expertise and time management are equally vital components for a successful practitioner".

Kirit is a keen traveller who enjoys exploring new cities and meeting people of various cultures. A half marathon runner, he believes running regularly has given him the

basic tenets of life: "honesty, hard work, endurance and perseverance". He tries to maintain a work-life balance, though it is a tough ask, given that he has a firm to manage.

KRISHNA SARMA

MANAGING PARTNER
CORPORATE LAW GROUP

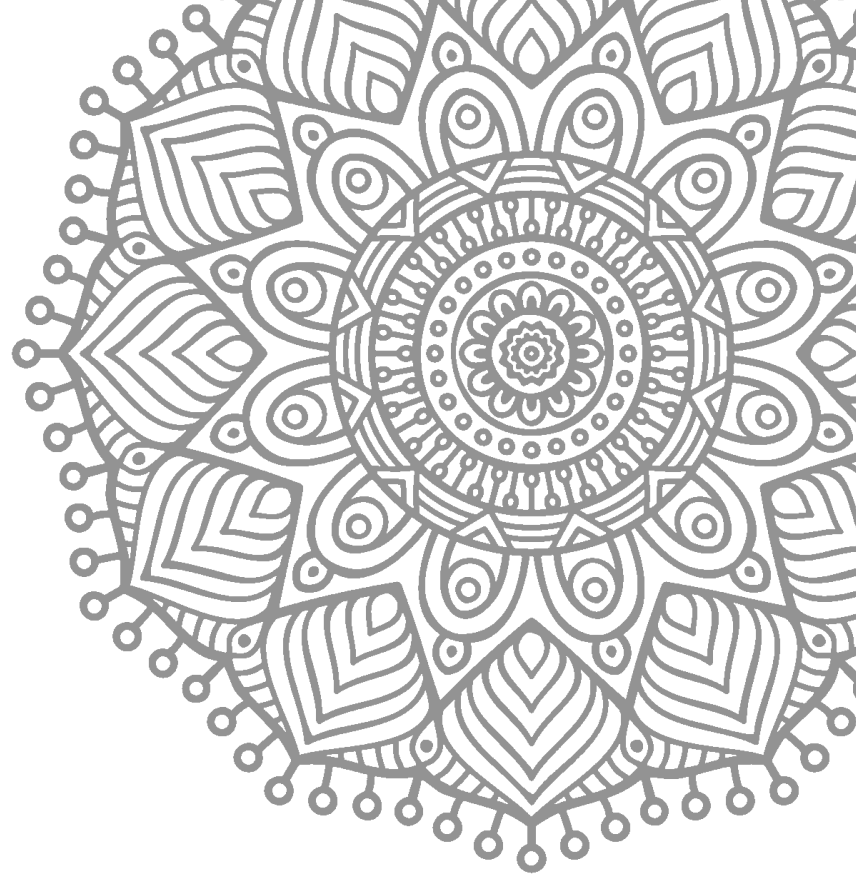


Krishna Sarma is the Managing Partner of Corporate Law Group (CLG), a New Delhi based Law Firm which she founded in 1998. CLG is a boutique law firm, with practice areas including government pricing, regulatory and compliance issues in the life sciences industry; filing, prosecution, advice and litigation relating to patents, plant breeders' rights, geographical indications, trade secrets and trademarks; corporate, transactional documentation and competition law; Indirect taxation (Customs & GST); WTO/trade laws and Commercial Arbitration and Litigation.

Krishna's practice focusses on bio-pharmaceuticals and other regulated industry verticals like ag, food, and medical devices. She is also a Patent Attorney. She was the Additional Advocate General of the State of Assam in the Supreme Court of India from 2011 till May 2016 and in that position, she was involved in constitutional, inter-state border disputes and immigration issues.

Krishna was co-chair of the Committee on WTO and IPRs of ASSOCHAM. Currently, she sits on the Board of the Drug Information Association in India and Biogen Idec Biotech India Pvt. Ltd. She was on the sub-Committee on Archiving of the Sam Pitroda-led Prasar Bharati Committee to revamp Doordarshan and All India Radio. She is a member of the Board, Centre for New Perspectives, in the field of Culture and Development.

Krishna majored in History from Miranda House, University of Delhi in 1989 and has an LL.B. from Campus



Law Centre, University of Delhi. She is enrolled with the Bar Council of Delhi. She has obtained specialization in Intellectual Property Law and Licensing from the Franklin Pierce Law Center, Concord, New Hampshire, United States and has worked in the offices of Thelen, Reid and Priest LLP in Washington DC, mainly in the energy sector.

It was a chance encounter with a lawyer in Washington DC in 1998 that led to her taking an entirely uncharted path of practice - the intersection of policy and law.

Krishna's parents were lawyers (primarily litigation) in the Gauhati High Court, Assam and her own early exposure was to litigation, albeit corporate cases. However, over the last two decades she has seen her role morph into one of being a partner in the businesses of her clients, with her counsel being sought from the very inception of a business idea or proposal.

She advises those looking to set up their own firms or head a practice area - "especially the ones like me who are outliers" - to find a niche area of practice.

She admires Senior Advocate Indira Jaising for her commitment to the causes she espouses and lives by Lord Tennyson's famous lines from the poem Ulysses - "To strive, to seek, to find, and not to yield".

KUNAL VAJANI

PARTNER

WADIA GHANDY & CO. (DELHI)



Kunal Vajani is the head of, and a partner in, Wadia Ghandy & Co, Delhi. He specializes in civil and corporate criminal litigation, as well as domestic and international commercial arbitration.

Kunal is a lawyer, not by chance, nor because of a lack of options; he practices law because he loves what he does. His words jump out from the paper on which they appear, to make real his passion and honest excitement. He says, “when I opened my first brief and read the first case, I knew right then that I had made the right decision to become a lawyer. I still have that same feeling of excitement whenever I sit down to read a brief of a matter in which I am appearing before the Hon’ble Supreme Court of India. I just find the intellectual side of the law deeply satisfying. Add to that, I get a chance to help clients solve very difficult problems and to argue before the Hon’ble Supreme Court of India or other Courts or Tribunals on a regular basis, and I often have to pinch myself to convince me it is real.”

Kunal deals in matters relating to amalgamations, mergers and demergers, cable and telecom disputes, challenges to Central and State Government policies, challenges to the orders of regulatory commissions, constitutional litigation, corporate crimes, derivative actions, direct and indirect tax, and disputes relating to infrastructure, insolvency, intellectual property, land acquisition, natural gas and petroleum, partnerships, private equity investment, public and private trusts, real estate disputes, recovery of debts,

shareholders, testamentary and winding ups.

His clients include, to name just a few, the Adani Group, Denso Corporation, Federal Bank Ltd., the Gem & Jewellery Export Promotion Council, HDFC Ltd., HDFC Bank Ltd., HDFC Standard Life Insurance Company Ltd., K. Raheja Group, Kalpataru Group, Laqshya Media Group, Maharashtra Chamber of Housing Industry, Mani Group, Marathon Group, Raymond Group, Tata Group [including Tata Motors Ltd., Tata Motors Finance Ltd., Trent Ltd., Trent Hypermarket Pvt. Ltd.], and TransUnion CIBIL Ltd.

Kunal appears regularly before the Supreme Court of India, various High Courts, district and sessions courts as well as tribunals, forums and quasi-judicial authorities such as the National Company Law Appellate Tribunal, the Consumer Disputes Redressal Commission, and was also very active in the erstwhile Board of Industrial and Financial Reconstruction.

He has appeared in many landmark arbitrations in the field of real estate, banking and finance, partnership and family disputes, and matters pertaining to private equity and mining. Kunal is an Alternate Court Member of the ICC International Court of Arbitration. He is also an ex-officio member of the Executive Committee of ICC, India.

An alumnus of Government Law College, Mumbai and an LL.M from Harvard Law School, Kunal is also a qualified Solicitor, Supreme Court of England & Wales.

He donates his entire income, except personal expenses,

to philanthropic purposes, and is the youngest ever Chairman of the Board of Trustees of Shree Ghoghari Lohana Mahajan, Mumbai. His passion for doing the right thing is evident from his reason for continuing to practice law, “I love being a lawyer because it gives me the opportunity to use the law to make someone’s life better. To paraphrase Ralph Waldo Emerson’s ‘Self-Reliance,’ it affords me a chance to accommodate my contrarian nature by confronting those who think they understand my duty better than I. Could not ask for more. My work gets me the opportunity to help someone who desperately needs your help. It feels good to be that person. I love the creativity involved with handling virtually every case or matter.”

Kunal’s words of wisdom for young lawyers trying to make a name for themselves is to remember that “Law is a thinking profession, not just a doing job. As a lawyer, you always have the opportunity to redesign your practice to accomplish different goals.”

L. BADRI NARAYANAN

PARTNER

LAKSHMIKUMARAN & SRIDHARAN ATTORNEYS



Badri Narayanan is a lawyer practicing at Lakshmikumaran & Sridharan Attorneys in the area of tax, intellectual property and regulatory laws. His practice includes a mixture of litigation in the area of tax and intellectual property before the Supreme Court of India, High Courts, tribunals and quasi-judicial authorities, and advisory practice in the area of tax, particularly goods and services tax (GST).

Badri has been advising several companies on a variety of issues having GST implications such as trade promotion schemes, royalties and license fee arrangements, contract manufacturing scenarios, software as a service offerings, outsourcing, consortiums and joint ventures, valuation and secondment. His clients include a variety of companies from across a range of industries including several technology and services companies. Some of them are ICICI Bank, Ultratek, Jet Airways, Indigo, Axis Bank, SAP, Clear Trip and Amazon.

Prior to joining the firm, Badri practiced as an intellectual property lawyer in the United States and has drafted and negotiated intellectual property licensing and cross-licensing arrangements. He was also involved in many patent litigation matters in the United States.

Badri holds a Bachelor's Degree in Physics from St. Stephen's College, University of Delhi, a Law Degree from the University of London and a Master's Degree in Law from the Cornell Law School. He is admitted to practice in India and New York and is a qualified patent agent in India.

There are constant shifts happening in a lawyer's career, according to Badri. It has seen him transform from being a theoretical and bookish lawyer to a pragmatist with commercial acumen and an appreciation of clients' needs. "I have certainly evolved to be a more practical lawyer over the last 10 years, at the same time retaining my appreciation of theory and caselaw".

There are several lawyers that Badri looks up to - the founding partners of the firm, V. Lakshmikumaran and Sridharan, both of whom he has worked with closely, and Senior Advocate K K Venugopal, for the amount of work and the level of attention he brings to the table. "At his age, it is amazing". He also admires Shyam Divan and K V Viswanathan. In the law firm community, he is impressed by Haigreve Khaitan and his team for what they have been able to achieve in such a short span of time in a new city like Mumbai.

His advice to someone looking to lead a law firm or practice area is to build a strong team. "Delegating work and trusting someone else to do the work that you can confidently deliver is probably the most important thing to do to be successful in leading the firm or practice. It comes with practice, trust and confidence".

Some life lessons are learnt at the most unexpected places. For Badri, it involved Brussels, an attic and a big old dog. He had just completed his first year of law at the University in London and had managed to secure an

internship in Brussels with a law firm specializing in competition in trade laws. However, the internship offer had come to him very late and he barely managed to get his visa and arrange for his trip to Brussels. In all the confusion, he had no place to stay and he arrived at the front office of the firm, baggage and all, just as the Managing Partner walked in. The Partner took stock of Badri's situation and immediately offered him his attic to stay, but on the condition that Badri would walk his dog and cook some Indian food once in a while. For Badri, his six-week internship was his best learning in life and law because it allowed him to shadow the Managing Partner day and night, to follow his work keenly and to have long conversations about the law. But the biggest learning by far was not so much about the law, but just how difficult a task it can be to walk a big old dog after a long day at work. "I have never underestimated a task ever since".

Hard work and honesty are core to Badri's personal philosophy. "Work honestly and leave the rest to fate," is his leitmotif. "An honest day's work both at law and in life's relationships is the best investment. This is what I have tried to imbibe".

DR. LALIT BHASIN

MANAGING PARTNER
BHASIN & CO.



Dr. Lalit Bhasin is a doyen of the Indian legal profession. With over 55 years of experience in the field of advocacy, Dr. Bhasin is internationally acknowledged for his expertise in the areas of Dispute Resolution, Aviation, Banking and Finance, Capital Markets, Consumer Protection, Competition law, Corporate, Commercial & Conveyancing, Employment & Labour, Energy & Power, Entertainment & Hospitality, International and Intellectual Property laws, Technology, Media & Telecommunications, M&A, Transport laws and Real Estate laws.

His clients include Microsoft, Accenture, Schneider, General Cable, Apollo Hospital, Air India, Thai Airways, Mother Dairy, Asian Hotels Ltd., Bharat Hotels Ltd., Federation Of Hotels And Restaurants Of India and National Restaurant Association Of India, to name just a few.

Dr. Bhasin has considerable experience, representing major corporate clients in various courts, tribunals, arbitrations and other judicial and quasi-judicial forums, and providing advice on all aspects of civil and commercial laws, including company law, consumer protection, economic and labour laws.

Some of the highlights of his Firm's work include the successful representation of domestic and international clients in the Supreme Court of India, the high courts, district courts, tribunals and forums, in original, appellate and writ proceedings.

Dr. Bhasin advises on the complex regulatory and legal aspects of employment and labour law in order to enable full compliance with all the applicable laws and incidental provisions. He is actively involved in drafting and reviewing employment documentation and advising on a wide range of labour law related queries, including the structuring of ESOPs, regulatory and compliance matters, disciplinary proceedings, transfer of employees, termination, non-compete issues and the like. He has acknowledged expertise in a variety of labour and employment related matters and advises various public and private sector companies, including multinationals, besides representing them in labour disputes before tribunals and courts. He particularly advises clients on the enforceability of negative and restrictive covenants in service contracts, on human resource policies of large corporates, on statutory compliances under the Industrial Disputes Act, Payment of Wages Act, Provident Fund Act, Payment of Gratuity Act, Employees State Insurance Act, Factories Act and Shops and Establishments Act.

Known for his 'superb reputation for aviation work', predominantly for domestic carriers such as Air India, Dr Bhasin and his team regularly handle high-profile disputes within the aviation industry. He is recognized as one of the few lawyers in India who has handled almost all of the statutory air crash inquiries as well as the settlement of claims and compensation. He advice covers aviation

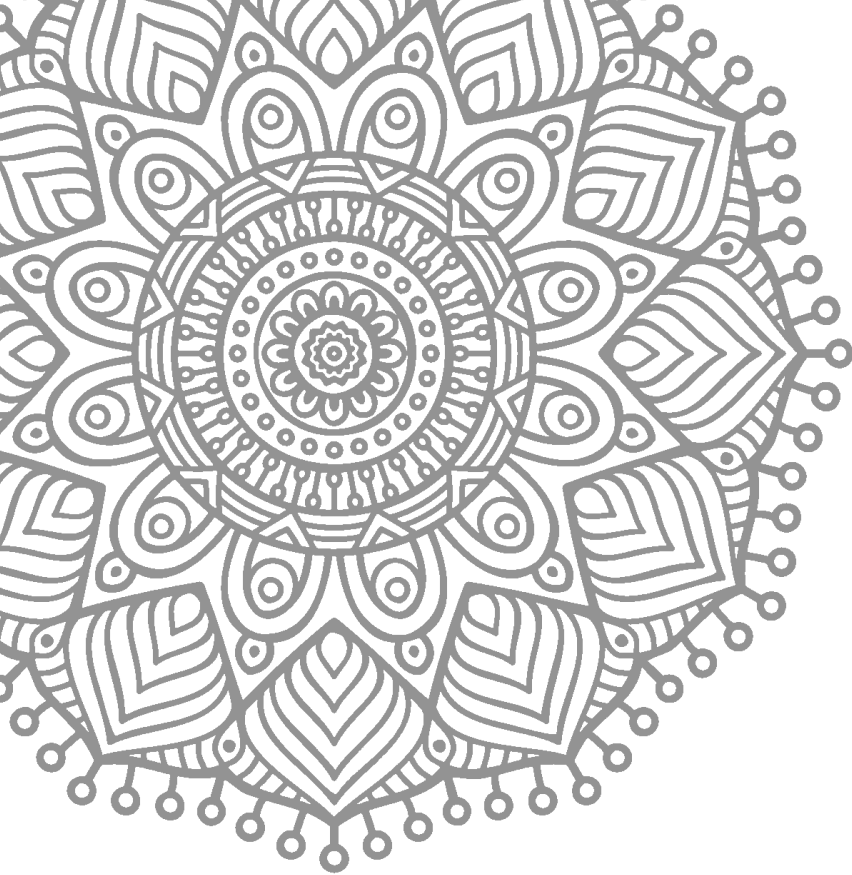
infrastructure related matters, besides assisting clients in all aspects of the aviation business and the setting up of airlines.

He has provided assistance in setting up new airports and in the modernization of existing ones. His counsel is sought regularly in the finalization of Concession Agreements, State Support Agreements and other related EPC and project documentation.

He also regularly advises clients on the sale and purchase of aircraft, aircraft leases and maintenance agreements, training of pilots, drafting charter agreements for foreign airlines proposing to commence services in India, GSA and PSA Agreements, besides providing advice on the interpretation of various clauses in agency agreements pertaining to commission, by specific reference to IATA regulations and industry practice. He has advised the Indira Gandhi Rashtriya Udaan Academy with regard to its management contract with CAE, an international training academy. He has recently advised and assisted an Indian company establish an international cargo airline.

Dr. Bhasin has successfully represented his longstanding client, Air India Limited, before the Supreme Court of India. His Firm recently represented the National Aviation Company of India in the Delhi High Court, obtaining an injunction to compel striking Air India workers to return to work.

In the banking and finance space, Dr. Bhasin represents several public sector banks and advises on policy matters in



the banking industry by rendering advice to the Indian Banks' Association (IBA), the apex body of banking companies in India. He recently successfully represented the IBA in the landmark case of "Keshavlal Khemchand and Sons Pvt. Ltd. & Ors. Vs. Union of India & Ors." before the Supreme Court of India. Dr Bhasin's banking practice includes advice to borrowers and lenders on regulatory, corporate, finance

and recovery matters.

Dr. Bhasin regularly represents several large corporate houses in their Public Issues, besides conducting search and due diligence and advising on issues pertaining to Securities and Exchange Board of India Regulations and other listing compliances. He has been advising leading foreign law firms on M&A transactions. His advisory and transactional advice covers all stages of M&As and joint ventures, including, where necessary, appearances before Court.

Dr. Bhasin leads a busy ADR practice, covering domestic and international arbitrations as well as conciliation and mediation processes. In recent years, he has been involved in prestigious international arbitrations, including Caribjet vs. Air India, held at the LCIA, London on disputes arising out of repudiation of a Wet Lease Agreement by Air India; DSS Enterprises vs. Bharti Televentures Ltd, BellSouth International, Millicom International Cellular SA, Crompton Greaves Ltd and SkyCell India Ltd, pending before the ICC in Paris; and Stic Travels vs. Ethiopian Airlines, held at India, in relation to disputes arising out of General Sales Agency Agreements between a leading travel agent and Ethiopian Airlines. Dr Bhasin also handles a large volume of domestic arbitration work for both public sector and private companies, including National Fertilizers Ltd., Indian Airlines, Sarovar Hotels Ltd. and Panacea Biotech.

Dr Bhasin is on the Board of Directors of several companies, including IMG Reliance Ltd, Godfrey Phillips India Limited and Ansal Properties and Industries Ltd.

The Firm has been listed as a first tier firm in Aviation by Legal 500 Asia-Pacific. It has, over the last three years, been awarded top honours in Labour & Employment, Dispute

Resolution & Shipping, and Maritime & Aviation by the India Business Law Journal.

Dr Bhasin is the recipient of numerous honours and positions of eminence. He was Chairman, Film Certification Appellate Tribunal and President, Inter Pacific Bar Association. He is President of the powerful Society of Indian Law Firms, President, the Bar Association of India and Chairman of the Chartered Institute of Arbitrators. He has received several awards, including the Indira Gandhi National Unity Award and the Indira Gandhi Priyadarshani Award, to name just a few. He was the recipient of the Plaque of Honour from the Prime Minister of India in 2002 for outstanding contribution to the Rule of Law and the National Law Day Award in 2007 from the President of India. He has been conferred the degree of Doctor of Laws honoris causa with full honours and rights and privileges by the University of Rajasthan.

Starting off as the lawyer for his own postman, Dr Bhasin has come a long way since then, representing a cross section of society and business and being recognized as a statesman at the bar. He stays committed to giving back to his country, in particular improving the quality of legal education and preparing the profession for the global market. He is on the Advisory Board of the National Law Schools in Bangalore and Jodhpur, and the Amity, Symbiosis and Ansal law schools.

In this age of rapid technological development, Dr Bhasin believes there is an urgent need for lawyers to constantly reinvent themselves. His advice to young professionals looking to lead a law firm or practice area is to remember that present day clients have easy access to legal research.

Therefore, a law firm or practice head will need to add value to their advice by developing an understanding of the client's business and partnering with them in developing strategies.

While Dr Bhasin had the good fortune of assisting the legendary M. C. Setalvad and C. K. Daphtary, his role model is Fali Nariman. "There is so much to learn from him. Having worked with him in the Bar Association to India and professionally for five decades, I have been greatly influenced by his brilliance in court, his total command of the law, his integrity, his dedication to the cause of the independence of judiciary and the legal profession".

LAXMI KANT BHUSHAN

PARTNER

DUA ASSOCIATES



L K Bhushan has been in legal practice for about forty years and is an experienced litigation advocate. He has been a partner with Dua Associates for 18 years. Prior to that he was a Senior Counsel to the Government of India, Standing Counsel for the New Delhi Municipal Council and advised various other government bodies at the central and state levels.

He currently practices primarily in the areas of Dispute Resolution and Arbitration, Litigation, Real Estate, White-Collar Crime as an Economic Offence, Company & Insolvency Law and Banking. He has handled litigation pertaining to banking transactions and intellectual property rights, tortious and accident liabilities, licensing matters (including claims for radio and telecom licenses) and labour and industrial laws. His clients include Deutsche Trustee Company Ltd, Deutsche Bank, ITC Limited, AES India Ltd, Indus Towers Ltd and Havells India Ltd.

Bhushan has defended public interest litigation pertaining to energy supply, environmental law and education. He has also conducted criminal trials relating to economic offences, documentary and commercial frauds and liabilities arising out of director and fiduciary relationships.

An honours graduate of St Stephen's College, Bhushan holds a Bachelor of Laws Degree from the Faculty of Law, University of Delhi. Besides captaining the Delhi University Tennis Team in his student days, he has also been a commentator for All India Radio. Bhushan is also a member



of the Delhi Lawyers Golf Team.

In law, as in any sphere of work or life, Bhushan believes one should not be lackadaisical or have a casual approach towards a matter or a client. “Any other approach would immediately impact the practice, notwithstanding any amount of experience or expertise which one may have built up”.

Even though he has been in practice for the last 40 years and has seen his role evolve into that of a leader and mentor, there are numerous lawyers who continue to inspire him. “What has been common to all of them is, tremendous industry, knowledge of the subject and of course, integrity.”

He has a few guidelines to anyone looking to lead a law firm or practice - clearly identify the practice area, define the nature and size of the practice which one is aspiring for, and thereafter build on the capacities and the expertise for the same.

MANISHA CHAUDHARY

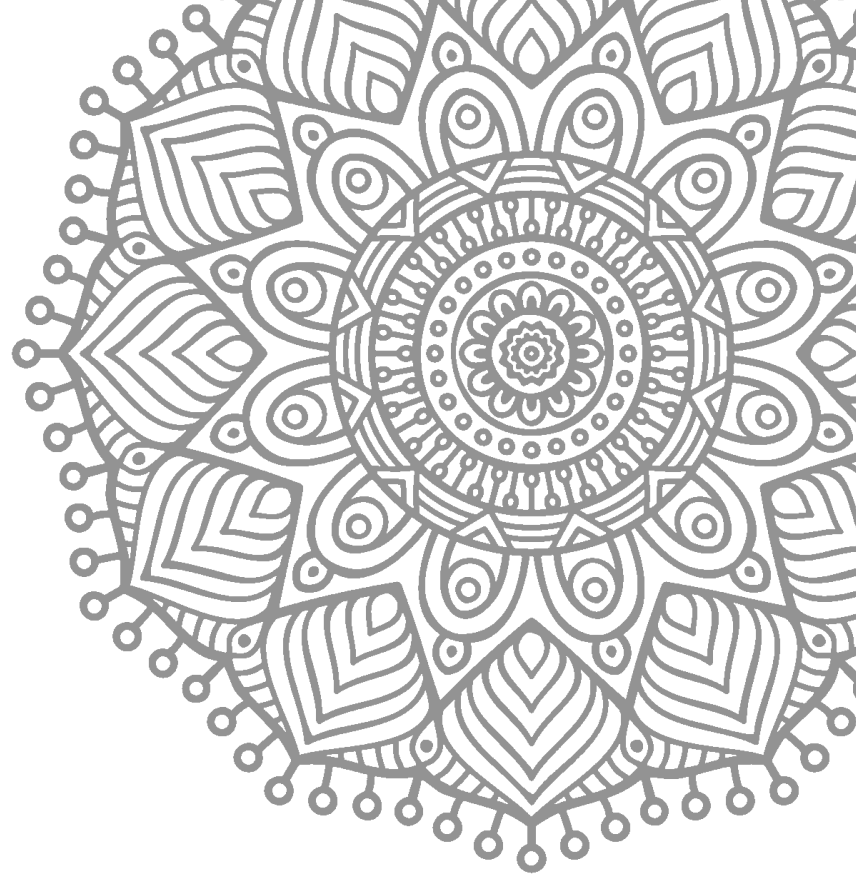
MANAGING PARTNER
UKCA AND PARTNERS



Manisha Chaudhary is a Master of Laws graduate from the prestigious Ivy League Cornell University Law School, United States. She read law at Amity Law School and holds a certificate in Corporate Law and Governance from the London School of Economics and Political Science, United Kingdom.

Manisha is the Managing Partner at UKCA and Partners, and brings to the firm extensive experience of working with some of the top lawyers and law firms of the country, prior to joining UKCA and Partners. While at Cornell, she was under the guidance of leading lawyers and MBA professionals from New York City, thus gaining tremendous insight on the corporate and legal culture in the US.

Her forte lies in the field of negotiations, mergers and acquisitions, corporate and commercial law, litigation and consultancy across industry sectors, including Automobile, Cement, Engineering, Infrastructure, IT, Petrochemicals, Retail, Sugar, Telecom and Textile. She also handles matters relating to Capital and Financial Market Regulations before various authorities. She counts DLF Group, Reebok India Company, SKF India, Wave Group, Simbhaoli Sugars, Jyoti Limited, SRF Limited, Rambagh and Jaimahal Palace Hotels, Sadbhav Engineering, Gujarat Liquid Pharma, Milkfood Limited, Atlas Cycles, Modi Industries, Oswal Group (Vardhman), Tourism Finance Corporation on India, Upper India Steel and Bhushan Steel as her clients. Manisha is also on the panel for various government authorities and



corporations.

Manisha provides pro bono services to social enterprises to help them better serve the public. She is also actively involved in community service. Child rights and women empowerment are two subjects that are very close to her heart.

Manisha believes strongly that a person's personal space is reflective of her work ethic. As a perfectionist herself, she tries to maintain as much order as she can, both in her work and personal life. Her motto "if you don't love it, don't do it and if you love it, never give up", she says, explains her endless patience and unstinted dedication to the practice of law. She recalls working long days and nights while assisting her lawyer father, something that has not stopped now that she leads a law firm herself. "A lawyer has to constantly learn and evolve, that is the only way to be successful and survive this profession".

While she considers her father, Senior Advocate U.K. Chaudhary as her role model, she has the utmost admiration for women lawyers who have worked up their way to become law firm partners and senior advocates. "Nothing inspires me more than knowing that these women have created a niche for themselves from sheer determination and hard work".

She advises patience to those aspiring to head law firms or practice areas. "Remember that there are solutions to every problem". She exhorts honesty, discipline and respect for

employees and juniors as necessary virtues for a successful leader. She emphasises the importance of maintaining integrity for clients. And lastly, she stresses the importance of adopting the latest technology for the law firm to be efficient and the lawyers to be far more productive.

MANJULA CHAWLA

CO-FOUNDING PARTNER

PHOENIX LEGAL



Manjula Chawla is a founding partner of Phoenix Legal. Her practice concentrates on the areas of strategic corporate investments, corporate finance and restructuring, mergers & acquisitions, joint ventures, and general corporate and commercial matters. She is also involved in complex litigation and dispute resolution matters.

Manjula is one of a handful of legal professionals who chose to become a corporate lawyer, not heard of commonly at the time, and advise on cross-border transactions soon after the Indian economy was liberalized in 1991. By doing so, she set a path for not only Indian women lawyers but all lawyers who were looking for an “alternate” but wished to remain in the profession of law.

Since the early years of liberalisation, Manjula has assisted many multinational corporations, including Fortune 500 companies, in establishing their presence in India in a variety of sectors including automobiles, biotechnology, chemicals, energy, financial services, food and beverage, healthcare and pharma, information technology, oil and gas, power and telecommunications. She advises her clients on a wide range of issues faced by them in India involving anti corruption laws, competition law, corporate governance, exchange control laws, data privacy and protection, outsourcing, intellectual property protection, labour and employment and real estate. She also has experience in handling litigation and arbitration matters arising out of

commercial contracts on behalf of her international clients.

She has structured, negotiated and drafted a wide range of business transactions for foreign investors and multinational corporations over the years.

She has counseled and represented various clients in numerous mergers and acquisitions and other corporate transactions including Air Liquide International, ARINC Incorporated, Baxter Corporation, Ford Motor Company, Ford Motor Credit Company, Johnson Controls Inc., The Lubrizol Corporation, Kameda Seika Co. Ltd., Kokuyo Co., Ltd., Monster Energy Corporation, Matsushita Electric Industrial Co., Ltd. (now Panasonic Corporation), Prayon SA, Thermo Fisher Scientific Inc., Tokai Rubber Industries Co. Ltd. (now Sumitomo Rikko) and Visteon Corporation.

She advised Trafigura Beheer BV, one of world's largest crude oil traders based in Netherlands, on a strategic equity investment in Nagarjuna Oil Corporation Limited (NOCL). The deal was nominated as the M&A Deal of the Year for IFLR Asia Awards 2013 and reported as one of the notable deals in Southeast Asia in May 2012 by Australian Legal Business.

Manjula has also represented several foreign and international non-profit organizations, such as the American Red Cross Society, International Federation of Red Cross Societies, Hope Foundation and the Grameen Foundation in relation to their activities in the country.

She has written extensively in Indian and international

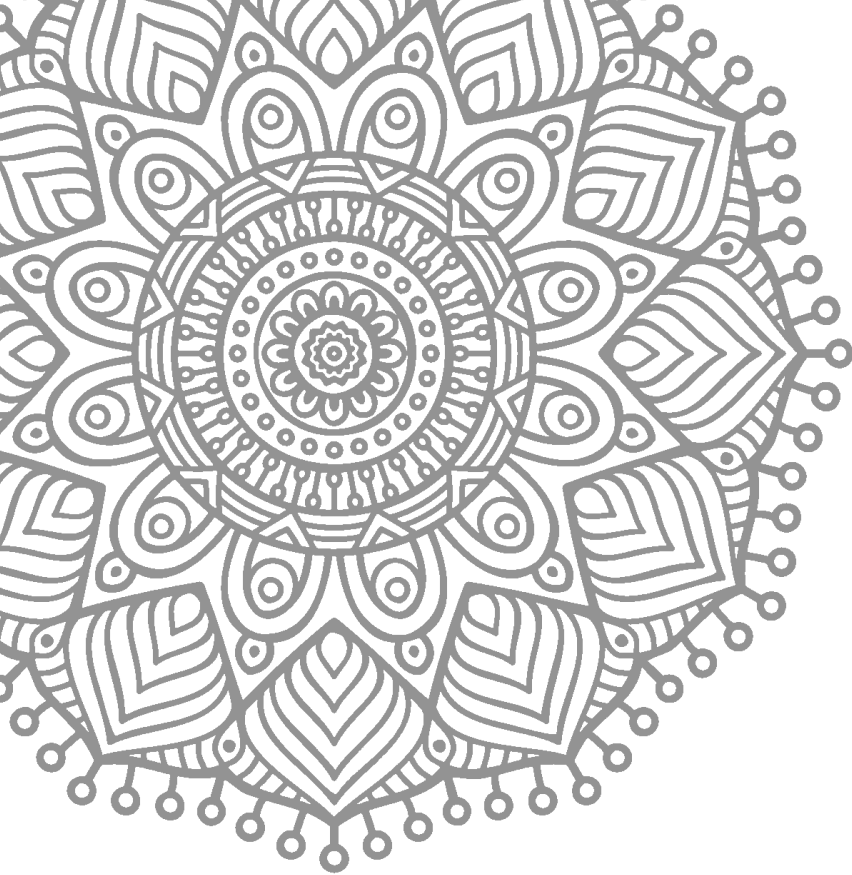
journals and contributes every year to the World Bank's Doing Business in India project. She has recently been involved in discussions with the Indian Government on measures to improve India's ranking.

She has recently contributed to the India-UK Financial Partnership's (supported by Kotak Mahindra Bank in India and TheCityUK) paper on reforming the corporate bond market in India.

Manjula is currently a member of the North India Council of the Indo-American Chamber of Commerce, the International Bar Association, the International Pacific Bar Association and holds the position of treasurer in the Society of Indian Law Firms.

Her client commitment and consistent delivery of high quality services have been recognized by her clients and peers. She was awarded the National Law Day Award - 2000 by the Union Law Minister for "Excellence in Corporate Law and for unique contributions in bringing foreign exchange into India". She was also selected as the "Woman of the Year India 2011-12" by the International Who's Who Executives & Professionals.

Manjula is highly commended, she was named in the Leading Lawyer 100 - Guide list 2012 of Lawyer Monthly for Corporate & Mergers & Acquisitions, highly recommended as a "Leading Lawyer in Corporate/M&A" by Chambers & Partners' Asia's Leading Lawyers for Business from 2013 - 2016, and featured in the 100 Legal Luminaries of India, a



institutions, funds, promoter groups and public sector undertakings, from offices located in New Delhi, Mumbai and Chennai.

Over the 25 years of her professional career, Manjula has mentored young talent, many of whom have gone on to become successful lawyers. She has ensured a working environment in the firm which supports women in achieving their desired goals. “There are no shortcuts to hard work” is her advice to those look to head practice areas or law firms of their own.

Every day is a new learning experience for Manjula. Her motto over all these years of practice has been “Enjoy your work and it won’t seem like work”, which would explain why she has absolutely no regrets of not having become a professional musician (she is a trained sitar player). Music’s loss has undoubtedly been the legal profession’s gain.

publication of Lexis Nexis, which throws light on some of the most illustrious legal minds in India.

Manjula co-founded Phoenix Legal in 2008, a full-service law firm offering an extensive range of transactional, regulatory, advisory, tax and dispute resolution services. Along with the firm, she advises a diverse clientele including domestic and international companies, banks and financial

MEGHNA MISHRA

PARTNER

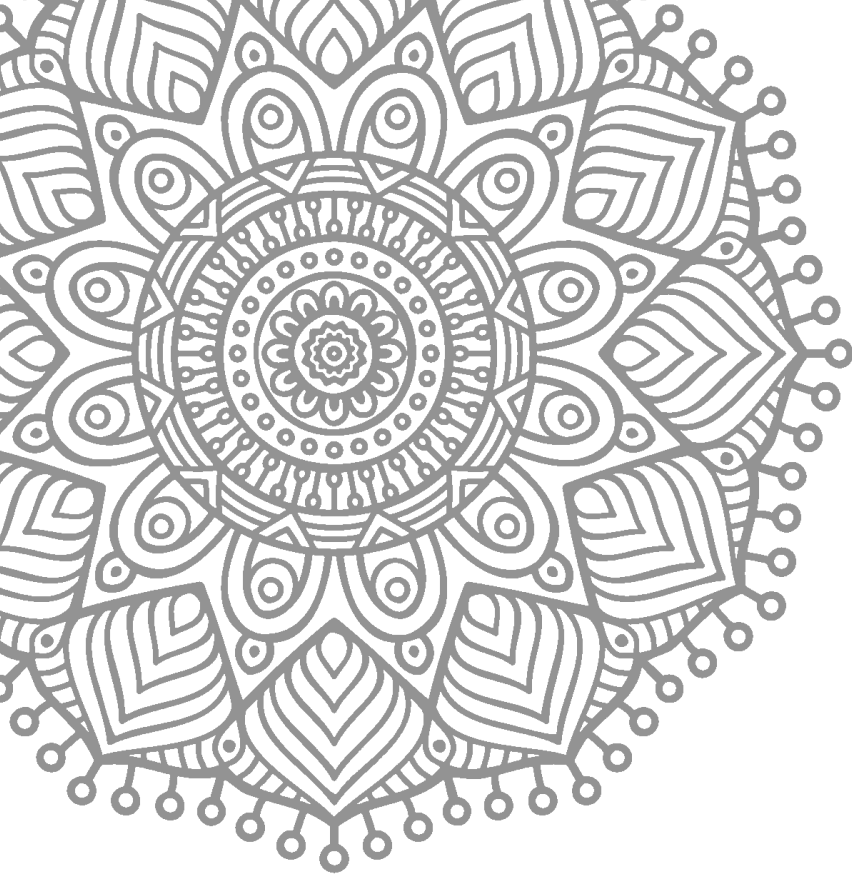
KARANJAWALA & CO.

Meghna Mishra obtained her degree in law from the University of Delhi in 1999 and joined the Bar in the same year. She joined Karanjawala & Co. in 2001 and was elevated to partnership in 2012. Over the years, she has carved out a niche practice in dispute resolution, especially in the Media, Hospitality and Construction sectors.

Heading the High Court and Trial Court practice of the Firm on the civil side, Meghna has an enviable client base which includes the Scindias, Ratan N. Tata, DLF, GMR, Adani Group, MBPL, Astro Group, Indusind Media and Communications Ltd, Hindustan Times, Indian Hotels, Britannia, ANI Technologies, Shri Ram Education Trust, Modi Industries, Tusaj Lifestyle and Bhayana Builders, among many others.

She has advised Astro Entertainment Networks Ltd. on its multi-pronged civil and criminal dispute with a local joint venture partner; successfully represented Hindustan Times Ltd. before the Supreme Court in a labour dispute with 272 workers; HT Media Ltd. before the High Court of Delhi in a trademark dispute concerning Radio Nasha 107.2 FM with Entertainment Network (India) Ltd; ABLE before the High Court of Karnataka, securing an interim stay on certain notifications affecting the biotechnology industry; Indian Hotel Co. Ltd. in a PIL against the renewal of the lease for the Taj Palace Hotel, Delhi and successfully obtained an interim injunction for DLF's Emporio trademark in a suit for infringement and passing off against Stanley Lifestyle's





Global Living Emporio Mall located in Bangalore from the Delhi High Court. She was the lawyer for Riviera Commercial Developers, a Special Purpose Company of the DLF group, in a matter regarding redressal of a grievance related to the raising of concessions/license fees without handing over possession of their site.

Meghna initially worked exclusively in the Supreme Court

of India, before adding the Telecom Disputes Settlement and Appellate Tribunal (TDSAT) and Monopolies and Restrictive Trade Practices (MRTP) matters to her portfolio. She now also handles matters before the Delhi High court, including matrimonial and property disputes, and work related to commercial transactions, while also focussing on her special interest in intellectual property rights.

Meghna has been ranked by the Lawyer's World 2015, 2016 and 2017 in the 'Premier 500' category. She was a recipient of the Women in Law Awards 2017 for "Commercial Litigation Lawyer of the Year," ACQ5 Global Awards 2017 for "Commercial Litigation Lawyer of the Year", "Dispute Resolution Lawyer of the Year" and Asialaw Market-Leading Lawyer 2017 in Dispute Resolution and Litigation. Meghna was chosen as the Exclusive Litigation Expert in India for the year 2017-18 by Global Law Experts.

Over the years, Meghna has become more of a litigation strategist, developing a course of action for her clients that is pragmatic and has a positive outcome for them. She is also able to assess quite accurately the chances of success in matters and draw out what she believes will be the most suitable argument.

She finds inspiration in many of the senior counsels she has worked with, in particular, Abhishek Manu Singhvi, P. Chidambaram, Mukul Rohtagi and Rajiv Nayyar, because of their ability to do justice to every matter they take. "They process information at an extremely fast pace and get to the root of the matter in no time; their legal first principles are rock solid and crystal clear".

Meghna's advice to those looking to lead a law firm or practice area is to first hire a good team. "I believe you are

MEHUL SHAH

PARTNER
KHAITAN & CO

Mehul Shah is a Partner in the Corporate practice group in the Mumbai office of Khaitan & Co. He has vast experience in advising clients from across industry sectors inter alia on mergers, demergers, amalgamations, court approved restructuring and reorganization of the capital, acquisitions, joint venture advisory, IPOs, rights issues and takeovers under SEBI Regulations, strategic alliances, private equity investments and general corporate law advisory, including diligence, documentation, negotiation, structuring and regulatory compliance.

Mehul advises Indian and international clients, some of them being Aircel Limited, Vedanta Limited, Reliance Communications Limited, Grasim Industries Limited, Aditya Birla Capital Limited, Tata Communications Limited, Future Group of Companies, Viacom 18 Private Limited, CESE Limited, Torrent Pharmaceuticals Limited and Sterlite Technologies Limited.

Mehul has advised CESC Limited in the carve out of its power generation, retail and information technology business through a composite scheme of arrangements; Aircel and Maxis Communication on their merger with Reliance Communications to create the 4th largest Telecom company in India; Aditya Birla Nuvo Limited and Grasim Industries Limited on the amalgamation and subsequent demerger of their financial services business; Vedanta Limited in connection with the merger of Cairn India with



them; Reliance Communications Limited in connection with the demerger of the MTS Wireless business of Sistema Shyam Telecommunications Limited from them; and the demerger of Crompton Greaves Limited's consumer electronic business to Crompton Greaves Consumer Electronics Limited.

Mehul has also advised Sterlite Technologies Limited in connection with the demerger of its power transmission business to Sterlite Power Transmissions Limited; Elder Pharmaceuticals Limited in the sale of their branded domestic formulations business in India and Nepal to Torrent Pharmaceuticals Limited; Sarthak Entertainment Private Limited on the sale of their 100% promoter stake to Zee Telefilms Limited; Future Group on the joint venture with Mibelle AG in relation to skin care and other related products; Essel Propack Limited on their acquisition of Packaging India Private Limited; and Zee Telefilms Limited on the acquisition of Wi-Fi Networks Private Limited, Bangalore.

Mehul recalls the advice he received from his senior Sharad Abhyankar, "one of the most principled corporate lawyers", at the start of his corporate law career. Sharad advised him to adhere to just a few principles for him to be professionally successful - "Be ethical in your legal practice, be relentless in your desire for perfection, and persevere to reach your goal". Mehul has set these as his life's goals along with a quote from Marcus Aurelius Antoninus Augustus - The Last of the Five Good Roman Emperors: "Don't say it, if it is not true, don't do it, if it is not right."

Over the last 10 years or so, there has been a paradigm shift in the manner in which corporate lawyers are expected

to function, according to Mehul. "We need to work as 'step-in-shoes' counsel for all clients regardless of sector or jurisdiction. We need to be 'on-line thinkers' at all times - while seeking instructions, briefing counsel, drafting & negotiating documents, and crafting opinions & pleadings and managing the teams!"

He is inspired by Senior Advocate Fali Nariman, Haigreve Khaitan and Sharad Abhyankar, for their ability to think positively and create solutions and generate innovative solutions to complex problems in the most trying circumstances.

His advice to those looking to head law firms or practice areas is simple: "Be crazy, be creative, be disciplined - but remember thinking out of the box does not mean solutions outside the law!"

MIKE PHILLIPS

PARTNER - HEAD OF MARINE & INTERNATIONAL TRADE
STEPHENSON HARWOOD LLP, LONDON

Mike Phillips is a partner and head of the marine and international trade group at Stephenson Harwood LLP. He specializes in shipping, carriage of goods, contentious ship finance, and ship and offshore vessel construction disputes. His clients include banks, shipowners and traders, and P&I Clubs/insurers.

Acting for some of the world's largest and best-known shipowners, Mike has experience of a wide range of disputes, from cargo claims and off-hire disputes to groundings and vessel fires. On the contentious ship finance side, Mike represents leading ship finance banks in a wide array of disputes arising from both pre-delivery and post delivery finance.

Mike has worked extensively with Korean clients, including ship-owners and shipyards. His work has at times involved long periods working on-site at shipyards in Korea where he has gained invaluable insights into industry methods and practice.

He also has particular experience of the Indian market, having worked in India prior to qualification.

Mike has advised a major European dry bulk operator in connection with the grounding of a laden bulk carrier at an Indian port. The work included real time assistance with casualty, management of all associated claims, and careful liaison with Indian maritime authorities. His advice has been sought by Indian investors in the deployment of a mobile offshore production unit, offshore West Africa. His advice has



also been sought for the enforcement of a claim in India for a substantial dry bulk carrier whose counterparty had defaulted; for defending the owners of a bulk carrier against a claim for failure to follow orders where depth of waters at Indian port obstructed safe navigation; and for pursuing a claim for unsafe port for Indian ship owners, where port facilities resulted in damage to the ship and localized pollution.

Mike has advised on the arrest and sale of two vessels for a major ship finance bank. The dispute included Indian interests, and the arrest and sale took place in China. The matter included complex international sanctions issues.

He advised a Dutch bank with regard to a facility in excess of £100 million to assist in financing two offshore vessels under construction at a shipyard in Spain; and a UK bank in a US\$200 million dispute involving a major restructuring of a shipping company which was contracted to build two offshore support vessels at a shipyard. The construction of the vessels was severely delayed due to contractual disputes between the borrower and builder. His advice has been sought for the enforcement of security against share pledges for a major ship finance bank. The advice resulted in a 100% recovery of the bank's multi-million-dollar claim.

Mike has also advised a major Korean shipowner in relation to early multiple termination of charters by major business partners. The case involved multiple simultaneous arrests in multiple jurisdictions and resulted in a successful recovery for clients. The claim was valued at US\$50 million.

Mike is a CEDR Accredited Mediator. He is ranked by Chambers as a Leading Individual in connection with Indian dispute resolution. He is the winner of the Client Choice Award - Shipping & Transport 2015. He has been described

as "very, very knowledgeable" and praised by his peers, who relate that he is "very diligent and understands the client quickly." Shipping UK wide has placed him in Band 4 while Chambers UK 2013 has described him as "a high energy performer, whose practical and open-minded approach to finding solutions makes him a pleasure to work with". Chambers UK 2012 Dispute Resolution: India - Experts Based Abroad - places him in Band 3 with clients quoted as saying that he "gives sharp legal analysis combined with an easy manner." He is described as "a talented lawyer who is not afraid to give tough advice when required."

Mike holds that the role of legal advisor has changed dramatically over the last 10 years. With lawyers required, more than ever, to know so much more than the law, "It is no longer enough to know and apply the law effortlessly and with unquestionable accuracy; now a legal advisor needs the commercial nous to understand, deeply, his client's commercial priorities, and the creative vision to imagine solutions to legal and practical problems that, only yesterday, would have been written off as insoluble".

He reminds those looking to lead law firms or practice areas that the practice of law is a "people business. If you follow the motto 'people come first all day, everyday', you can't go far wrong," he says.

Mike was the youngest ever Head of Department, when appointed to lead the Marine & International Trade team at Stephenson Harwood. He was once an athlete - a first team rugby player, and the fittest on the pitch.

"Strive every day to reach your maximum potential, and to help others to reach theirs" is the dictum that Mike lives by, because "only by doing both, can you achieve either".

MOHIT SARAF

SENIOR PARTNER

LUTHRA & LUTHRA LAW OFFICES

An honours graduate in mathematics from the prestigious Hindu College, Mohit Saraf completed his law from Delhi University. Equipped with an astute understanding of business & law, Mohit has helped build a top tier firm with over 350 lawyers.

He was the third lawyer to join Luthra & Luthra Law Offices, and has since practised in different areas, built a large & competent team, and then moved onto setting up the next practice area. He started with Infrastructure, specialising in Power in the early 90s, assisting International companies in setting up power projects in India, China, Sri Lanka & Bangladesh. Mohit then moved onto Private Equity, advising sophisticated clients in India such as Temasek, JP Morgan and Citibank; and then moved onto Mergers & Acquisitions and Capital Markets.

Over the years, the practice areas and industry sectors where he has excelled include Banking & Finance, Capital Markets, Construction, Corporate Commercial, Corporate Governance, Defence - Procurement & Production, Health & Pharmaceuticals, Insurance & Re-Insurance, Mergers & Acquisitions, Mining, Oil & Gas, Private Equity & Venture Capital Investments, Project, Infrastructure & Energy, Project Finance, Public Procurement, Real Estate and Regulatory.

At this point, Mohit heads the Corporate, Mergers & Acquisitions, and Private Equity practices at the Firm. With over 2 decades of experience across sectors & industries, he has advised major global and Indian companies including



Mylan, Baxter, Bayer, Carlyle, Abbott Laboratories, Capgemini, Everstone Capital, Citi group, Goldman Sachs, and the Zee Group.

Mohit is a recipient of various national and international awards and is listed as a Band 1 M&A lawyer in Who's Who Business Lawyers, Chambers Asia Leading Lawyers and Asia Pacific Legal 500. IFLR1000 Financial and Corporate also lists him as a Leading Lawyer, and he was honoured as the 'Hotshot lawyer' by ALB.

His expertise has also been recognized by the companies that he advises and they have invited him to their board, including Mylan Laboratories Limited and GIP Investment Advisors.

Beyond the law, Mohit is the only lawyer who has been decorated by being awarded the 'Shaurya Chakra' (a national peacetime gallantry award), bestowed on him by the Indian President, Mr. R. Venkatraman, for rescuing a minor girl child from a call girl racket.

He has often been called upon to interact with the Government on critical law-making exercises, including an invitation by the Government of India to assist in writing the current Electricity law as well as a nomination as the sole representative by Indian & USA business houses, to depose in the Parliament on the Nuclear Liability Bill, which was later enacted as law. Mohit is now India's foremost expert on Nuclear Liability Law.

Additionally, he has over 50 publications to his name, in various national & international journals and magazines like *the Financial Yearbook by PLC, Economic Times, Business Standard, Financial Express, Powerline, Telenet, India Infrastructure, India Business Law Journal* and *SIAC*

Yearbook.

Mohit's continued passion and excitement for the law stems from a recognition that "Legal work can be very boring", as "there is no shortcut to long hours at the desk." Hence, to be successful, he says that one must be "passionate about their work, to be able to enjoy the same."

Mohit's advice to those running their own law firm is to "Hire the best, pay the best and train them well. Force everyone to think outside the box, by interpreting the law differently. The legal industry is a service industry and hence the focus should be on servicing clients with lawyers being duty bound to protect & defend their clients. A firm should have the highest standard of ethics and give clients value for their money."

M. P. BHARUCHA

SR. PARTNER

BHARUCHA & PARTNERS

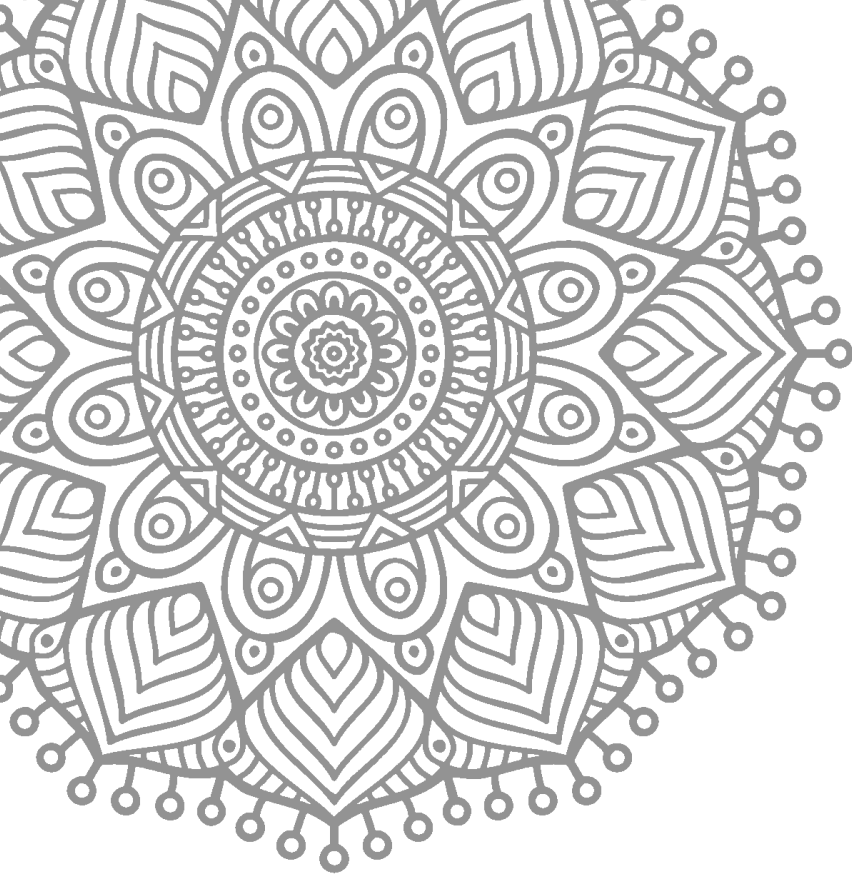
M.P. Bharucha is a man who transcends introductions, not only at the Mumbai Bar, but across India, and indeed, all over the world. He is one of the most respected legal practitioners and law firm lawyers in the country, credited with being the authority on the law and the practice of law. He is Marezbán to some, MP to others and Mr. Bharucha to most, and his dynamism and versatility transcend geography.

Mr. Bharucha joined the Mumbai Bar in 1972, before qualifying as a solicitor at the High Court of Mumbai, the Supreme Court of England and Wales, as well as in Hong Kong. He is also an Advocate on Record at the Supreme Court of India.

Mr. Bharucha began his career at Mulla & Mulla & Craigie Blunt & Caroe, and within a short period of time was invited into the partnership in 1978. By the time he left the firm in 1995, he had become a member of the management team and one of the more sought-after lawyers in the country. In 1995, the late Suresh A. Shroff invited him and his wife, Alka Bharucha, to join his firm as its first non-family equity partners, which they did. In the 13 years that he was at the firm, the firm went on to become the largest firm in the country. In 2008, Mr. Bharucha founded Bharucha & Partners, a firm that has gone on to become one of the most respected law firms in the country, for clients seeking high quality, professional legal service.

At Bharucha & Partners, Mr. Bharucha has the role of is





construction disputes, hostile takeovers, etc. He is also regularly called upon to depose before courts and tribunals in USA, UK and Singapore as an expert on Indian law.

While at one point, Mr. Bharucha was on the board of many companies that invited him to provide his exceptional value-add to their business, he has, over the years reduced the number of Directorships held by him. He still remains on the managing committee of the Bombay Incorporated Law Society, and is on the boards of Cybertech Systems & Software Ltd., Uni Abex Alloy Products Ltd., Oil Field Instrumentation India Pvt Ltd. and Lucid Colloids Ltd.

With over 40 years of continuing practice, Marezbán has been recognised as a leading litigator in various publications and his impressive list of clients includes ITC Ltd., Idea Cellular Ltd., Voltas Ltd., Kalpataru Power Transmission Ltd., Mahyco, Monsanto, Biotech Ltd., Diageo plc, Cybertech Systems & Software Ltd., and Clear Channel India.

Over the years, Mr. Bharucha has contributed immensely to the legal fraternity, by always being available when a fellow lawyer requires assistance of any kind, and for that he has developed a goodwill that transcends professional expertise. His is, in every sense, a senior statesman in the profession and at the bar.

Senior Partner. While he has been widely recognized as a leading dispute resolution lawyer, he has also always been equally in-demand for his general corporate advisory.

His multi-faceted practice primarily focuses on corporate and commercial laws, including high value commercial litigation and arbitration (both domestic and international), as also joint venture disputes, mergers, acquisitions,

NAINA KRISHNA MURTHY

MANAGING PARTNER

K LAW

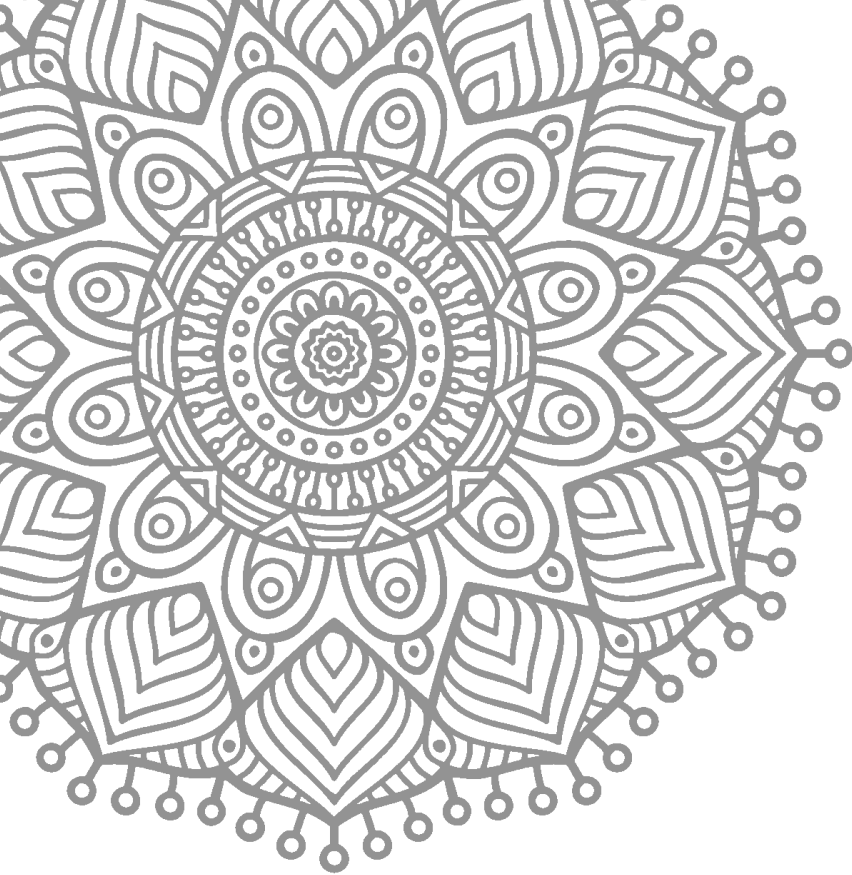
Naina Krishna Murthy graduated from National Law School, Bangalore in 1996. Naina began her career with a much-coveted position in the legal department of Arthur Andersen, followed by working in-house with Biocon. At a time when her peers were settling into their jobs in-house or with law firms, Naina took the bold step to start her own law firm in 1999 out of Bangalore.

Her journey in the legal profession has been one founded on the basis of sheer determination and against the odds, which is also evident from her recollection of where she started her firm 18 years ago. She recounts, “my first office was in a dubious space which passed itself off as a ‘business centre’. It was less than 200 square feet and could barely accommodate my practice’s requirements. But I made it my own within a short span of time. I was often told by my neighbours in the premises that this particular office cabin was not considered “lucky” by them. However, these premises were undoubtedly lucky for me and started me on my journey to where I have come now.”

Under her leadership and guidance, K Law today is a full service Indian law firm with offices at Mumbai, Bengaluru, Delhi and Chennai and over 80 lawyers. Since 2008, Naina has been based out of the Mumbai office of the firm.

Over the past few years, Naina has found herself occupying a more evolved role than that just of a lawyer. She would like to believe that she has also become a guide and a teacher. She adds, “most of all, I have found an entrepreneur





She has been recognized for her expertise in numerous publications, including being recognized among India Business Law Journal's 'A List' of India's top 100 lawyers, the Most Influential Woman in M&A Law by APAC-Insider, receiving the Woman Leadership Award for Excellence in Entrepreneurship in Singapore and featuring in the March 2013 edition of the Entrepreneur India magazine.

Her personal philosophy has been to "Show up. Be true to yourself. Don't compare. And be grateful every day." In continuation of the same her advice to young lawyers is to "be persistent, remain patient and more than anything else, be amazed every day at what you are creating."

in myself which I absolutely enjoy with a passion."

Naina's personal practice is focused on corporate commercial laws, specifically mergers and acquisitions, joint ventures, collaborations and PE/VC investments. Over the years Naina has developed a relationship of trust with her clients and is a trusted advisor to some of the foremost corporations in the country.

NARAYAN IYER

PARTNER
LINKLATERS

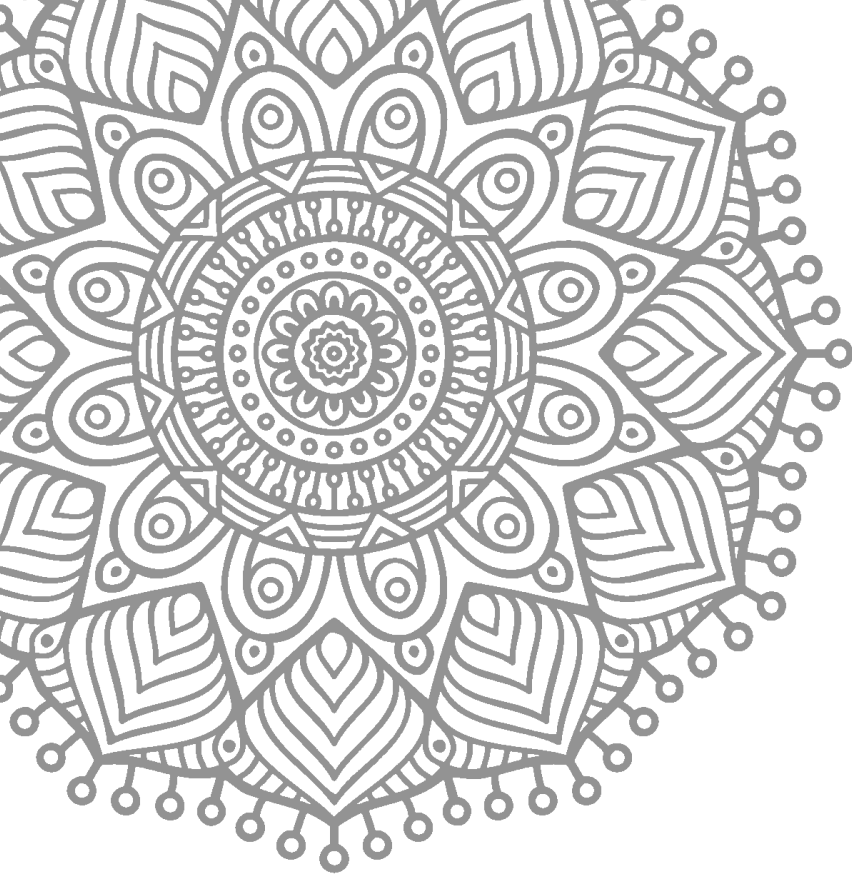
Born on the 30th of October 1971, Narayan studied economics at University of Bombay, and law at the London School of Economics, before enrolling with the Bombay Bar in 1996 and thereafter in England and Wales in 1998.

He joined Linklaters, London as a trainee in 1996 and spent time in New York and Singapore. Between 2010 and 2013, Narayan was a partner of Talwar Thakore & Associates (TTA), Linklaters' best friend law firm in India. Prior to that, he was based in Linklaters' office in Singapore. Narayan runs a truly international practice support, with a multilingual team, and being fluent in multiple languages himself, including English, Hindi, French and Tamil.

Narayan is a finance partner and one of the Indian market's leading international lawyers. He was a founding member of the firm's India practice and has particular expertise in transactions with an Indian flavour. Narayan has a broad finance practise, acting for major banks, financial sponsors and corporates. He has particular expertise in acquisitions and structured financings, loan portfolio acquisitions and financings, real estate financings, and inbound & outbound transactions.

He has acted for a number of banks such as Barclays, Credit Suisse, Deutsche Bank, HSBC, ICICI, JP Morgan, Nomura, RBS and SCB on a variety of financing transactions. Narayan has also acted on various transactions involving corporates such as BP, the Tata Group, the Essar Group, the





Enron on the US\$3bn Dhabol power project (since renamed Ratnagiri Gas and Power), the first ever inward investment into the India power sector; the sponsor and borrowers on the Sakhalin LNG project, the world's largest integrated oil and gas project and the largest LNG financing in Russia; on the acquisition and financing of Actavis' UK/Ireland generics business from Teva Pharmaceutical - the largest Indian investment into the UK since the EU referendum; Rosneft on financing aspects of the US\$12.9bn acquisition of a minimum 49% equity stake in Essar Oil Limited; Brookfield Property Partners on the acquisition and financing of various real estate projects from Unitech Corporate Parks for over £200m; EDC on their U.S.\$500m loan to Reliance Industries Limited; the banks on financing Vedanta's acquisition of Cairn; the banks on the financing and reorganising Essar Oil's debt portfolio; and ICICI Bank on the sale of its wholly-owned banking subsidiary in Russia, to Sovcombank, a Russian bank.

In recognition for his work, Narayan has been ranked in Band 1 by Chambers Global for International Firms, Expertise Based Abroad for India.

Narayan is a frequent speaker at conferences, including speaking at events organised by Chambers of Industry, market associations and Legal professional bodies. He has been interviewed several times on the growth of masala bonds as India increases efforts to spur on the bond markets, and was interviewed by Bloomberg TV India ahead of Prime Minister Narendra Modi visiting the UK in November 2015.

Reliance Group and the Hinduja Group.

He also has significant experience in the energy and infrastructure sectors. Over the years Narayan has acted on many high-profile deals. These include advising Standard Chartered Bank on a refinancing for St. James Court Hotel Limited (a UK hotel company, part of the Taj Hotels group); the lending and underwriting banks on the refinancing of US\$6.9bn worth of debt uninsured by the Tata Corus Group;

M. N. NASSER KABIR

FOUNDER
INCOUNSEL

Nasser Kabir is one of the few lawyers in the country, who has transitioned seamlessly into private practice after spending close to 15 years as an in-house counsel in three companies.

In November 2015, Nasser founded his firm, InCounsel. Based out of Gurgaon, his firm has handled a wide array of work for its clients ranging from issues relating to mergers & acquisitions, FIPB filing & approvals, due diligence, contracts, intellectual property rights, disputes, land acquisitions and criminal as well as civil litigation.

His clientele ranges from multinational companies, large media houses and government agencies to start-up companies.

He completed his Law from the University of Delhi in 1999, and started his practice assisting Meenakshi Arora, who has since been designated a Senior Advocate. At her chambers, he was her sole junior and thus had the opportunity to learn litigation directly from her. He counts her as one lawyer he admires the most and acknowledges that “...she was the most patient teacher. She is a role model for many lawyers like me.”

He then moved to Hindustan Times Ltd., where he was responsible for monitoring legal cases in various geographies, along with handling the day-to-day compliance of all legal requirements, including IPR and labour law. He played a key role in the restructuring and transfer of the media business from The Hindustan Times Ltd. to HT Media



Ltd. This was at a time when the Finance and Legal Department was seeing unprecedented activity, and his contribution was acknowledged by the company in the form of an award.

His time at HT helped him develop the philosophy that has kept him going. He says, “Truth, trust and transparency served me well in my early days at HT and has been my philosophy ever since. Why change something that has never let me down?”

At Strides Arcolab Ltd., an Indian multinational pharmaceutical company, he led the legal department in all legal activities including mergers & acquisitions, due diligence, contracts, intellectual property, project structuring and execution, and criminal and civil litigation. His responsibilities included maintaining relationships with Indian and foreign legal firms for the Strides offices located in various parts of the world.

While at Strides, he co-led the Strides team as also the international and local counsel in the US, Canada, Brazil, Australia, Singapore, England and Poland in relation to a complex cross-border sale of the sterile injectibles business to Mylan Inc. for USD 1.75 billion. He counts his role in the acquisition of an Indian pharmaceutical company, Grandix Pharmaceuticals Ltd. as another defining transaction. This transaction was important, as it was aimed at giving Strides a foothold in the domestic pharmaceutical business in South India.

His last in-house role, before returning to practice was at Renew Power Ventures Ltd., a renewable energy company, where he led the legal and secretarial team on legal issues in addition to land acquisitions.

Nasser is a big Arsenal football club fan. One of his fondest

memories of when his love for Arsenal and the law converged was during a transaction in London. “We reached a deadlock and the CEOs decided to call off the deal. I seized the opportunity to watch a live EPL match at the Emirates stadium between Arsenal and Aston Villa. Arsenal won. On my return, I was told that the deal was on the table again. The sheer timing was like the ‘hand of God’ helping me have some fun”, he recalls.

His advice to young lawyers looking to make something of themselves in the profession is simple. He says, “Be humble and work hard. Be prepared to reinvent yourself and enjoy the learning and sharing of knowledge. It helps if you have a few like-minded people to ensure the process is enjoyable.”

PALLAVI MEHTA WAHI

CO-CHAIR OF INDIA PRACTICE, ADMINISTRATIVE PARTNER (SEATTLE)
CHAIR OF DIVERSITY COMMITTEE, K&L GATES LLP

Pallavi Mehta Wahi was raised in India, completed her undergraduate education in New Delhi, and attended Cambridge University in England before relocating to Seattle.

As a young lawyer, her mentors encouraged her to listen to her instincts. Instead of developing business the same way as her peers, she believes she made “connections in a way that felt natural and genuine for my personality”, a choice that has proven to be the right one for her. Taking from her own life lessons, her advice to someone looking to lead a law firm/practice area would be to “follow your intuition and don’t be afraid to approach tasks differently than your predecessors.”

At K&L Gates, Pallavi practices complex commercial litigation with an emphasis on corporate and intellectual property disputes, and serves as the chair of the firm’s Diversity Committee, co-chair of the firmwide India practice, and Administrative Partner of the Seattle office.

She takes her work on the firm’s Diversity Committee with a lot of seriousness as she recognizes that the legal profession has changed for the better in the last 10 years, stemming from an understanding that diversity brings with it innovation, and a better means to serve a wide variety of clients. She believes that there is a stronger presence of women in the profession than when she began practicing, and that firms like hers have focused on increasing flexible working arrangements, partnering with clients to provide



diverse teams and implementing evaluation and workflow tools that work to counteract bias. She recounts her own experience: “I was named the Administrative Partner of K&L Gates’ Seattle office while I was on maternity leave. A world in which a South Asian woman immigrant and mother is the Managing Partner of a major office at a top global law firm may seem surprising, but it is now closer to the norm.”

As an experienced litigator, Pallavi has argued before various tribunals and courts in hearings and at trials with success. She has represented clients across the country in multiple jurisdictions in commercial and intellectual property disputes. Pallavi regularly acts for a number of clients in high-volume and high-stakes litigation involving multiple lawsuits, multiple parties, and occasionally multiple countries. In this role, she is used to enforcing her client’s rights along with a team of attorneys trained specially in high-volume litigation, utilizing cutting-edge technology and resources for that purpose, working across industries such as Aerospace & Defence, Not-for-profit, Software & Computer Services, Technology, and Telecommunications.

Part of her practice that has emerged in recent years is working closely as the global coordinating counsel for litigation programs across a large number of jurisdictions, countries and subject matter areas. In this role, she works on litigation programs on a global and national scale across jurisdictions to drive efficiencies of costs, and consistency of process and approach with clients with recurring needs.

Pallavi has the distinction of being the first woman president of the South Asian Bar Association of Washington, where she currently serves as an Advisory Board Member. She is also on the Board of the Seattle Repertory Theatre, King County Bar Foundation and the Washington Council on

International Trade.

Pallavi has been included in the 2017 edition of Chambers USA: America’s Leading Lawyers for Business as a Recognized Practitioner in the General Commercial Litigation category for Washington State. She has also been recognized as a 2017 Washington Super Lawyer and named by Managing IP (MIP) magazine as an IP STAR for 2016 and 2017. Beyond legal publications, Pallavi has also been named as one of “Washington’s Top 20 Business Women” in 2015 by Washington Diversity Council and the National Women’s Council, as well as the “Most Powerful and Influential Women of Washington State” by the National Diversity Council in 2014.

Pallavi’s advice to young lawyers in today’s legal ecosystem is that “to be a successful lawyer you must be a trusted advisor to your client and also understand the business of the law.”

PALLAVI SHROFF

MANAGING PARTNER & NATIONAL PRACTICE HEAD, DISPUTE RESOLUTION
SHARDUL AMARCHAND MANGALDAS & CO.

Ms. Pallavi Shroff is the Managing Partner of Shardul Amarchand Mangaldas & Co., with over 35 years of extensive experience. Her broad and varied representation of public and private corporations and other entities before legal institutions has earned her national and international acclaim. Pallavi is also the National Practice Head of Dispute Resolution at the firm, leading the firm's litigation and arbitration teams, and has extensive knowledge in matters of dispute resolution and arbitration. She also mentors the Competition Law practice at the Firm.

Law wasn't her first career choice - business was! Professor Jagdish Bhagwati, her uncle and a world-renowned economist, who was keenly following her academic progress, was convinced that she would be an ideal student for economics and mathematics. She decided to follow his advice, and in the years ahead secured an honours degree in economics from Lady Shri Ram College, and a master's in business administration from Jamnalal Bajaj Institute of Management (Mumbai). She recalls her experience when she finally applied to Government Law College in Mumbai for a degree, "the college didn't know how to process my application - it had never received a request from a post-graduate student, that too with an MBA - so I had to personally visit the principal and persuade her."

She counts herself to be extremely fortunate in having a number of superb teachers in her formative years as a lawyer. She credits the late Firdaus Talyarkhan for having



patiently trained her in the art of thinking law, thinking laterally and planning & strategy. She also recognizes senior counsel J.J. Bhatt, as one of her first teachers in law.

In her words, her father taught her the value of “simplicity, impartiality, and compassion.” To develop her professionally, her father-in-law, the late Suresh A. Shroff, taught her “how to think both ahead and laterally, and reminded her that ‘you are as good as your last mistake’.”

Fast forward to the present, and under Pallavi’s lead, the Firm’s Dispute Resolution & Arbitration group has been involved in some of the most high profile litigation matters in India. Pallavi appears regularly in some of the biggest matters in commercial dispute resolution, representing domestic and international clients from various industries at High Courts and the Supreme Court of India. Under her lead, her Firm was engaged by FICCI and CII to represent the entire Indian Industry in the Presidential Reference proceedings (Special Reference 1 of 2012) being heard by a five Judge Constitution Bench of the Supreme Court. The Judgment passed by the Constitution Bench is one of the most famous and compelling rulings in India on the methods of disposal of natural resources in India.

She is also regarded as one of India’s foremost experts in Competition Law, where she was a key member of the high-powered SVS Raghavan Committee, which contributed to formulating the legal framework for the new Competition law and a draft of the new Competition Act, besides being part of the Standing Committee of Parliament that was reviewing the Competition Act 2000.

For her legal acumen and thought leadership, Pallavi is frequently featured by several international publications.

Amongst others, Pallavi has been recognized as one of the Most Powerful Women in Indian Business by Business Today, four years in succession (2013-16). She has been recognized in the C-Suite Women’s edition of Business World titled, ‘The Expert Arbitrator’ and as one amongst “The Professionals - High motivation levels, focus on goals and working for the greater good”. Additionally, she is the only listed ‘Highly Regarded Individual’ in India according to Who’s Who Legal for Litigation, amongst only five globally.

Having begun work at a time when only a handful of women practiced law, Pallavi has treaded the long path from being eschewed to becoming a trusted advisor to clients and has now taken on a role of a mentor for young lawyers building their practices.

She believes that apart from dedication, what defines a leader is determination, the ability to maintain client relationships by relating to them, understanding their needs and providing legal business solutions. She says that a strategic vision, an eye for detail, and a tireless quest for perfection are essential.

She adds that “as a leader, it is your responsibility to inspire your team and lead the way. You cannot have expectations of your colleagues if you do not impose the same expectations on yourself.”

PARIKHIT SARMA

DEPUTY LEADER, INDIA PRACTICE
MORGAN LEWIS STAMFORD LLC, SINGAPORE

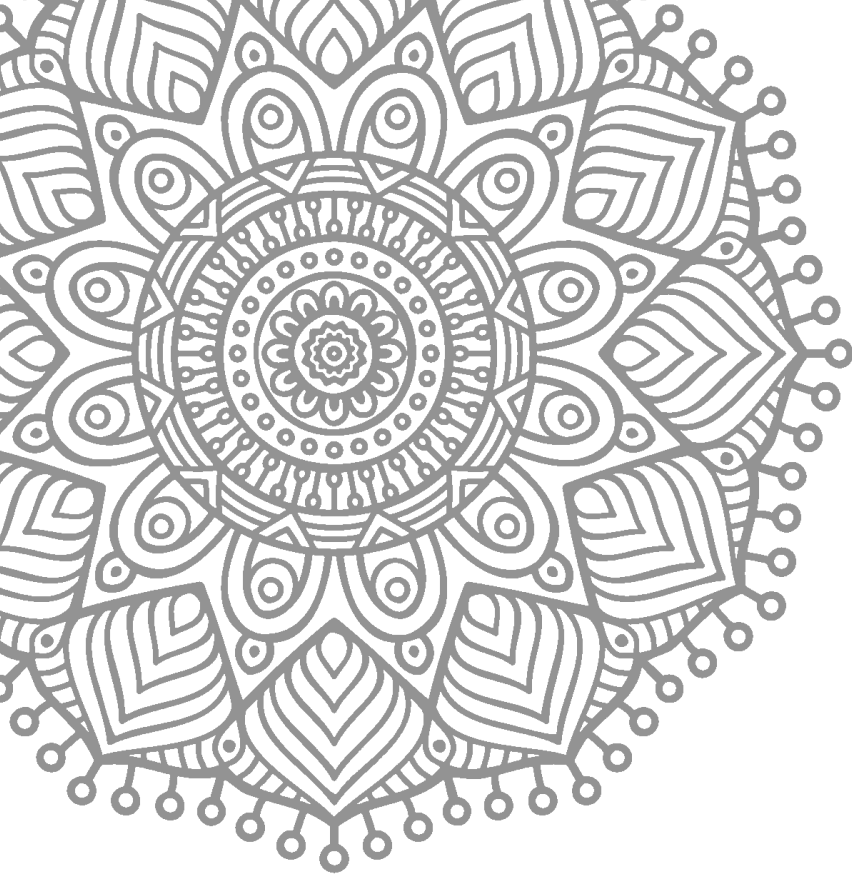
Parikhith Sarma is the Deputy Leader, India Practice in Morgan Lewis, Singapore. With nearly a decade of experience practicing in India and Singapore, Parikhith advises clients in complex cross border mergers & acquisitions and corporate restructuring transactions across the Asian region, with a special focus on India and Singapore, particularly in-bound and out-bound Indian investments. He also acts for a range of financial institutions and funds, including prominent banks, multilateral lending institutions, investment banks, as well as borrowers and sponsors.

A registered Foreign Lawyer permitted to practice corporate and commercial Singapore law and admitted to practice in India, Parikhith is closely involved in the development of the Indian desk of Morgan Lewis. Some of his clients include Infosys Limited, Cella Technologies, Delani Sourcing Services, and Target.

Parikhith has advised Infosys on its USD 120 million acquisition of Kallidus, a San Francisco technology company with an Indian sister company; Heineken on its S\$ 5.6 billion acquisition of Asia Pacific Breweries; People's Food Holdings Limited on its S\$1.37 billion takeover by New Oceana Ltd; and China Minzhong Food Corp. Ltd. (CMZ) on its takeover by Marvellous Glory Holdings Ltd.

His advice was sought by a large private equity investor on its S\$78 million acquisition of a renowned Singapore based construction company; NauticAWT on its initial public





an LL.B. First Class from ILS Law College, India. His role over the years, he says, has changed from being strictly a lawyer to more of a business adviser.

A man of many talents, Parikhith plays the tabla, sitar and the guitar and believes in “working hard and playing hard”. “There’s always space at the top,” is his reassuring statement to those looking to lead a law firm or practice area.

offering on the Catalist Board of the Singapore Exchange Securities Trading Limited; and Q & M Dental Group on the spin-off listing of its dentistry, dental specialist services, dental equipment, and supplies distribution businesses in the Northern PRC Region.

Parikhith earned an LL.M. in Corporate & Financial Services Law from the National University of Singapore. He also holds

PETER KING

PARTNER

WEIL GOTSHAL & MANGES

Peter King, a Partner at Weil Gotshal & Manges, has been active in India for a number of years now and is one of the few international lawyers with whom Indian companies & lawyers have developed a rapport that goes beyond just work.

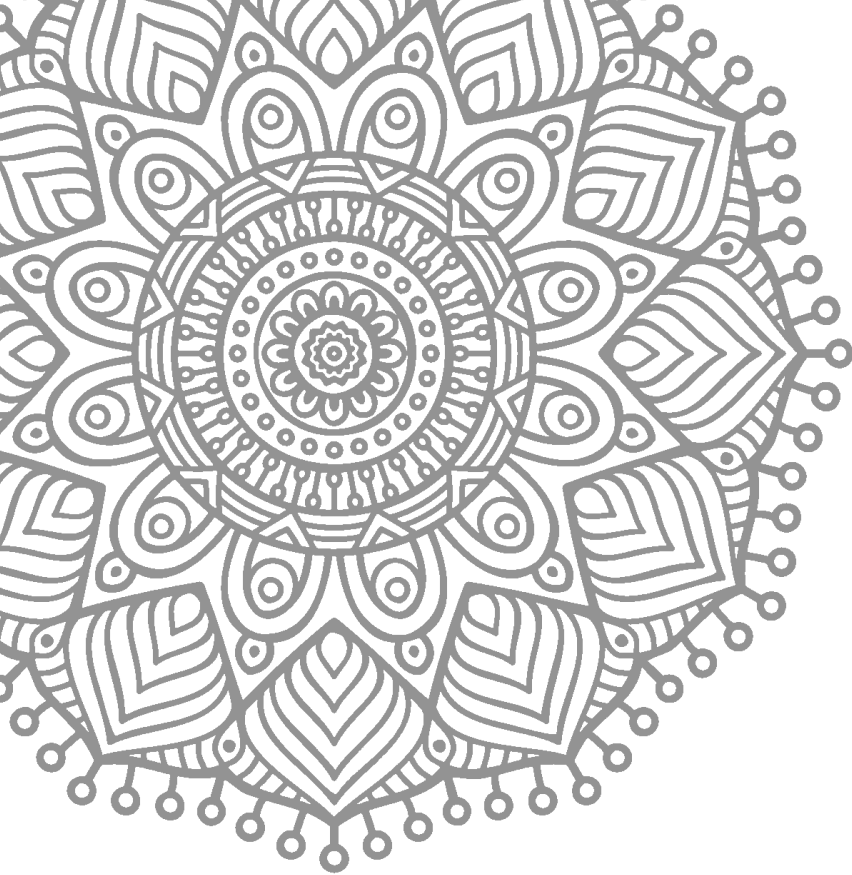
Born on the 13th of January 1960, Peter joined the Bar in 1983 after completing his MA from the University of Cambridge in 1980.

Since then, Peter has gathered over 30 years of experience across a wide range of industries, transaction types and geographies, with a particular interest in India. His principal areas of work include cross-border M&A and equity capital markets across industry sectors, especially the financial services, mining, information technology and utilities sectors. He has worked with a plethora of clientele over the years including Advent International, Elementis, Equiniti Group, HNA Group, Tech Mahindra, Water Intelligence, Wipro and World Duty Free Group, amongst others. During this time, he believes that lawyers are “increasingly seen as business advisers and not just legal advisers.”

Peter has particular expertise advising boards of directors on corporate governance and related issues, including the U.K. Bribery Act 2010, and is a regular speaker at conferences and seminars on matters such as the U.K. Takeover Code, London listing rules and anti-corruption programmes.

In the recent past, Peter has represented the HNA Group in its \$2.8 billion acquisition of Swissport, the world's largest





ground and cargo handling company, from PAI Partners; Access Industries in its £410 million final cash offer for all of the shares that it does not already own of Perform Group; Volusion Group in its initial public offering and listing on the London Stock Exchange; Edwards Group in its IPO and subsequent takeover by Atlas Copco; The Access Industries, Alfa and Renova Consortium in the \$28 billion sale of their stake in Russian oil joint venture TNK-BP, to state-owned oil

company Rosneft; CEZ in its cross-border consent solicitation; GDF Suez in its £6.39 billion acquisition of U.K.-based International Power; HIT Entertainment in its sale to Mattel Inc; C. R. Bard in its acquisition of Clearstream Technologies; Environmental Resources Management in its acquisition of a majority stake by Charterhouse Capital Partners; Deutsche Bank and ING Securities as joint bookrunners in the sale by Vattenfall of its shares in Enea; and Alior Bank in its newly issued share offering.

Peter is co-chair of the firm's Pro Bono Committee, a trustee of several U.K. charities, a director of the Salvation Army International and was a founder, together with Archbishop Desmond Tutu, of the Tutu Foundation UK.

While he acknowledges that there are lots of people who do excellent work in the legal community around the world, he particularly admires the pioneers - people like Ira Millstein in his own firm, and Marty Lipton of Wachtel Lipton.

Peter is consistently highly ranked throughout the legal directories for Corporate/M&A and Equity Capital Markets. According to market commentators interviewed by Chambers UK, he is "very bright, highly experienced, and also knows the space and how to navigate it." Peter is acknowledged as a "Leading Lawyer" in IFLR1000 UK, and is recognised in Legal 500 UK.

Not to be mistaken as only a lawyer, Peter also doubles up in a band where he plays the clarinet and tenor saxophone!

Peter believes that it is important to enjoy your work and, particularly, to enjoy working with the people with whom you work closely. This is why his advice to his peers looking at leading firms and teams is to "Get to know your partners and staff as the first priority."

PRITI SURI
FOUNDER PARTNER
PSA

Priti Suri, the founder and managing partner of PSA, is a seasoned lawyer with three decades of experience spread across three continents. Starting out as a litigator, she evolved rapidly to become a business lawyer. Spanning a career just over 31 years, she worked in the US and Europe before returning to India.

A first-generational lawyer, her global experience has provided valuable insights and deepened the understanding of concerns and business realities on both sides, resulting in tangible differences in the success rates of deal closures and settlements. Over the years, she single-handedly developed the firm and represented its international and domestic clients in the full range of cross-border M&A transactions, strategic investments, joint-ventures, including tender and exchange offers, competition law, real estate, and dispute resolution. The immense scope of her work is a reflection of her work ethic - Priti believes in being a generalist who delivers as per her client's needs, in an increasingly specialist-oriented legal industry.

Clients approach Priti for premium, high-quality work, and she continues to work closely with the senior management of clients she counsels, which includes both public and private companies across multiple industries. A business lawyer, she is known for her pragmatic ability to get the deal done. It is no wonder then, that the current deal size of her M&A representations is over USD 10 billion.

She holds the distinction of being appointed as "Special



Counsel” to the State of Ohio, Office of the Attorney-General. In April 2017, Priti was honoured with the prestigious “Mayre Rasmussen Award” for the Advancement of Women in International Law by the American Bar Association in Washington D.C. She is the first Asian to receive this award in its 18-year history.

Her success is driven by her personal philosophy, which simply states that: “Actions speak louder than words”. She gives similar advice to young lawyers looking to lead their own firms some day: “Work hard and the results will come. Give your best, always. And, even if you get chastised for being a perfectionist and a hard nut to please, do not compromise on quality. Ever.”

An active member of the international bar, Priti has chaired the India Committee of American Bar Association’s International Law Section for two years and continues to be a senior adviser to that body. In addition, she is the immediate past Chair of the Women Business Lawyers’ Committee of the Inter-Pacific Bar Association, where she headed the committee for four years. She has been instrumental in the formation of Society of Women Lawyers - India, and is its current President. Priti remains deeply engaged to ensure that young women who want to practice international law have a platform to do so and, to that end, has been instrumental in gender sensitization and equality while promoting sustainability of women in the law.

Priti is an avid traveller, especially to off-beat places with culture and history, “I am deeply intrigued by different and ancient cultures, the emptiness of vast open spaces and feel a strong sense of connection with the mountains. Like the Count of Monte Cristo, I am a nomad who feels at home everywhere!”

She is also a connoisseur of the arts, be it classical music, opera or theatre. A woman of many talents, she counts photography among her passions, and “never leave(s) home without (her) point and shoot in (her) handbag”. “I am constantly amazed by the scenes of the world and love to capture them on my camera or, increasingly, my phone - be it nature, historic monuments, Buddhist temples, museums, monasteries and definitely people!”

Her firm has an interesting tradition; each year, they make a calendar which contains images from places Priti has travelled to, and photographs she has taken herself, “so it is truly personal in that sense”.

RAHUL KAPOOR

LEADER, INDIA PRACTICE
MORGAN LEWIS & BOCKIUS LLP

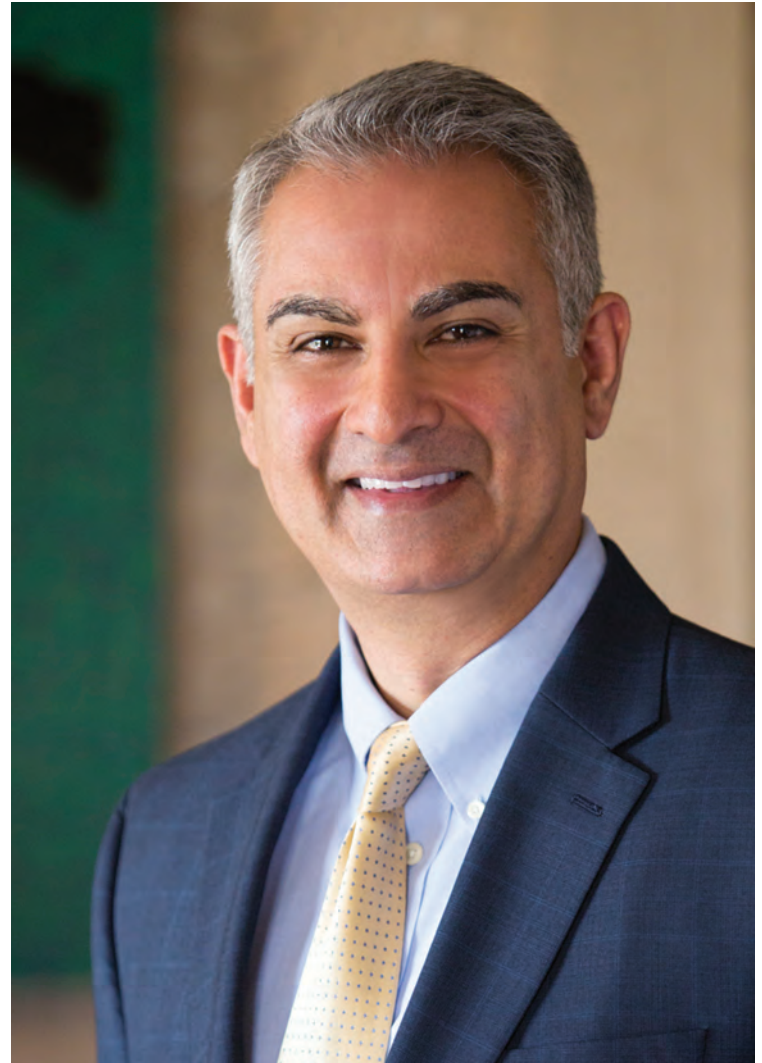
Born on 18 December 1964, Rahul secured a degree in electrical engineering from Washington University in 1988, and thereafter worked for six years as a project manager in systems integration. He worked as an engineer for a venture-backed start-up, which was later acquired by a Fortune 100 company. After gaining experience in the industry, Rahul completed his J.D. from the University of Wisconsin Law School in 1997 and went on to qualify for the New York Bar in 1998 and the California Bar in 2000.

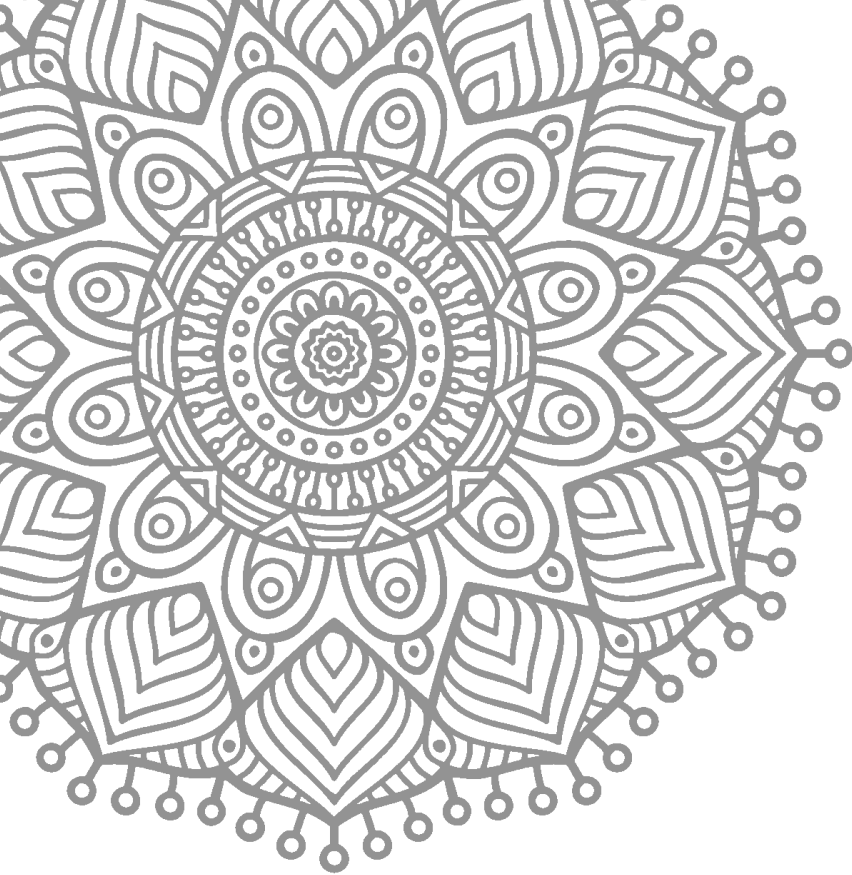
Rahul now serves as a Partner in Morgan Lewis' Corporate and Intellectual Property Practices, where he is also a member of the firm's Advisory Board, leader of the India initiative and co-leader of the Technology initiative.

With a focus on commercial, intellectual property (IP), and technology transactions, Rahul counsels clients on strategic alliances, joint ventures, and corporate partnering transactions in the technology and life science industries. As a part of his forte in IP strategic counselling, Rahul also advises clients on IP due diligence issues in connection with mergers and acquisitions, initial public offerings, and corporate financings.

His work over the years has held him in good stead and gained him recognition amongst The World's Leading IP Strategists and The World's Leading Patent Practitioners by IAM, as well as a leading practitioner by Legal 500, amongst other accolades.

Rahul recognizes technology to be the most crucial





gamechanger for not just the legal profession but also society as a whole. He says, “The most important factor that has changed my role as a lawyer in the past 10 years has been Technology. For example, ten years ago on June 28, 2007, Apple shipped the original iPhone. Blackberries and emails had already changed the way in which I interacted with my colleagues and clients, but the introduction of the smartphone has further accelerated the speed with which legal service is delivered. We have seen many other fairly dramatic technological changes in the legal field which have,

and with the advent of AI and VR, will continue to change the pace, delivery, and practice of law. My role as a lawyer and a trusted advisor will remain, but how I practice law will continue to evolve at a fairly rapid rate in the years to come.”

In his journey as a law firm lawyer, Rahul acknowledges John Larson as a role model and a pioneer of the Silicon Valley legal practice. Rahul credits John for a large part of his success and says “John taught me what exceptional client service really meant, was a great advisor and counsellor, and was always willing to take time from his busy schedule to guide me in my professional career.”

For 10 years Rahul taught a class on Intellectual Property Strategy at the University of California - Berkeley School of Law. He believes that teaching made him a better legal practitioner. Having thoroughly enjoyed his time with the students, he hopes that he will teach again one day! His passion towards grooming talent was put to good use by Morgan Lewis & Bockius, when he served as the firm-wide Hiring Partner.

Rahul’s personal philosophy revolves around something Woody Allen once said: ‘80% of success is showing up’. In his opinion “without question, Showing Up is the key to providing exceptional client service and this means committing personally, as well as professionally, to our clients’ success. I Show Up by being available, always responsive, and striving for excellence. My goal is to anticipate issues, be proactive with advice, and do more listening than talking.”

Beyond the law, Rahul also serves on the board of directors of OneJustice, a not-for-profit organization bringing life-changing legal help to those in need by transforming the civil legal aid system.

RAIAN N. KARANJAWALA

MANAGING PARTNER

KARANJAWALA & CO. ADVOCATES

Born on the 26th of December 1955, Raian N. Karanjawala had a quite an eventful run up to being enrolled at the Bar in 1979. An alumnus of St. Columba's School, Raian went on to study at the Sri Ram College of Commerce, where he served as the Captain of the College Debating team as well as the President of the Sri Ram College Students' Union. He was a well followed and active student leader in Delhi University, due to which at one time he had to go underground for a period of 4 months when a warrant was issued for his arrest during the Emergency. After this time in Delhi, Raian shifted cities to read law at the Government Law College, Mumbai.

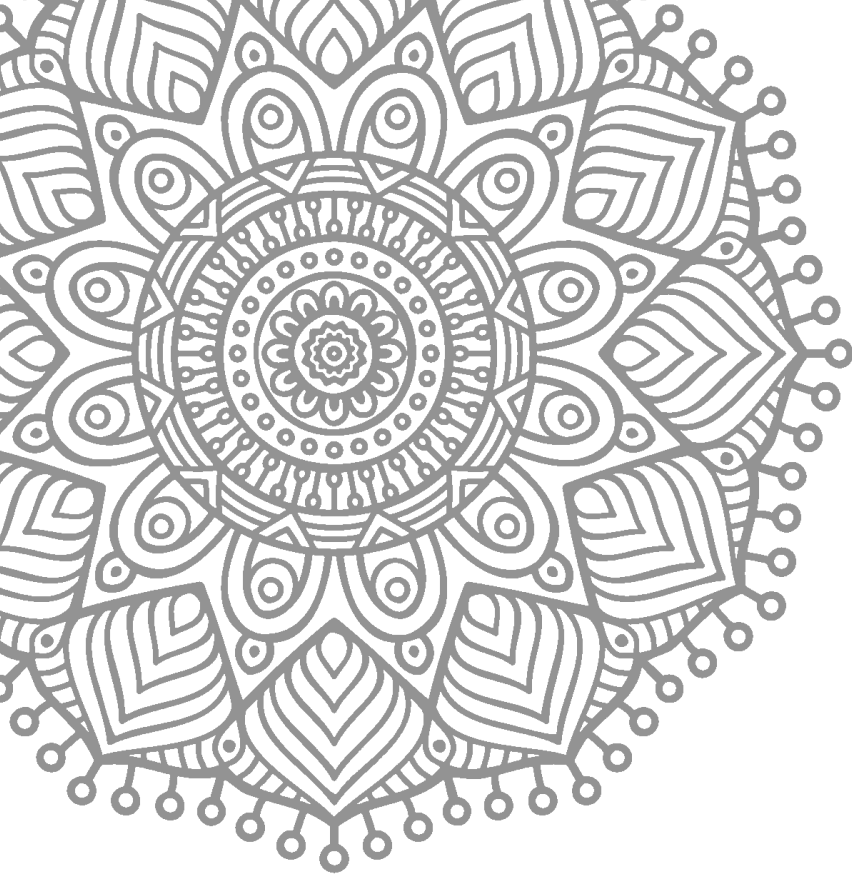
In his formative years as a young lawyer, Fali Nariman and Soli Sorabjee were two stalwarts and leaders at the Bar, with whom he had the opportunity to work closely, and whom he has immense respect for as guides to his legal career.

Within 4 years of enrolling with the Bar, Raian co-founded Karanjawala & Company in 1983 along with his wife Manik Karanjawala, and has since then gone on to build their firm as one of the topmost litigation firms in the country.

Raian is fondly described by clients as a 'Big Picture Guy', and is arguably the go-to litigator and strategist in India for complex litigations as well as notable causes. It is no doubt then that among his many achievements and accolades, in 2004, Raian was named as one of the 50 most influential people in India by the India Today magazine.

Raian Karanjawala's list of clients is effectively comprised





renowned individuals such as the Late Mr. V.P. Singh, former Prime Minister of India; Mr. Ratan N. Tata, Chairman, TATA Group; Mr. Rupert Murdoch, Chairman, Fox News Channel; Ms. Karishma Kapoor, Film Actress; Mr. Jaswant Singh, former Defence and Finance Minister of India; Mr. Sharad Pawar, former Defence and Agriculture Minister of India; Mr. Jyotiraditya Scindia, former Minister of State (Independent Charge) for power; Mr. Goolam Vahanvati, former Attorney General of India; Mr. Gopal Raheja; Mr. Suresh Nanda; Mr. Karim Morani and Mr. Tarun Tejpal, among many others.

As his role at the firm has evolved from being hands on to being the guide and supervisor, under his stewardship the firm has consistently been showered with awards from different international publications and has been rated as a Tier 1 Dispute Resolution firm by Chambers & Partners, Legal 500 as well as Asialaw. Raian in his independent capacity is also recognized as a leading individual in all of these publications, in addition to also being named in the Lawyers World Premium 500, for being amongst the top 500 lawyers for the year 2015.

All of his accolades have been achieved by him staying true to his philosophy towards work, which in his words is to “be generous, be content; when dealing with a client, always try to have a can-do attitude and remember, the practice of law is not a business, it is still a service industry.”

As Raian continues to inspire another generation of litigators in India, his advice to all lawyers wanting to succeed in a law firm is to “always remember, that the strength and value of a firm are the people who walk in each morning and walk out each night.”

of the who's who of the Indian corporate, political and social circles. Amongst others, some of the biggest business houses and public institutions that consult him are the Tata Group, DLF, the Birlas, Adani Group, Astro, Hindustan Unilever, P&G, Colgate, Coca Cola, Vodafone, PWC, GVK, Mafatlal Industries, Piramal, Ambuja Cement, GMR, Morgan Stanley, Star TV, BCCI, and Coffee Board. He is also the counsel of choice for

RAJESH BEGUR
MANAGING PARTNER
ARA LAW

Rajesh is the founder and managing partner of ARA LAW, with close to three decades of practice experience. He is recognized by his peers and the industry alike as a leader in the field of corporate law.

Born on October 1st, 1964, Rajesh graduated with a degree in law and thereafter enrolled with the Bar Council of India in 1987. He was thereafter admitted to the rolls of the Bombay Incorporated Law Society in 1992, and with the Supreme Court of England and Wales in 1994.

He credits his success to his work ethic, saying, “Hard work, excellence and integrity have been the three pillars based on which I have approached my work ever since I entered into the profession more than 30 years ago. Also, I believe it is important to be flexible with one’s approach as times keep changing. I have always tried to be better and do better-be it in the manner in which we service our clients, adopting in-house best practices, or staying relevant in these times of rapid technological advancement. The endeavour has always been to learn something new every day that I go to work.”

As part of his practice, Rajesh provides counsel and representation to a broad base of domestic and international clients, spread across Asia, Australia, Europe, the Middle East, and the U.S. in the key practice areas of Private Equity & Venture Capital, Mergers and Acquisition, Investment Funds, General Corporate, Real Estate, Banking & Finance, and Capital Markets. Rajesh is known to be pragmatic in his



approach and brings his vast legal experience to the handling of complex structuring as well as the legal, regulatory and business aspects of transactions.

He is acknowledged for his extraordinary work ethic, a strong commitment to quality and his business and commercial acumen. Even more than that, Rajesh is credited with having a clear vision of how he wanted his practice to function, and making it a sustained reality, while so many others lose sight of their original plan. Critical to Rajesh's plans was working only in his core areas of strength, rather than feeling the need to open a full-service firm; and second, to maintain a smaller team of exceptional, high-quality lawyers with an efficient working style and quick turn-around time, instead of being compelled to scale up in size.

All this ensures a quick turnaround time for his clients, without compromising on the quality of work that his firm produces, since no work leaves the firm without his final scrutiny.

This has resulted in a niche practice which is known for providing exceptional service, and Rajesh has therefore been recommended by Legal 500, ILFR 1000, and Chambers and Partners, among other ranking publications, for his leadership in his areas of strength - PE & VC, Corporate M&A, Investment Funds, Real Estate, Banking & Finance. and Capital Markets.

According to Rajesh, there have broadly been three major developments over the last decade. Firstly, lawyers have become more accessible due to the massive role that the internet plays in our daily lives. Due to this, it is easier for clients to look up and approach lawyers, but consequently lawyers need to work harder to gain greater visibility than

the competition. Secondly, specialization has become the norm today, and "it no longer suffices to be the jack of all and master of none". "Clients expect a greater degree of expertise from their lawyers wherein even the most intricate nuances can be identified and dealt with"

His third point is on an increasingly relevant topic - technology. According to Rajesh, it is no longer just a convenience, but a necessity in order to stay competitive and deliver efficient, affordable legal services at a profit.

His advice to driven legal professionals is, "You need to start with a vision as to where you want to see your firm in the next 5-10 years. Once the vision is in place, "client comes first" needs to be the one constant mantra you need to follow. The relationships you build with clients over a period of time shall determine the direction in which your firm shall be heading."

He also advises, that a leader should "always maintain open communication, not just with your clients but also with your lawyers and staff. An inclusive work culture shall always breed a positive environment in the workplace."

RAJIV K LUTHRA

FOUNDER & MANAGING PARTNER
LUTHRA & LUTHRA LAW OFFICES

Born on the 1st of August 1957, Rajiv Luthra has gone on to become one of the most recognized and well-known lawyers in the country.

Other than his legal brilliance and the firm that he has built, what makes Rajiv stand out the most is his remarkable ability to make everyone feel special, wanted and respected. From the junior-most member of his firm to the senior-most members of Fortune 100 companies, Rajiv ensures that he maintains a meaningful connect with everyone whom he meets in his life journey. His responses are always well thought out and prompt, which goes to show the importance he gives to each individual and their concerns.

Rajiv began his career as a Chartered Accountant in his father's firm, which he ran for close to a decade before foreseeing the future of the country, with the impending liberalization of the Indian economy. He then went back to college, this time to study law and prepare himself, to eventually become one of the beneficiaries of the opening up of India's economy.

Rajiv started the firm in 1990 and thereafter found lawyers he trusted with his vision, in Mohit Saraf, Bobby Chandhoke, Vijay Sondhi and Sudhir Sharma. Their bond and mutual respect is such that they are all still together, as the firm has progressed to becoming one of the largest in the country.

He sums up his beginning as a professional accountant and then a lawyer as follows: "My professional journey began with a motorbike...and no office! I started the Firm as a sole



practitioner and gradually expanded with a few trusted colleagues. At Harvard Law School, I took several courses to help me better understand the nuances of Corporate Law, so that, when economic liberalization happened, I at least, could be the one-eyed man among the blind.”

His visionary journey and his business acumen have also made him a highly sought-after member of the Boards of various companies. At present, he holds the Directorship of DLF Limited, Lodhi Property Company Limited, Network 18 Media & Investments Limited, Mylan Laboratories Limited, TV18 Broadcast Limited, VLCC Health Care Limited, Mylan Laboratories India Private Limited, Paani Foundation, Symphony International Holdings Limited and the Singapore International Arbitration Centre.

His list of clientele is a rolodex of the who's who of the global business community and includes Mylan Inc., Bayer, Arcelor Mittal, AT&T, Bank of America, Goldman Sachs, Monsanto, and Rolls Royce, the last of which was also among the over 1600 clients whom he served as part of his father's accountancy practice, before he decided to make a shift to this noble profession.

Rajiv is also extremely socially inclined, having supported numerous NGOs and social initiatives over the years. Some of these include assistance to the 'Paani Foundation', a charitable/ non-profit company which he helped set up, addressing the needs of farmers by the implementation of rain-water harvesting and water conservation. Further, the Firm also assisted the foundation in raising funds through its client network, to support the significant initiatives of Mr. Aamir Khan, a leading Indian film actor. He is also the co-founder & Chairman of LIFE, which was set up to follow-up on the implementation of progressive court orders on a wide

range of issues, and attempts to ensure bureaucratic accountability.

He has also advised the Government of India in connection with a number of WTO disputes, as well as assisted several of its Ministries in the drafting & review of policies & legislation.

Needless to say, Rajiv has been the recipient of numerous prestigious awards, including the National Law Day Award' by the Prime Minister of India; 'The Most Promising Business Leader of Asia' by *The Economic Times*; the 'International Jurists Award' by the Attorney-General and Chief Justice of the United Kingdom, amongst others.

In spite of all of these achievements, his philosophy in life remains simple and grounded. He believes that “respect is commanded... never demanded. Don't worry about people's thoughts and reactions - there will always be someone out there who will disagree with you. Have confidence in your own thoughts and beliefs, whilst remaining open to constructive criticism and another's point of view.”

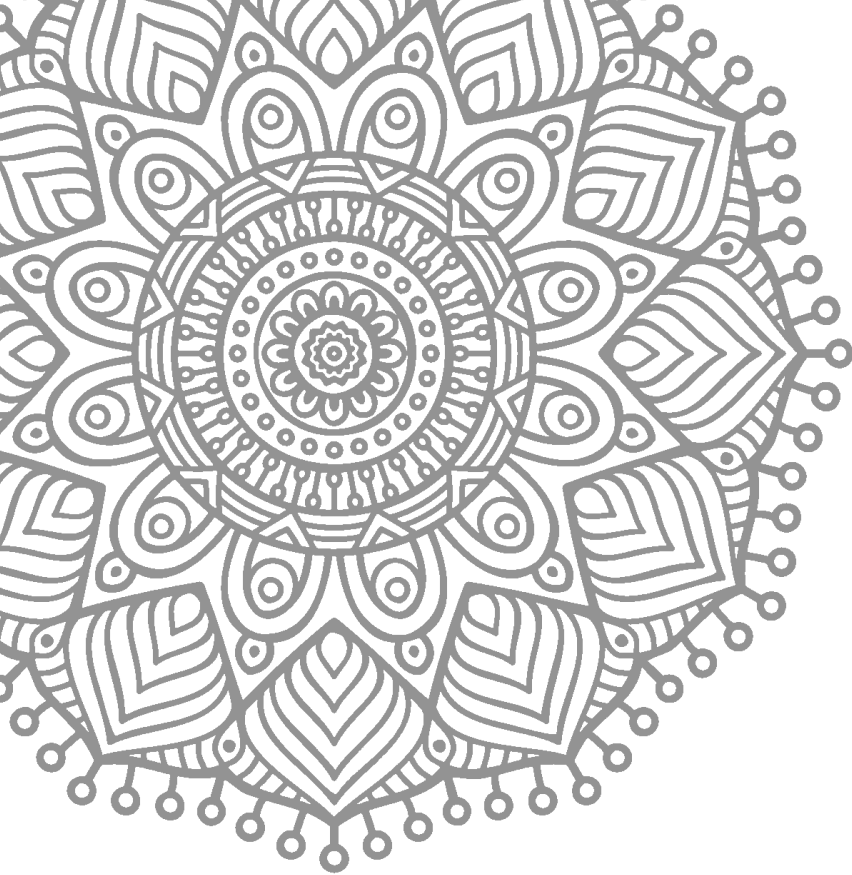
CR DUA
CHAIRMAN
DUA ASSOCIATES

CR Dua, popularly known as Ranji Dua, is the Chairman of Dua Associates. His responsibilities include providing long term vision to the firm, identifying the path for further development of the practice, building and strengthening the domestic and international network of alliances with professionally recognised and well-established practices in the fields of law, policy formulation, public affairs and such other disciplines as may be beneficial for the firm.

Ranji's experience covers a broad range of areas relating to corporate and commercial matters, corporate finance, securities, infrastructure and aspects of public policy and administration, governance and ethics. Dua Associates, the firm that Ranji founded, has full-fledged offices across eight metropolitan cities in India, and with the significant experience of its partners and associates has provided a broad range of legal services to domestic and international clients for over a quarter of a century. The diverse client base includes individuals, privately-owned businesses, public-sector enterprises and publicly-listed companies as well as many multinational organisations and readily recognisable brand names from the U.S., Europe, Japan and ASEAN. The expertise and depth of knowledge of the firm's over 250 professionals enables it to consistently provide comprehensive legal advice and strategy to its clients.

Ranji sits on the Boards of Indian companies, both listed and private, including Indian subsidiaries of many major





multinational corporations primarily representing the interests of foreign collaborators and investors. Some of them are Gillette India Ltd, Vodafone India Ltd, TVS Motor company Ltd, TAFE Ltd, WIMCO Ltd, and Pearl Global Industries Ltd.

Ranji is a founding member of the American Chamber of Commerce in India and an invitee to its National Executive Board. He is also a member of the Executive Committee of

the International Lawn Tennis Club of India. He sits on the National Executive Board of the Federation of Indian Chambers of Commerce & Industry and on the India Advisory Board of BNP Paribas.

Ranji firmly believes that the purpose of life is “karma”. Karma, he says, applies to every action including work life and the sooner an individual becomes aware of the transient nature of materiality the wiser and better suited for life the individual becomes. The firm and its practice has grown in accordance with this philosophy.

Ranji has seen his role in the law firm evolve constantly over the last 40 years. “Today my primary responsibility is to strategize and manage the firm’s growth and future, whilst upholding the strict values that the firm has adopted and upheld. I am therefore available to all the partners and professionals in the firm for giving them advice and guidance as well as providing leadership”.

He says it is “beyond argument” that there are a large number of lawyers who have in their own way contributed incredibly to the development of the profession of law. While he says it would be impossible and unjust to enumerate just a few for their contribution, it is equally important to learn from their experiences what ‘not to do’ as much as what ‘to do’.

His advice to someone aspiring to a leadership position is that the individual must objectively introspect about his or her areas of strength, weaknesses and then assess where excellence can be attained without compromising values. “This, in addition, to the ability to sacrifice is fundamental for leadership”.

ROHIT KOCHHAR
FOUNDING MEMBER & CHAIRMAN
KOCHHAR & CO.

Rohit Kochhar is the founding member and chairman of Kochhar & Co., one of India's leading and largest corporate law firms with full service offices in Delhi, Gurgaon, Mumbai, Bangalore, Chennai, Hyderabad and Agra, and four overseas offices in Dubai, Singapore, Atlanta and Jeddah.

Rohit obtained his law degree from National Law College, Mumbai and was called to the Bar in 1987. He was a merit scholar in his Bachelor of Law (LLB) degree course, ranked 3rd out of 3000 students in the State of Maharashtra. Rohit was also a merit scholar in his Bachelor of Commerce (Honors) degree course at the University of Delhi.

Rohit has rich and diverse professional experience of over 30 years; and his areas of practice, amongst others, include mergers & acquisitions, joint ventures, foreign direct investments, technical collaborations, company law, high-stake complex commercial litigation, anti-corruption and white-collar crime, employment, and prevention of sexual harassment at the workplace (POSH).

Rohit regularly advises numerous Global Fortune 500 Companies (including prominent North American, European and Japanese corporations) on a host of complex Indian law issues across industry sectors, such as Automotive, Aviation, Chemicals, Education, Energy, Lifesciences & Pharma, Logistics & Transportation, and Media & Broadcasting. Some of his prominent clients include Ford Motor Company, GEMS Education (Varkey Group),



Hitachi, Honeywell, Indus Towers, Lubrizol Corporation, Mylan Inc, Panasonic, Power Grid Corporation of India and SOFTBANK Corporation.

He is on the board of the Indian subsidiaries of many such multinational clients, some of them being Celetronix India Pvt. Ltd., Cubic Transportation Systems, Duke Corporate Education India Pvt. Ltd., Finisar Technology India Pvt. Ltd., Gems Education, Jabil Circuit India Pvt. Ltd., and Tenneco Automotive India Pvt. Ltd.

Rohit is a frequent speaker at various international and domestic conferences. He also writes regularly for business and financial newspapers and is invited as an eminent panelist on legal issues of national importance by leading news channels.

Rohit is the recipient of numerous international awards. He was bestowed the International Council of Jurists Award by the Prime Minister of India for his distinctive accomplishment in the areas of corporate law and legal entrepreneurship.

Under his leadership, Kochhar & Co. has been ranked as India's top tier law firm in various practice verticals, including Corporate and M&A, Employment, Real Estate, Dispute Resolution, Aviation and TMT by leading international publications including The Legal 500, Chambers & Partners and Indian Business Law Journal (IBLJ). He has been recognized as an Elite "Leading lawyer" for Corporate and M&A in the Asia-Pacific Region by The Legal 500 Guide to Outstanding Lawyers. He has also been consistently ranked in The Chambers Global Guide as a leading lawyer for Corporate & M&A matters.

Rohit was conferred the Rajiv Gandhi Award for being the Young Achiever & Entrepreneur in the field of legal services.

He is the first and only practicing lawyer in India to have been conferred the Rajiv Gandhi Young Achiever & Entrepreneur Award since its inception.

Rohit is one of the founding members and presently the Honorary Secretary General of the Society of Indian Law Firms. He has been the Deputy Secretary General for the Indian Sub-Continent of the International Bar Association, and Chairman of the Membership Committee of the Inter Pacific Bar Association. He is a member of the Delhi High Court Bar Association, Supreme Court Bar Association, International Bar Association and the Inter-Pacific Bar Association.

Rohit began his career as a criminal lawyer, specializing in preventive detention matters, representing detenus across prisons in Bombay, Delhi, Kolkata and Thiruvananthapuram. Seven years later he walked away from a thriving litigation practice to establish a corporate law firm - Kochhar & Co.

Rohit believes in dreaming big and setting clear and lofty goals. "I believe that nothing is impossible and the pursuit of excellence makes every dream achievable"; that is his motto at work and in his personal life.

In an ever-evolving and dynamic profession, Rohit keeps pace by setting the highest standards and adopting a creative, solution-seeking and business oriented approach. "Stepping into the shoes of the client from an emotional, business and commercial standpoint is a sine qua non for achieving excellence in the practice of law," he says.

RUSTAM J. GAGRAT

SENIOR PARTNER

GAGRATS, MUMBAI & GAGRAT & CO., DELHI

Born on the 5th of November 1959, Rustam Jehangir Gagrats was always destined to join the illustrious names that preceded him at his firm, Gagrats, including his father Mr. J.R. Gagrats and the former Chief Justice of the Supreme Court of India, Mr. S.H. Kapadia.

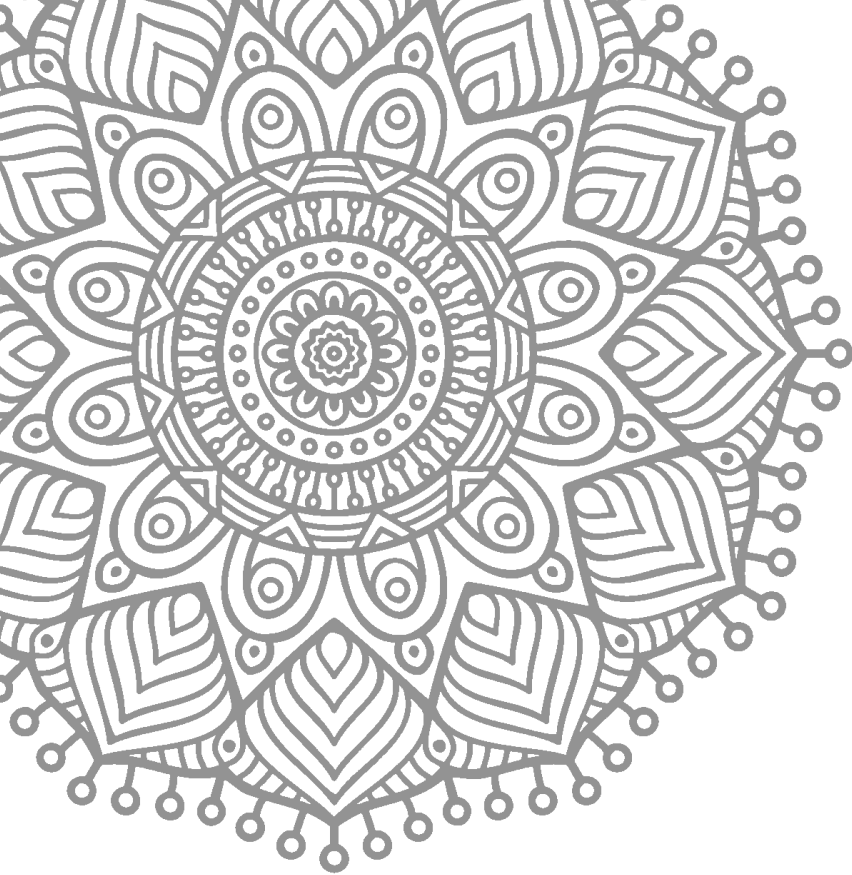
Having started his education from the highly reputed Cathedral School, he went on to study politics from Elphinstone College, before reading law at Cambridge University, where he was a Tata Scholar. Rustom also qualified as a Solicitor with the Bombay Incorporated Law Society and the Supreme Court of England & Wales. Not one to stop there, he also went on to complete his masters in law from Cambridge as well as the P.I.L. course from the Harvard University Law School.

Having begun his practice in 1981, Rustom is now the Senior Partner of Gagrats in Mumbai and of Gagrats & Co. in New Delhi.

His Practice Areas cover Aviation Law, Banking and Finance, Corporate (M&A), Dispute Resolution, IPR, Infrastructure and Private Equity, and has represented leading corporates, airlines & banks on pathbreaking crossborder financings, M&A deals, Stake Sales, PE deals, Infrastructure Projects and Securities Offering (both in India and overseas).

Among the various clients that are served by Rustom, some of the more prominent names include, Jet Airways (I) Limited, Jet Lite (I) Limited, Kirloskar Brothers Limited,





conferences.

Rustom is also a longstanding member of many prestigious clubs in Mumbai and London, including The Willingdon Sports Club, Mumbai, The Cricket Club of India, Mumbai, The Bombay Gymkhana, Mumbai, The Royal Western India Turf Club, Mumbai and The Oxford & Cambridge Club, London.

For all of his body of work, Rustom has been widely recognized by various ranking publications, including being mentioned as a recognised practitioner in Who's Who Legal, India Business Law Journal's "A List" of India's Top 100 Lawyers, Legal 500, Chambers Global, Chambers Asia Pacific, and IFLR 1000. Mr. Gagrut is the recipient of the "ICFM 500 Leading Lawyer 2014, 2015 and 2016" Awards, "Finance Monthly Top 100 International Advisor Award 2014", the "Aviation Lawyer of the Year - India 2014" Award, the 2014 Golden Advisor Award, the 2015 Lawyers World Premier 500 Award, M&A Today's Global Award, 2016, the Banking & Finance - Lawyer of the Year - India Award, 2017 and Lawyer of the Year - M&A Award, 2017.

Today, Rustom has not only carried on the legacy of his father and other luminaries that have emerged from the firm, he has also established himself as one of India's foremost expert in aviation laws, with clients relying on him for some of the most complicated issues and transactions in the sector.

Serum Institute of India Limited, Kirloskar Pneumatic Limited, ACC Limited, ECGC Limited, Forbes Marshall Limited, Godavari Bio-Refineries Limited, Thomas Cook (I) Limited and the Dodsall Group.

He is a Director of Companies and Mutual Funds, and also a Trustee of Public and Private Trusts and has presented papers at numerous Domestic and International law

SEEMA JHINGAN

PARTNER

LEXCOUNSEL, LAW OFFICES

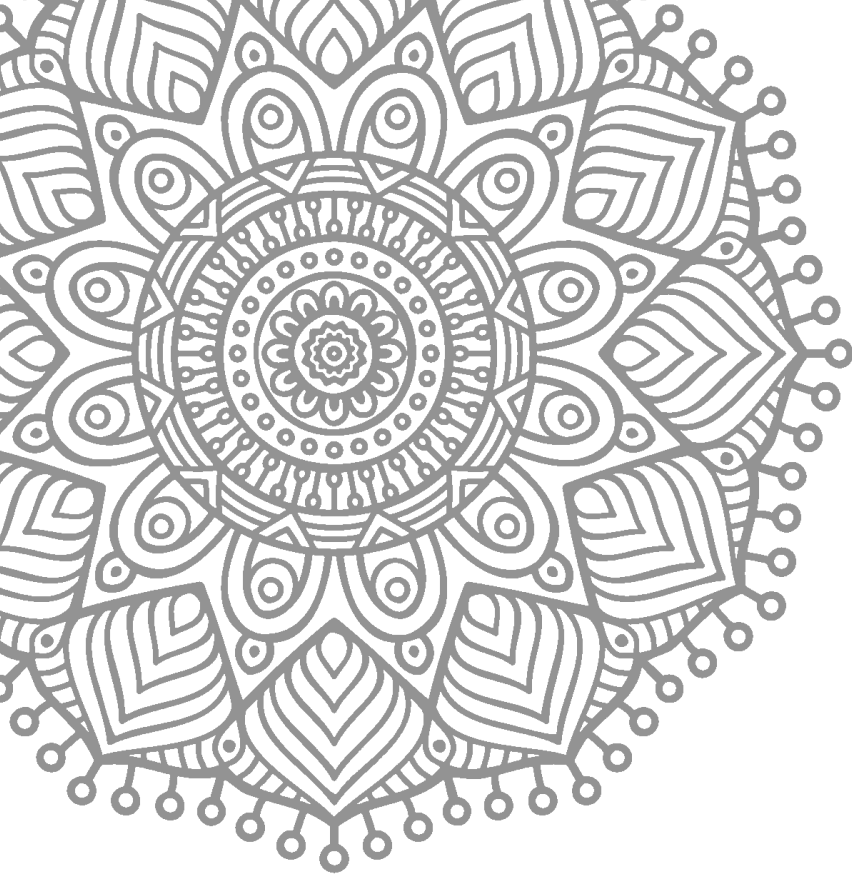
Seema Jhingan is a Partner at LexCounsel Law Offices, a firm she co-founded in 2004, after enrolling at the Bar in 1994. Seema began her professional career at Singhania & Co., after which she joined Titus & Co., where her work was recognised, and she was made Partner during her tenure.

Over the past 10 years, Seema has become a well-established legal professional with both sector-specific expertise as well as recognized all-round legal acumen. In Education laws, Franchise laws and the TMT sector, she has gathered best-in-class status.

Education is an area where she not only excels as a lawyer, but is also something she is passionate and feels deeply about. She is vocal about the fact that she is “deeply passionate about education for socially and economically deprived children, especially in rural India”. Willing to put time and effort into a cause which is close to her heart, she has established a not-for-profit organisation, ‘Parivartan’, to support education and ancillary scholarship requirements of under-privileged children. The Trust is fully self-funded and has enrolled six young children from rural India in established public schools and fully funds their education and other requirements. The Trust intends to achieve 500 student enrolments over the next 5-6 years.

Bringing the same passion to her professional life, Seema has substantial expertise in representing investors, developers, venture capital and private equity funds,





international corporations, sponsors/lenders and other strategic investors involved in the establishment, development and financing of infrastructure, telecom, education, information technology and satellite projects in India.

Seema regularly advises on e-commerce, software & IT laws, and regulatory & policy frameworks as they relate to

the provision of software and BPO/KPO services. Seema has assisted companies such as Liquid, Satellier Inc., USA, Lotus Interworks Inc, USA, Magic Software, and Shergroup, UK, in the establishment of wholly owned captive units in India, licensing and IP protection, commercial and investment documentation, external commercial borrowings, regulatory approvals, tax efficient structures and transfer pricing related issues.

At LexCounsel, Seema has helped nurture and develop numerous clients including, but not limited to, InterGlobe Education Private Limited (Indigo Airlines), Hewlett-Packard India Sales Private Limited, Educomp Solutions Limited, Suzlon Energy Limited, India, Macmillan Publishers, India and Pan Macmillan, Hindustan Coca-Cola Beverages Private Limited, GE India Industrial Private Limited, and Aga Khan.

Gratitude, empathy, acceptance and presence in the 'now' are all part of the winning formula for her personal and professional life. She believes in "simplifying complex legal or personal issues through understanding, clarity of thought and acceptance of the situation as it is brings attention, builds trust and provides solutions."

While she looks up to Ms. Zia Modi for her expertise and dedication to the legal profession, she recommends that individuals should take charge and onus of not only the clients but also the people reporting to them. Her advice to future leaders of legal organizations is that "being a leader is not a position but a service and requires understanding, trust, delegation, belief in others, and the absolute support of whom you lead. A happy team will always be aligned to your purpose of rendering great legal service and yes, always lead by example."

SHAILENDRA KOMATREDDY

MANAGING PARTNER
TATVA LEGAL, HYDERABAD

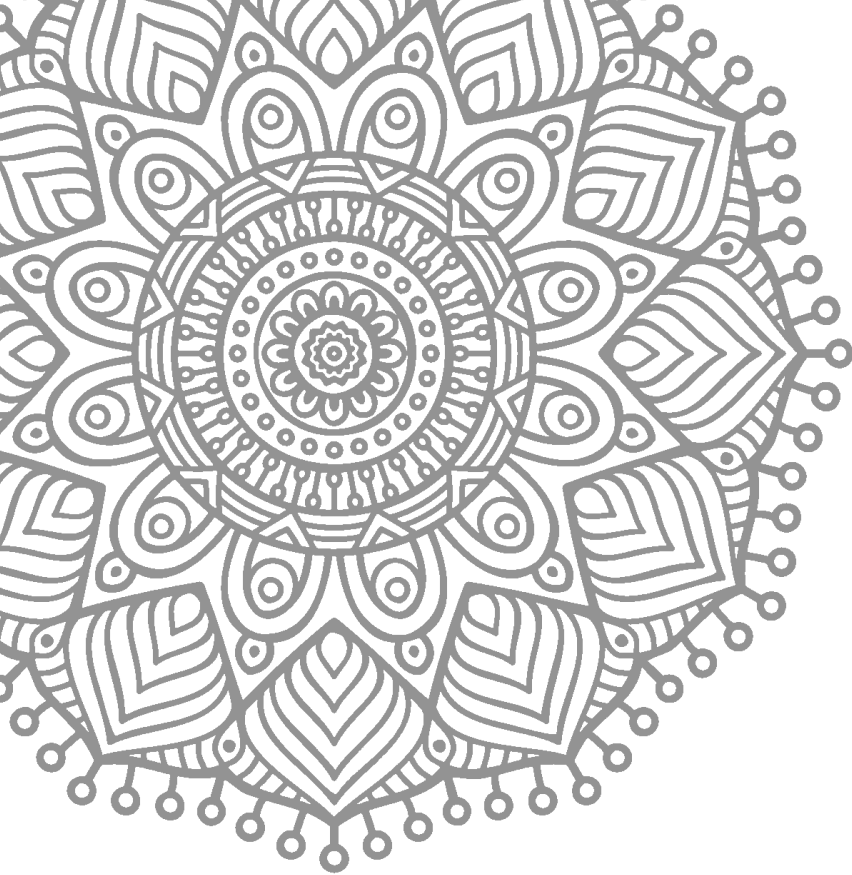
If it weren't for parental pressure, the legal fraternity may have missed out on calling Shailendra one of their own. After completing his 12th grade examinations, Shailendra found himself at a cross-road between a scholarship that he received from the State Government as the state topper in economics, and a scholarship from the sports authority of India to pursue sports. Where he finally ended up was the National Law School of India University, Bangalore, where he began his journey in the field of law. Thereafter, he also went on to earn his Master of Laws degree from the University of Sydney.

Today, Shailendra Komatreddy is the Managing Partner of the Hyderabad office of Tatva Legal, a full-service law firm with 35 lawyers that work with him. Prior to his current role, Shailendra worked with Mr. C.R Dua, the Managing Partner of Dua Associates. He expresses that “each of us who have worked with him, have inculcated his hands-off management style and the freedom that he gives to professionals. This has resulted in a congenial and productive work atmosphere and efficient professionals.”

At Tatva Legal, he practices primarily in the areas of corporate and commercial laws with an emphasis on joint ventures, mergers, acquisitions, corporate restructuring, project finance, private equity and investments. He also has substantial experience of having provided legal services in the real estate and dispute resolution areas.

Shailendra provides legal services to several Fortune 100





including, but not limited to, Accenture, Ascendas-Singbridge, CtrlS (Asia's largest Tier-IV Data Center), Andhra Pradesh Capital Region Development Authority in the selection of a developer for the new capital city 'Amaravati', ICICI Ventures, Ikea (in setting up of its first retail store in India), JM Financial, Keolis (operator of Hyderabad Metro), Standard Chartered Bank, Tishman Speyer and IL&FS.

His personal philosophy has been to "give one hundred percent to work, when at work." and to "first understand the needs of the client and provide practical and pragmatic solutions." He goes on to completely agree with the words of Mr. Salve that "Spontaneity is what distinguishes a good counsel from a not-so-good one."

Drawing from his experiences as a lawyer and more importantly as the Managing Partner of his firm, Shailendra propagates the following advice to all young lawyers who are looking to build their practices: "Never compromise on quality, timelines and professional ethics. You stick to these and clients will automatically flock to you."

corporates, large Indian business groups, and private equity funds, including sovereign wealth funds and government agencies. He has industry specific experience in the areas of banking & finance, infrastructure, manufacturing, real estate, private equity, information technology, biotechnology, education, pharmaceuticals, insurance and healthcare. He has represented several industry majors in these areas

SHARDUL SHROFF

EXECUTIVE CHAIRMAN

SHARDUL AMARCHAND MANGALDAS & CO.

Shardul Shroff was introduced to the world of law by his parents around the time he finished his schooling as a 15-year old, through their law firm. He was encouraged to work in all departments of the Firm - the library, the billing department, the telephone department and the finance department. By the time he turned 23, he had received a complete education in the operations of a law firm. Barely three months after qualifying as a lawyer, he was sent to New Delhi, to head the new branch of Amarchand Mangaldas Suresh Shroff & Co., as it was known then.

He called it his “baptism by fire” and the results were a story of great success, with the Shroff name today being counted among India’s most prominent business families. And all these years later, he continues to honour his parents’ legacy, now as the Executive Chairman of Shardul Amarchand Mangaldas & Co., one of the largest law firms in the country. It is no wonder, then, that he calls them his role models, and he has spent his professional life trying to emulate their best qualities.

He has over 37 years of experience in General Corporate, Mergers & Acquisitions, Bankruptcy and Insolvency, Securities Law, Disinvestment & Capital Markets. Shardul is a leading authority on matters related to Corporate Governance, Mergers & Acquisitions, Government Regulation and Bankruptcy & Insolvency Law. He has been instrumental in developing these practice domains in the Firm. With his unparalleled experience in leading a law firm,



he advises those hoping to emulate his success to “forget about work-life balance, and concentrate on delivering best quality work with incredible depth of thought”. “The pursuit of excellence is fundamental”, he adds.

As one of the oldest firms in the country today, its historic client list is a veritable encyclopaedia of India’s corporate history, and includes among many others, the Government of India, the State Bank of India, Oil and Natural Gas Corporation, Indian Oil Corporation Limited, IDBI Bank, Axis Bank, ICICI Bank, the International Finance Corporation, HCL, PVR Group, Edelweiss Group, Videocon, Aircel, and Cargill.

Widely regarded as a pioneer in the field of Corporate Law, Shardul has been on a number of high-powered committees appointed by the Government of India and the States of India, including committees on various legislations. Being a prominent practitioner, he has participated in the training and drafting of several important economic legislations and company law reforms in India, including the JJ Irani Committee for amending the Companies Act, the Expert Committee formed to examine issues relating to maintenance of Cost Records and Cost Audit, the Eradi Committee relating to the insolvency of companies, which was involved in the recommendations that led to the insolvency provisions in the Companies Act, 2013, and the second Naresh Chandra Committee appointed to look into aspects of MSMEs, and simplification of Company Law.

Shardul has been consistently rated as a leading lawyer by several international fora and publications, including Who’s Who Legal, Legal 500, Asia Law, Chambers Global, Euromoney, and International Financial Law Review (IFLR), among others. He has also been the recipient of several

awards and global commendations for his work in M&A, Bankruptcy & Insolvency, Corporate Restructuring, Capital Markets, Banking and Project Finance.

Shardul has contributed to the preparation of the first edition of the Sick Industrial Companies (special Provisions) Act as authored by MR. S. A. Naik, former executive director of the Industrial Development Bank of India.

He has recently been re-elected as the Chairman of the National Committee on Legal Services by Confederation of Indian Industry (CII). He has also been the chairman of the CII National Committee on IT & ITeS for the year 2015-16, a member of the CII Public Policy Council, and is a member of the CII Task Force on the Ease of Doing Business in 2017-2018. He is also a member of the recently constituted FICCI Capital Markets Committee, 2017.

Shardul is a recipient of the National Law Day Award from the President of India ‘for his unique contribution to the field of corporate law and leadership in its practice’ and for being ‘instrumental in advancement of India’s corporate law practice at international standards’. He has also been acknowledged for ‘Raising the Bar’ as one of ‘Delhi’s 50 Elite A-listers’ exclusively by the India Today Group.

Through all his accomplishments, Shardul continues to believe in encouraging young lawyers and women lawyers, “I have a liberal philosophy of life and believe that honesty and gentle behaviour as a head of an organization (are what) bind people together as a family”. Taking on from the example of his mother, who was the senior partner of the Firm and extremely hard working, he worked hard to “encourage women lawyers to make their own space in the field of law”. The generation of lawyers who owe their success to the training imparted by him will surely agree.

SONAL KUMAR SINGH

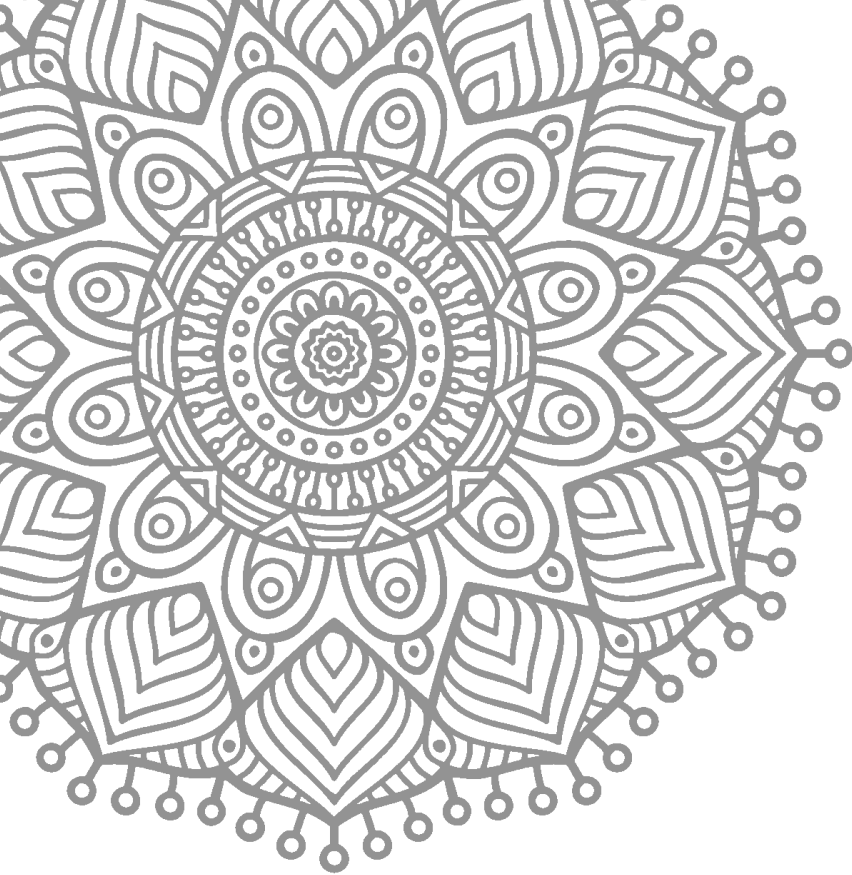
PARTNER
A K SINGH & CO.

Sonal Kumar Singh is one of those lawyers, who at first had no inclination towards the law, though through circumstances and a long courtship period has fallen in love with it!

Sonal wanted to pursue Chartered Accountancy while his parents wanted him to do Law. Thus, he ended up pursuing Law and Chartered Accountancy simultaneously. As his friends were applying for their master's degrees to foreign universities, he too applied and got through almost all the Colleges he had applied to. Destiny has a way, and finally, it was the charm of visiting and staying in the United Kingdom that took him to King's College, London to pursue his master in laws. He recalls his experience as such, "it was a game changer for me as I was a completely independent person without any family support. I suddenly started participating in all the extra-curricular events, including stage events, moot competitions, debates, and representing the college at various forums. I also attended a lot of conferences in order to meet new people and make new friends."

From having no inclination towards studying Law, to today running a law firm - Sonal has come a long way from where he started out! He agrees, saying "when I look back, my journey reminds me of the famous quote my Grandfather used-what is meant to be always find a way!" His dedication to his Alma Mater that made him who he is today continues till today; he still serves as a Director on King's World Wide India, which is an NGO of King's College London.





Marketing Federation of India (NAFED), Uttar Pradesh Financial Corporation (UPFC), Airport Authority of India (AAI) and the Housing Urban Development Corporation Limited (HUDCO); he has also been involved in international arbitrations before the London Court of International Arbitration and the Singapore International Arbitration Centre, and advised clients in ICC, ICDR, ICA, DAC Arbitrations & Arbitrations under UNCITRAL Rules. He has also been appointed to the Member's User Council, SIAC.

A member of ICC India Arbitration Group and past Regional Coordinator of Young Arbitrators Forum (Asia), ICC, International Court of Arbitration, Paris, Sonal has written extensively on the subject of International Arbitration, with his research on International Investment Arbitration forming part of a book titled "Damages on International Arbitration", published by the British Institute of International and Comparative Law. He has also collaborated with renowned author and international arbitrator, Professor Martin Hunter in preparing tutorials on International Commercial Arbitration for the students of Kings College, University of London. He is also a visiting faculty for Arbitration at Symbiosis Law School, Noida.

As someone who has achieved a fair bit at a young age, Sonal finds inspiration in many legal luminaries, however, the one man that he looks upto is Mr. Ram Jethmalani. He says, "I admire and respect his dedication towards his profession and work. His zeal and enthusiasm at his age is commendable and inspirational for all young lawyers."

Today, Sonal spearheads the Firm's arbitration and corporate practice, having gained a reputation within India and abroad for his knowledge and extensive experience in both subjects.

A Qualified Solicitor from England & Wales, Sonal has, on behalf of the Firm, handled arbitration and Litigation matters for institutional giants such as the National Internet Exchange of India (NIXI), National Agricultural Cooperative

SRINIVAS KATTA

PARTNER
INDUSLAW

Srinivas Katta is a partner of IndusLaw. Specializing in Private Equity & Venture Capital, Mergers & Acquisitions, Joint Ventures & Collaborations, and Competition Law, Srinivas represents entrepreneurs, businesses and investment funds in the Consumer Internet, Technology, FinTech, Healthcare and Education sectors, amongst others.

His clients include PropTiger, Accel Partners, PayU Group, Ujjivan Financial Services, Urbanladder, Zerodha Securities, Snapdeal, Bigbasket, Tablez Food Company, Elevar Equity, Chaipoint and Klay Schools, representing them on corporate governance issues, fund raising, partnerships, joint ventures, collaborations, acquisitions, investments and exits.

Srinivas has been engaged by PropTiger in relation to multiple rounds of investment including by News Corp, SoftBank and realestate.com.au Pty Ltd. (REA); by Snapdeal with regard to several rounds of private equity financing; Bigbasket in relation to several rounds of private equity investments; Accel Partners in relation to several investments including into Blackbuck, Agrostar, Coverfox and Bookmyshow; Urbanladder in relation to several rounds of private equity financing; Soham Renewable Energy regarding several rounds of private equity investments; Klay Schools in relation to several rounds of private equity financing; ChaiPoint regarding several rounds of equity financing; CureFit in relation to its fund raising from equity investors; and PayU in relation to some of their minority



investments into India.

Srinivas advised PayU Group on its 100% acquisition of Citrus Payment Solutions Private Limited and Citrus Payment Solutions Pte. Limited; PropTiger in multiple acquisitions including Housing; Kaizen Domestic Scheme I and Kaizen Private Equity in relation to their acquisition of a majority stake in the Indian professional certification and skill development focused player, EduPristine along with DeVry.

His advice was sought by Health Vista India Private Limited in relation to its 100% acquisition of Portea Medical Private Limited; Manipal Acunova Limited, its Promoters and Orbimed Asia Mauritius Limited (investor) regarding their 100% acquisition by Take Solutions Limited; Snapdeal in relation to its acquisition of Unicommerce and Exclusively; Bigbasket on its 100% acquisition of Delyver Retail Network Private Limited; Myntra, its promoters and existing investors regarding its acquisition by Flipkart; OneIndia in relation to its acquisition by DailyHunt and Zerodha Securities on structuring.

Srinivas has been listed in Band 1 for Corporate/M&A and Band 2 for Private Equity fields by Chambers & Partners in its Asia guides. He has been mentioned as “one of the leading lawyers of India” by Asialaw Profiles (the Guide to India Asia-Pacific’s Leading Domestic Law Firms) in 2013, 2014 and 2015.

He was recently recognised in the national business press for being one of the 40 who matter in the startup ecosystem. The article ranked Srinivas alongside industry leaders such as Ratan Tata, Mukesh Ambani, Nandan Nilekani, Kunal Bahl and Jack Ma, amongst others.

Srinivas is a member of the board of several companies

and is also trustee and advisor to charitable foundations and projects. He speaks regularly at conferences.

Over the last 10 years, Srinivas has seen himself evolve into a ‘smarter lawyer and a better manager’, nurturing and supporting a team. He believes it imperative to develop skills in new practice areas and to understand the industry verticals that he functions in as well as to understand the client’s philosophy and objectives.

He has immense admiration for his work partner Srinivasa Raghavan, for the highest standards of professional ethics he maintains and his intense and deep strategic thought when it comes to handling complex matters: “He can plot moves like a game of chess”. He is also inspired by Larry Sonsini for his ability to manage complex situations and Justice Santhosh Hegde for how he has evolved from a lawyer, to a judge, to the Lokayukta and beyond.

To those looking to lead a law firm or practice area, Srinivas reminds them that there is no such thing as a good or bad idea. “It is how well you execute. A good idea in the hands of one is a bad idea in somebody else’s, and vice versa”.

Srinivas only takes what he calls “workations” because “in our profession, you cannot switch off”. That hasn’t stopped him from travelling the world or even completing the Everest Base Camp Trek. But he is striving to find a way where his life is complete. “This for me, means a good combination of intense work, family and social time, acquiring general knowledge (that is not necessarily relevant to the profession) and spending time giving back to society”.

SUDHIR SHARMA

SENIOR PARTNER

LUTHRA & LUTHRA LAW OFFICES

Born on the 21st of September 1967, Sudhir completed his law from the University of Delhi and enrolled with the Bar in 1991.

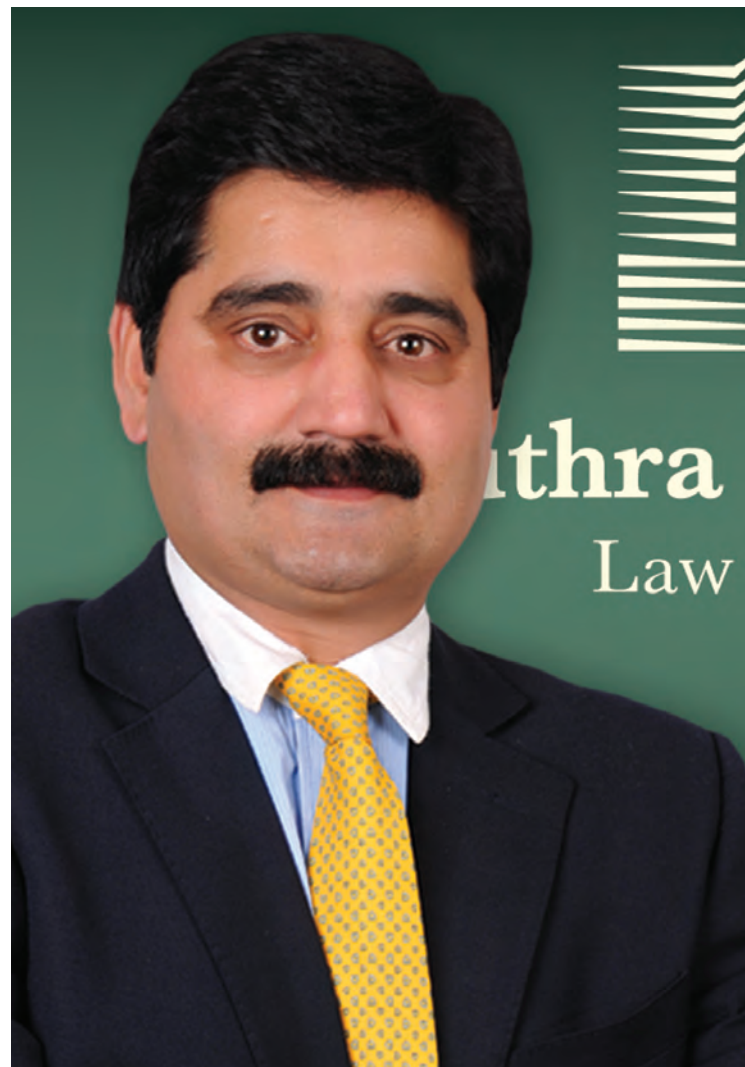
A mainstay of the firm's Dispute Resolution team from the beginning, Sudhir has achieved success on the basis of his personal philosophy that lets him "live in the present moment and try not to be excessively consumed by the thought of the future."

Sudhir specialises in Dispute Resolution, covering the entire spectrum of commercial matters, including Joint Ventures, Oil & Gas, Contractual Disputes, Mining, Consumer Disputes, Competition, Aviation, Construction & Real Estate, Project, Infrastructure & Energy, Finance, Telecommunications, Natural Resources, and Environment Laws.

He is a versatile lawyer who regularly appears before various arbitral tribunals and courts in India, and is frequently engaged in several prominent matters before the Supreme Court and High Court at Delhi, with an extensive experience of handling arbitrations under the auspices of UNCITRAL, ICC and LCIA, amongst others.

With a practice that has extended over 25 years, Sudhir admits that "you have to continuously reinvent yourself as a professional." In the recent years he has seen more and more clients engaging his firm to argue matters and expect a more comprehensive role from him and his team.

In line with the clients' requirements, Sudhir has led arguments in various international & domestic arbitrations



(including enforcement of foreign awards); apart from arguing matters before the Hon'ble Supreme Court and various Hon'ble High Courts of the Country and in, among other places, Singapore & London. Possessing an experience of over two and a half decades in the field of Dispute Resolution, Sudhir has argued Arbitrations presided over by QCs, retired Supreme Court and High Court Judges, and is a well-known and well-respected name in the industry. As such, he effectively presses into service his rich and diverse knowledge, and trial court experience, to deliver effective results and well-rounded solutions to his clients.

Over the years, the team headed by him has developed and sustained a diversified client base to include individuals, companies (both domestic and multinational), and institutions of high standing across diverse sectors including Lufthansa German Airlines, London Court of International Arbitration (India) Private Limited, Swarovski AG, Autoliv AB, CotinificioHonegars.p.a, Italy, LexisNexis, Cairn Energy India Pty Ltd., Rolls Royce, Yamaha, and Mitsubishi Motors.

Sudhir has considerable experience in arbitrations involving multi-jurisdictional claims conducted in diverse areas, including Infrastructure Projects, Engineering Projects, Commercial contracts, and Joint Venture agreements. He has also handled and continues to handle some of the most high-profile and largest claims in Indian commercial history. These include advising an overseas fund based in Mauritius, for whom he successfully concluded an arbitration claim before SIAC; an International Arbitration Institute, which he successfully defended before the Delhi High Court where the action was dismissed at a preliminary stage; a Hong Kong-based company in an international arbitration proceeding before an English Arbitrator; and a

major Real Estate company in proceedings before the Delhi High Court against a major telecom company.

Chambers Global & Chambers Asia Pacific recognize Sudhir as a 'Leader in the Field' for Dispute Resolution. They have quoted an interviewee who affirms that "He's very concerned about his clients. Whenever I have a question, he will come back to me with quality responses". AsiaLaw also recommends Sudhir as a 'Leading Lawyer'.

Sudhir counts Mr. Harish Salve as one of the lawyers whom he admires. He says "(Mr. Salve) has (the) ability to cut through the layers and layers of meaningless facts/details to reach the heart of the matter and provide meaningful representation and solution to the litigants."

His advice to lawyers looking to lead teams and their firm is to "inculcate a good team spirit and promote team work, as these are the basis of existence of a law firm."

SUHAIL NATHANI
MANAGING PARTNER
ECONOMIC LAWS PRACTICE

Suhail Nathani is co-founder and the Managing Partner at Economic Laws Practice (ELP), a full-service law firm headquartered in Mumbai, India.

Suhail is an alumnus of the illustrious Cambridge University, England and has received his LL.M. from Duke University, U.S. He has the distinction of being dually qualified and is admitted to both the Bar Council of Maharashtra and Goa as well as the State Bar of New York.

Prior to co-founding ELP, he was the General Counsel (GC) in a start-up Federal Communications Commission licensed telecommunications carrier in Washington DC that went public.

He is a third-generation lawyer who has never worked in his family practice, based on his father's advice and has greatly benefitted from that. Suhail has immense respect for two types of lawyers - trial court lawyers who are, "the foot soldiers of the law who labour day in and day out for justice - the unsung heroes of our profession" and "judges who are barraged relentlessly by the work load and persuasive and tenacious lawyers".

The legal profession, within India and globally, is changing and evolving at a rapid pace; according to Suhail (with his quintessential wit), "faster than I can evolve!" New laws, innovative technologies and ever challenging clients require lawyers to always play catch up. "What was considered a premium in the past has now become a basic but essential hygiene in the everyday work of a lawyer," he says. Clients



today require business oriented solutions and even though crisis lawyering is still vital (and will always remain so) its actual relevance is diminishing. Suhail holds that “with keeping market trends in mind in a VUCA environment and ever growing in-house legal teams, strategic lawyering is the future of the practice”.

With over 25 years of extensive experience, Suhail has worked in a number of areas of the law, including International Trade & Customs, Competition Law & Policy, Capital Markets & Securities, Corporate & Commercial as well as Private Equity & Venture Capital.

Suhail is recognised as a thought leader for his market expertise and has represented the SEBI and Competitive Commission of India in matters before the Courts in India. He has also appeared for the Government of India before the Panel and the Appellate Body at the WTO.

No wonder then, that Suhail is highly lauded, and has received numerous recognitions & awards, including being named one of the ‘Top 30 International Trade practitioners in the world’ by Best of the Best Expert Guides 2016; ranked by Chambers Asia-Pacific consistently from 2012 to 2017 for his expertise in Competition/Antitrust, Corporate M&A and International Trade; recommended as a Leading Lawyer by The Legal500 Asia-Pacific over the last eight years; and recognised for his expertise in the Who’s Who Legal Guide, from the year 2013 till date. Suhail has also been named as a ‘Leading Lawyer’ by Asialaw Leading Lawyers for the years 2014-2017, featured as a Leading Lawyer in IFLR1000 for the Financial & Corporate areas, and found mention in India Business Law Journal’s ‘A List’ as India’s Top 100 Lawyers.

Well respected across the industry for his knowledge and depth of expertise, Suhail was invited to be a Jury Member at

the BW Businessworld-PwC I-bank 2016 Awards; was a Member of the International Bar Association’s (“IBA’s”) India Contact Group; and a Member - Host Committee, for the 5th Asia Pacific Regional Forum Biennial Conference, Mumbai for the IBA Asia Pacific Regional Forum.

Suhail is passionate about mentoring the next generation of lawyers, and is an Honorary Adjunct Professor at the Jindal Global Law School in India. His expertise has also made him quite sought-after by companies, and serves as an Independent director on three listed companies in India, which include a scheduled bank.

Suhail advises those looking to head a law firm or a practice area to lead from the front and constantly evolve so as to bring value to clients, and more significantly, to make room for those within the team. “Not doing both will make you lose clients and deserving talent - both of which you can’t afford to do.”

He believes in enjoying whatever he takes up to do. “I tell my juniors not to come to work if they don’t enjoy it”. Two of his juniors recently left legal practice to pursue careers in the arts. Both of them had Suhail’s full backing.

SUNEETH KATARKI

PARTNER
INDUSLAW

Suneeth is a partner of IndusLaw. He has extensive experience in mergers & acquisitions and private equity investment. He also advises clients on joint ventures, corporate restructurings, arrangements amongst shareholders, reduction of capital and complex schemes involving all of the above.

Suneeth's clients are from the e-commerce, technology, online, fintech, manufacturing, telecom and retail sectors. They include Qualcomm, Wipro, Microsoft, Mahindra Group, Arvind Brands, SAIF Partners, Elevar Equity, India Alternative Fund, and Kalaari Capital.

Key highlights of his work include his advice to Orange S.A. in relation to its acquisition of Bharti Airtel Limited's offshore subsidiaries in Burkina Faso and Sierra Leone; to Quikr in relation to its acquisition of Commonfloor; Firstcry and Mahindra Retail Private Limited (MRPL) on Firstcry's acquisition of franchise owned and operated business of MRPL; Wipro Limited in relation to the acquisition of its EcoEnergy division by Chubb Alba Control Systems Limited; Mahindra Group in relation to its acquisition of Babyoye; and Cisco Inc on its acquisition of minority interests in various Indian companies.

Qualcomm Inc. regularly seeks his advice in relation to its acquisition of a minority interest in several companies. He advised Arvind Lifestyle Brands Limited on its acquisition of the India business of Debenhams, Next and Nautica from Planet Retail and joint venture with Calvin Klein and GAP;



Pilani Soft Labs Private Limited's (redBus) founders and its existing investors Helion, Inventus, Seed Fund in relation to its 100% acquisition by Ibibo Group; Macmillan India in relation to its acquisition of Frank Brothers and other cross border acquisitions; Kalaari Capital in relation to its acquisition of a stake in Robosoft Technologies Private Limited, an IT services company; and ASM Technologies Limited, a listed Indian IT Services company, in relation to its 100% acquisition of US based Abacus Corporation.

His Private Equity & Venture Capital practice has seen him advise SAIF, Elevar M- III, IDG Ventures India Fund II LLC, LGT Venture Philanthropy Foundation, Qualcomm, Wipro Ventures and several other entities in relation to their investments into various companies in India.

Suneeth has been listed in Band 1 for Corporate/ M&A and Band 2 for Private Equity field by Chambers & Partners in its India (Advocate) Asia guides. He has been consistently recognised as "one of the leading lawyers of India" for Corporate/M&A and Private Equity by AsiaLaw Profiles (The Guide to Asia-Pacific's Leading Domestic Law Firms). Suneeth has recently been listed amongst the top 100 lawyers in India - a definitive "A List" of India's legal profession published by the prestigious India Business Law Journal in association with the ICCA.

Suneeth is on the board of several companies and also serves on the boards of charitable organizations such as United Way, India. He speaks regularly at conferences and has authored many academic articles.

Over the past 10 years, he has seen his role evolve from executing client work to becoming a mentor. "Earlier my work would involve getting my hands fully dirty drafting and negotiating, but now I am involved at a more strategic level

with clients - only taking important calls and more serious discussions and spending more time mentoring the next level of lawyers".

He is inspired by some of the judges from his growing up years - Justice Venkataram and Justice Patri Basvangoud of the Karnataka High Court for example. "The amount of work they would put in, the pressures they were under, the thanklessness of their job and yet the fabulous temperament that they displayed towards young lawyers was astonishing". This attitude of encouraging and displaying a good temperament with sincere junior lawyers is something that he has tried to emulate, regardless of work pressure.

In order to head a law firm or practice area, Suneeth feels it is necessary to understand what it takes to be in a leadership position, sacrifices and all. "Fundamentally if you enjoy doing legal work all the time - drafting, negotiating, researching and advising clients, just stick to it and let others lead a law firm."

Suneeth is an avid wildlife and travel enthusiast and spends as much free time as he can spare in wildlife and historical travels. He supplements this by reading literature on these subjects from Jim Corbett, Kenneth Anderson to William Dalrymple, among many others.

"Never work without a vision and a bigger picture in mind" is the dictum that governs Suneeth's life. It helps him balance his work with all his other priorities, in particular, family, friends and travel.

SUNITA SINGH-DALAL

PARTNER

ANJARWALLA COLLINS & HAIDER MOTA LEGAL CONSULTANTS, AFRICA LEGAL NETWORK

Sunita Singh-Dalal is a Partner at AC&H Legal Consultants, prior to which she worked with the well-known English law firms Osborne Clarke and Lawrence Graham (now Gowling WLG) at their London offices, having qualified as an English solicitor in 1999.

Hailing from Haryana, she was always an enabler even at the tender age of 5, when she began visiting villages in her State to encourage women and the “girl child” to have the confidence to follow their dreams. Since then, her journey to her current position has spanned decades and continents, and has in her words, “been excitingly fulfilling” while at the same time acknowledging that, “there is still much more to do!”

The mantra that keeps her going and helps her achieve is that “everything in life is possible if you want it to be. Turn heads wherever you go & always remember to leave a legacy behind to inspire others that walk your path.”

Sunita has been practising corporate and commercial law for the past 18 years. Her practice focuses on corporate finance, mergers & acquisitions, joint ventures, dispute resolution, IP, private clients and private equity, with a strong focus on healthcare, education, manufacturing and hospitality. Some of her clients include well-known names like HPCL, Iitema, Ecobank, Essar Projects, Renaissance Services SOAG, Kaya (Middle East) Skin Clinics and Exim Bank (Tanzania) amongst others. She also has extensive experience of advising clients on cross-border contentious



disputes in a range of jurisdictions. Sunita is interested in emerging and developing markets and is active in her pursuit to introduce strategic investors to Africa, South West Asia and the Middle East.

Over the years she believes that her role has evolved from “being purely a transactional lawyer into that of a strategic trusted advisor to clients, especially when considering long term business decisions.” She has been responsible for forming and participating in many bilateral organisations connected to India, and continually promotes trade and encourages the growth of cross border legal work amongst Indian, UAE, African & European firms.

Sunita was a founding member of the British Indian Law Association in London and went on to be elected as its Chairwoman. In 2001 Sunita was also nominated for a young achiever award at the Asian Woman of Achievement Awards, UK. Since then, Sunita has been nominated as the United Arab Emirates and Africa representative for the Indian National Bar Association (“INBA”) and Convenor for the Society of Indian Law Firms (“SILF”) and appointed as the regional leader for LABFA (Legal and Businesswomen for Africa).

In 2016 Sunita was selected as a professional mentor by Reach Mentoring (a non-profit mentoring program focusing on female professionals in the UAE and GCC). In 2017, the India Business Law Journal recognised Sunita as a key India lawyer in their yearly report “Global Stars”. She is also a member of the Indian Business & Professional Council (IBPC) in Dubai.

Sunita believes that “Dedication, ambition & consistency are key to success.” And that “A glass ceiling is purely a matter of perception; don’t waste precious time thinking

about it, just look onwards and upwards and remain focussed & steadfast, so that you too become a force to be reckoned with!”

Sunita has been inspired by the work of Ram Jethmalani, who according to her “not only has one of the sharpest legal minds amongst us, but because he remains committed to progress and development of the Indian legal profession and voices his opinion, no matter how controversial it may be.”

Amongst lawyers in Indian law firms she also admires the work of Shardul Thacker, because he “works tirelessly and is a true role model for many lawyers in terms of his technical ability, commercial acumen and his client support and delivery, whilst remaining humble and always available to guide others.”

She believes that as a leader one must be innovative and visionary to truly stand out from others. She urges anyone who wants to take up a leadership role in a law firm to ask themselves if they are indeed willing and able to fully dedicate themselves, even in the face of adversity, to bring about change and take their team to the next level.

V. LAKSHMIKUMARAN

MANAGING PARTNER,
LAKSHMIKUMARAN & SRIDHARAN

Mr. Lakshmikumaran is one of the most respected tax lawyers in the country, with the Government of India regularly seeking his expert advice in matters of national importance, including most recently on the implementation of the GST regime countrywide.

Born on the 16th of August 1951, Mr. Lakshmikumaran holds a Master's degree in mathematics and a subsequent Bachelor's degree in law. Before entering legal practice in 1985, he was a tax administrator with the Government of India in the Indian Revenue Service for about ten years. In 1985 he, along with his brother, founded Lakshmikumaran & Sridharan, which has since grown to housing over 300 professionals across 12 offices in India and an international office in London.

Mr. Lakshmikumaran counts Shri K. Parasaran, Shri Soli Sorabji, Shri Fali Nariman and Shri K. K. Venugopal as lawyers he wishes to emulate, as he admires their contribution to the development of jurisprudence in India and more so their dedication to the legal profession even at their age.

He compares the Legal profession to doing "tapas". Where "a Tapasvi does tapas daily for years and he enjoys the journey regardless of the destination." Likewise, he too enjoys the legal work that he does thoroughly with the belief that integrity and ethics are inseparable in the legal profession, which has been his philosophy from the very beginning of his career.



Over the past three decades, Mr. Lakshmikumaran has established himself as a leading litigating lawyer in India, having handled over 30,000 litigations before the Supreme Court of India, High Courts, tribunals and quasi-judicial authorities for clientele that includes Fortune 500 companies and leading Indian corporates such as Maruti Suzuki, Nestle, Tata Group, Mahindra & Mahindra, SAIL, Essilor, Hyundai, Honda, Daimler and Mondalez. Outside of Indian fora, he has also represented clients in other jurisdictions, including the European Union, USA, Australia and Canada, amongst others.

He has built his specialization in direct and indirect taxes (GST, Customs, Central Excise, Service Tax, Value Added Tax, Income Tax, etc.) and has played a pivotal role in the development of jurisprudence relating to customs and excise laws in India. He is rightly considered as an authority on trade remedy laws and TRIPs, on which the Government of India as well as clients from across the world seek his counsel.

He is an expert in handling cross border transactions, valuation of goods in transactions between affiliates, Transfer Pricing, International Taxation, and international trade laws covering WTO law, trade remedies such as anti-dumping, countervailing duties and safeguards, and Foreign Trade Policy. He also has rich experience in commercial litigation, arbitration, intellectual property law and corporate law, including Food Safety law & Environmental law. He advises clients on entry strategies, M&A, expansion, takeovers, investments in both greenfield and brownfield projects, diversification, optimization of tax benefits, cross-border investment and tax issues, and protection & monetization of IP portfolios. His deep understanding of

technological issues that impact taxation as well as his expertise in classification of goods under HSN are highly recognized.

Mr. Lakshmikumaran regularly delivers lectures in industry bodies, international institutions and highly acclaimed universities in India and abroad on diverse topics such as international tax, intellectual property, corporate laws as well as transfer pricing.

This flows from his eagerness to teach juniors and Partners at the firm, to push them to excel in the legal profession with a happy blend of learning and mentoring, which is also why his advice to any lawyer looking to build a law firm is that “To do work is easy but to get work done is difficult.” He recognizes that “mentoring is a painful but delightful exercise” and that one must “allow juniors to commit mistakes, but encourage them to think out of the box.” He goes on to propagate even more valuable gems of wisdom when he says that “mistakes can always be corrected and fresh ideas have to be encouraged.” “Try and make every junior ‘better than you’.” “Ignore failures of the juniors and praise them for small successes.”

He is a man who takes his words seriously: upon receiving encouragement from one of his own juniors about 7 years back, he started preparing for and running Marathons. This is one of his secrets to challenging his body and mind and staying physically and mentally fit.

VIJAY. B. RAVI
SENIOR PARTNER
KOCHHAR & CO.

Vijay is one of the few senior lawyers in India, who can boast of first-hand knowledge of the commercial world. He started his career as a banker, moved on to practice as a Chartered Accountant, before finally joining the legal profession and settling into his current role as Senior Partner at Kochhar & Co., where he is a member of the corporate practice of the Firm as well as the mergers and acquisitions, employment and taxation practice groups.

Vijay has extensive experience in representing domestic and foreign corporations in M&A deals in India. He has advised clients across diverse sectors on all aspects pertaining to joint ventures, inbound investments and acquisitions (including stock purchase and business transfers). He has been closely involved in transactional matters including structuring transactions in a tax efficient manner, advising on entry strategies for foreign entities, corporate restructuring, advise on foreign equity participation and attendant regulatory issues, investment options and vehicles, compliances, regulatory approvals pertaining to foreign investment and assisting clients during negotiations in the course of acquisitions and other business transactions.

Vijay also co-chairs the employment law practice of the firm and regularly advises multinational corporations on critical issues including, but not limited to, employee retrenchment, disputes with trade unions and conciliation proceedings conducted by Indian labour commissioners. He



is also actively involved in advising clients on human resource policies, stock option schemes, and labour & employment law compliances in India, both at the Union and State level. He has also advised clients on sensitive issues involving closure of undertakings and transfer of employees.

In addition to the corporate practice, he has been involved in assisting several clients on matters concerning taxation laws in India, tax efficient investment structures and various compliance measures. He regularly advises clients on tax implications relevant to their business operations in India including issues related to permanent establishment in India, tax efficient investment jurisdictions, structuring transactions to reduce the impact of taxation and expatriate taxation.

Vijay has worked with a wide variety of clientele including Willis Towers Watson, MasterCard, Lutron Inc., Inditex Trent, PAREXEL International, Lubrizol Corporation, Albemarle Corporation, Deluxe Entertainment Services Group, Computacenter (UK) Ltd., Gerson Lehrman Group and Marks & Spencer.

His clientele trusts him with a myriad of crisis situations, which he skilfully navigates by utilizing his business and legal experience. For example, when as a consequence of a direction from the European Commission, a Bank was required to close its business operations across several jurisdictions, including India, Vijay helped to ensure that not only the Indian operations continued smoothly till the end of stipulated period but the closure could be affected in an orderly manner, without protracted labour negotiations, and other regulatory issues.

Also, where a US based client was dealing with a highly sensitive whistle blowing incident relating to one of its senior

employee in its Indian subsidiary, the firm successfully deployed risk mitigating strategies to avert any possibility of claims of victimization or retaliation following severance of the employment relationship of the said whistleblower.

Vijay's personal philosophy revolves around the mantra that "the pursuit for excellence will lead to success and happiness." His belief that each individual is unique helps him learn from the experiences of everyone that he interacts with. From his point of view, the one learning that he would like to share with lawyers across the country is that "to be recognised as an expert in an area of law, one would need to not only hone his/her legal skills on a regular basis but also have a solution-seeking approach to the issues faced by a client." He adds that for success "proactiveness is key."

VIJAY K. SONDHI

SENIOR PARTNER

LUTHRA & LUTHRA LAW OFFICES

Vijay K. Sondhi is a Senior Partner of one of India's most renowned law firms, Luthra & Luthra Law Offices, where he co-founded the Litigation Division close to 20 years ago in 1998.

Ever since he enrolled with the Bar in 1991, he has been an ardent admirer of Mr. Fali Nariman, as in his words, Mr. Nariman's "arguments are out of the box and he prepares tirelessly and immaculately for hearings." Now that he has over 25 years of experience himself, he finds inspiration at the other end of the spectrum in young lawyers, in whom he admires "their zeal to know about things and the bright ideas they come up with."

Vijay has focused his efforts in developing a career in dispute resolution and has built a vast experience sheet in Corporate Commercial disputes, Litigation and ADR. He also specializes in Criminal Law, more particularly White-Collar Crimes, International crime syndicates, Extradition, Frauds, Anti-Piracy and Anti-Counterfeiting. He is also highly proficient in cross border enforcement of decrees and awards.

He regularly appears before the Hon'ble Supreme Court of India and the High Court of Delhi. Vijay has been appearing as lead counsel before various Judicial and quasi - judicial forums including, inter alia, various High Courts, the erstwhile Monopoly and Restrictive Trade Practices Commission, Appellate Authority of Industrial Financial Restructuring, and Board of Industrial and Financial



Restructuring; and now the Competition Commission of India, Appellate Tribunal for Electricity, Telecom Disputes Settlement and Appellate Tribunal, National Company Law Tribunal, CBI Courts and the Debt Recovery Tribunal. He has also looked after the interests of numerous clients in International Courts, Forums and Arbitral Tribunals including in the USA, UK, EU, UAE, Singapore and Hong Kong. His work in the abovementioned fora is undertaken for highly respected clients, that include companies such as Mylan, Baxter, Bayer, Carlyle, Abbott Laboratories, DLF, Tata Global Beverages, Capgemini, Everstone Capital and the Citi Group.

His work over the years has resulted in him being recognized as a leading lawyer by international legal publications including Chambers Global, AsiaLaw, Legal 500 as well as finding mention in ‘The A-List: India’s Top 100 Lawyers 2016’ released by the India Business Law Journal.

In addition to the extensive work that Vijay does as part of his practice, he is also actively involved in numerous other engagements. Vijay has been a faculty member at the ‘Fore School of Management’ for their Chapter on ‘Corporate Laws.’

He is currently an elected Member, and former Secretary and former Vice-Chairman of The Bar Council of Delhi. He is also associated with LIFE Foundation, a Society which endeavours to uphold and obtain due recognition of the rights and privileges of society through Public Interest Litigation; seeking the help of the judiciary as and when the executive fails to protect such rights and privileges.

Vijay has been a guest speaker on numerous occasions for the Ophthalmologist Society of Delhi, addressing the legal aspects involved in the medical profession, including liability

for medical negligence and its legal repercussions. He is also the former director on the Board of Saket City Hospital and continues to serve on the Board of Le Meridian Hotel.

When Vijay finds time from his legal, social and institutional engagements, he enjoys reading and draws inspiration from autobiographies of leaders in different fields.

Vijay lives by two different philosophies for work and life: for work he propagates that “treasure lies deeper in the sea and not on the surface! So, work hard and go in-depth in your work.”, while for life he believes that “there is only one life so live it to the fullest, like a king!”

Thus, it is no surprise that his advice to young lawyers is to “give your 100% in whatever you do and do it with utmost honesty. Be consistent as hard work can beat talent!”

VINEET ANEJA

HEAD OF PAN INDIA OPERATIONS & CORPORATE PRACTICE
CLASIS LAW

Vineet Aneja is the Head of Pan India operations for Clasis Law, a firm that he has help built brick by brick over the last 7 years.

Having begun his journey as a lawyer in 1997, Vineet has spent a considerable amount of this time helping clientele across industry sectors in achieving their business goals on the basis of a rock solid legal foundation, through his highly revered legal acumen. However, since the formation of Clasis Law, he has spent a good amount of time on the business side of law. While still devoting a bulk of his time to client work, he has become increasingly involved in firm management, building new practice areas, mentoring talent, business acquisition, practice management, employing best practices and managing external relationships. In his words, “seeing Clasis Law develop from a thought to being what it is today, the last decade has indeed been the most fulfilling period professionally.”

Apart from being the Head of the Pan India operations of the firm, he also doubles up as the head of the firm’s corporate practice, which includes active engagements in the areas of M&A, joint ventures, regulatory & compliance, employment, real estate, insurance, shipping, retail, hospitality, aviation, compliance & audit, and intellectual property for a variety of clientele, that include Westfield International FZC, Crate & Barrel, Ducati Holding, Super Group Plc, Wyndham, Inditex S.A, ICF International, G4S, Carestream Health Inc., Dodsall and Intergraph. Vineet’s



practice transcends borders, which is clearly showcased through his work for clients in Singapore, the United States, the United Kingdom, Finland and the Middle East, amongst other countries.

Vineet's standing in the industry and his business wherewithal have been lauded through invitations to serve on the boards of Elcome Technologies Private Limited, Matutech Global India Private Limited, Crate & Barrel India, and Supergroup India Private Limited.

Vineet has assisted companies in a wide variety of transactions, including advising the Wyndham Hotel Group in connection with secondment arrangements of group employees and drafting related documents, advising the Marriott Group in relation to operating and managing hotels in India and Nepal, advising the Anglo Eastern Ship Management Group on its acquisition of companies in India, as part of its global merger with Univan Ship Management Group, advising Inditex S.A. in relation to its joint venture with Trent Limited for setting up single brand retail stores in India under the brand "Zara", as well as advising Alcatel Lucent in relation to setting up its joint ventures with both Reliance Communications Infrastructure Limited and Bharti Airtel Limited, as well as the subsequent buyout and exits in the respective JVs.

In spite of the responsibility of building his firm as well as the number of hours he spends working on client mandates, he ensures that he takes out the time to be with his son and to engage in some sports. Other than that, Vineet likes to relax by reading a good book, or watching a movie.

Vineet's philosophy of work and life is very straightforward. He believes that "one should not be too anxious to achieve a work-life balance, as there may be days when work

takes over life and vice-versa." Having said that, he also recognizes that "it is important to take time out to pursue one's interests as that keeps one centered and relaxed, which in turn helps in managing the day-to-day challenges better."

Having spent the last 7 years building Clasis Law, and continuing to plan for and work towards the growth of the firm, he is well aware of the changes in the legal ecosystem. His advice to his peers who are thinking of going down the path of leading a law firm is for them to "brace themselves for an extremely challenging course, as the legal market is now highly competitive with a number of smaller boutique firms wresting clients from larger established law firms, riding on their niche capabilities, leaner structures, lower costs and higher margins."

More than anything else, he summarizes his advice to all lawyers building their practices with an age-old truth - "hard work is the key to success and there are no short cuts."

VISHWANG DESAI

MANAGING PARTNER
DESAI & DIWANJI

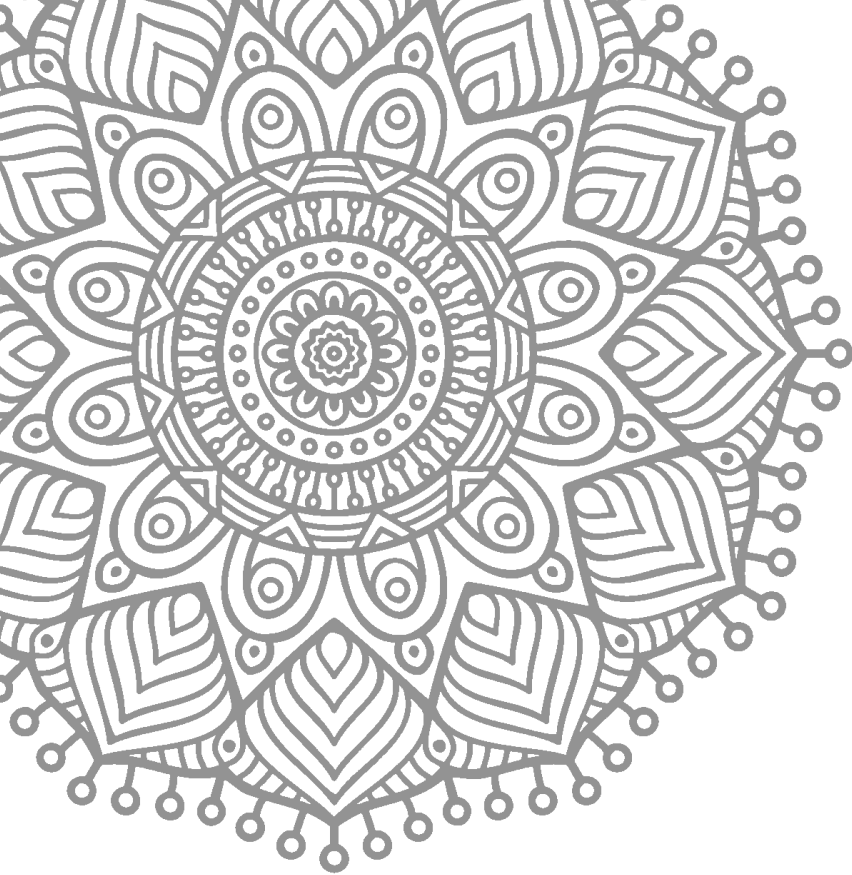
Vishwang Desai is the Managing Partner of Desai & Diwanji, a firm that he has spent 27 years with. In addition to being the Managing Partner, he also heads the M&A and Infrastructure groups of the firm and contributes extensively in the PE, Projects and Structured Finance practices of the firm. While Vishwang dons several hats at Desai & Diwanji, over the past few years his role has turned more supervisory and guidance-oriented on the execution side, with him now being able to take a considered call on the matters that require his attention and expertise.

Born on the 20th of December 1961, Vishwang embarked upon a career in law in 1986, with a LLB degree from the University of Mumbai, after having secured a Bachelors in Science from the same University.

He has advised on large and complex M&A, PE, Infrastructure projects (including in the waste management and energy sectors); corporate financings, as well as project financings, asset financings and banking transactions across various sectors. He has represented large MNCs, PE funds, multilateral agencies, export credit agencies, commercial lenders, guarantors and sponsors in some of the largest M&A and infrastructure deals in India.

Over the past 3 decades, Vishwang has been called into action by corporations across industry sectors, and a wide variety of clientele. His industry sector expertise includes, among others, energy, port, oil & gas, roads, pharma, healthcare, fintech, financial services, metals, chemicals,





Carlyle's investment of IIFL, L&T's acquisition of a significant loan portfolio from Citibank, Oil India and IOC's acquisition of JSC Vankorneft, Shell International's investments in the development of the Hazira Port, Government of Singapore Investment Corporation's investment in Kerala Institute of Medical Sciences, SBI's refinancing of the Alumina refinery project of Vedanta, L&T Infrastructure Finance's refinancing of Panama Wind Energy Pvt. Ltd., as well as SBI's sale of a significant minority in its credit cards business to Carlyle.

His body of work has led to him being recognized as a leading lawyer in the Asia Pacific Legal 500 and Chambers & Partners journals, along with being included in the International Who's Who of Business Lawyers.

Vishwang believes that the secret to being successful is to "never track other people's careers" and to "do the best you can for any work you accept", while also remembering that "many things are out of one's control so learn to bear losses and handle gains."

Vishwang acknowledges that it is a challenge to lead a law firm in as much as any other organization that has as many brilliant minds working in it, especially as the law firm grows to larger numbers. In his opinion, managing people while securing growth is one of the most important aspects that one needs to focus on in this journey.

aviation, airports, hospitality, transportation, food technology and the FMCG sector, for companies as diverse as Blackstone, Carlyle, Government of Singapore Investment Corporation, Henkel, thyssenkrupp, Total SA, Carlson Rezidor, Verizon and Bayer.

Vishwang has been a mainstay in the transaction teams for some highly coveted investments and M&As over the years, including Blackstone Capital's investment in Moser Baer,

ZIA MODY
MANAGING PARTNER
AZB & PARTNERS

Zia Mody is the Founder and Senior Partner of AZB & Partners, and one of India's foremost corporate attorneys. She earned her law degree from the University of Cambridge in 1978 and enrolled as an Advocate with the Bar Council of Maharashtra & Goa in 1978. She went on to get her LLM from Harvard Law School and was then admitted as a member of the New York State Bar in 1980.

Zia worked as a corporate associate at Baker & McKenzie, New York for five years before moving back to India to set up her own practice, establishing the Chambers of Zia Mody in 1984. A bold step for someone who was inarguably doing very well in one of the largest law firms in the world, her belief paid off, with a flourishing practice, which went on to become AZB & Partners in 2004. Today, the Firm has offices in Mumbai, Delhi, Bangalore and Pune, with an integrated team of more than 400 legal professionals.

Zia's abilities as a lawyer are recognized globally, as is reflected in her appointment as the Deputy Chairman and a Non-Executive Director of the HSBC Asia Pacific Board, a member of the Governing Board of the International Council for Commercial Arbitration (ICCA), a foreign arbitrator on the Panel of Arbitrators of the China International Economic and Trade Arbitration Commission (CIETAC), a member of the World Bank Administrative Tribunal, Washington D.C. (2008-2013), and a Vice President and Member of the London Court of International Arbitration (2010-2013).

Zia serves on various advisory committees of the



Confederation of Indian Industry, including its National Council and its committees on Corporate Governance, Financial Services, Capital Markets and Legal Services. Zia was a member of the Godrej Committee on Corporate Governance constituted by the Ministry of Corporate Affairs. She was nominated to be part of the “Committee on Rationalisation of Investment Routes and Monitoring of Foreign Portfolio Investments” formed by the Securities and Exchange Board of India under the chairmanship of Shri K.M. Chandrashekar. She was also appointed by the Reserve Bank of India in 2014 as a member of the Committee on Comprehensive Financial Services for Small Businesses and Low-Income Households, which was chaired by Dr. Nachiket Mor.

It has been said that few of Zia’s peers can match her skills or take her on when it comes to acquisitions, joint ventures, company restructuring, foreign inward investment related practice and corporate law. Her name commands respect not only in the legal industry, but on India’s broader economic stage. During the 27 years that she has operated her firm, she has been felicitated countless times, and received numerous honours and distinctions.

Zia featured on Fortune India as ‘The 50 Most Powerful Women in Business in India’, for 2016. She has also been awarded the “Professional of the Year - 2017” at the UK India Awards. She is listed by Forbes India (2013, 2014 & 2015) as one of ‘India’s 10 most Powerful Women’, and also listed by Forbes Asia as one of ‘Asia’s 50 Power Businesswomen’ (2015).

She has been voted as “Business Woman of the Year, 2010” by the Economic Times, for which she was felicitated by The Society of Indian Law Firms (SILF). She has also been voted

by the Economic Times as one of the country’s most powerful CEOs (2004 to 2016), and as one of the 15 most powerful Indian women leaders in 2010-2014. She has been selected as one of the 25 most powerful women in business by Business Today in 2004-2014, and named one of India’s top ten most powerful women in business by *Fortune Magazine* in 2014.

Her advice to those in leadership positions is “Think more with more with your heart than your head. As a leader, you have to give to it, more than you take out of it. You have to be fair, and have moral leadership, not just intellectual leadership. People have to feel, ultimately, that the system works reasonably fairly. There could be a few mistakes but by and large the people who are managing the firm have a sense of caring, they will not just be unfair to one or more members at the cost of others without a communicable rationale for doing so.”

