

IAG International Assembly

Lisbon

2nd October 2009

MINUTES

Present: see list attached at end

1. Chairman's welcome

The Chairman welcomed all delegates, and potential members whom he asked to identify themselves, whereupon they were warmly welcomed by the Assembly.

2. Minutes of previous meeting

The Chairman asked for any comments on the minutes of the Assembly held in Exeter on 15th May 2009. There being no comments, he proposed that they should be taken as ratified, to which the Assembly assented.

3. Committee Update

The Chairman outlined ongoing Committee activity since Exeter, which had included a supplementary meeting held in London, and a teleconference. This had resulted in a shift of strategy towards greater focus on Business Development, which was expected to be delivered mainly through specialist groups. A strong foundation had already been laid in the form of the new corporate identity and website, which was already attracting increased traffic.

Katarina Hallin explained the two main measures intended to encourage and support specialist groups:

- a sub-budget in 2010 for each active group of €5,000 for business development
- changing the standard assembly agenda to give groups more time at a more favourable point in the agenda. In Miami this would be enacted by allocating Specialist Groups the entire second morning period, approximately 2 hours.

Peter Van der Mersch gave a progress report on the Mediation initiative. The group intended to keep a central database updated with information from all members, and to hold client seminars prior to every IAG Assembly as well as on separate occasions. He suggested that this concept could be extended to other groups.

José Alves Pereira suggested trying to join clients into IAG meetings, and that a cocktail session late Friday afternoon might be the best opportunity.

4. Any Other Business

The Chairman asked delegates to raise any other items of other business which were not covered by specific items later on the agenda.

Michael Fingerhut suggested that Assembly minutes should be issued in draft soon after each Assembly, instead of the draft first being issued with circulation of the papers for the following meeting.

5. Budget 2010

The Treasurer introduced the draft budget for 2010. He explained that it was based on the target of retaining an accumulated surplus of €200,000 in order to cover, with a safety margin, the large requirements for deposits and guarantees that IAG's programme of Assemblies now required. He also explained that the budget intended to cover the shift towards a business development focus by switching funds from the assembly expenses budget. Accordingly that budget line was smaller than last year. and Assembly events packages would be planned to break even, so would be unsubsidised and slightly higher in price than in recent years. He invited any questions.

There were no questions or comments, so the Chairman invited the Assembly to approve the budget as drafted. This was proposed by Chris Allegaert, seconded by Nick Burnett, and carried unanimously.

6. Membership matters

The Chairman asked representatives of the three candidate firms, who were the only potential members present, to leave the room for this item. He asked the Committee members who had visited each firm to recommend them to the Assembly.

Ron Kravitz gave a strong recommendation of Cuesta Llaca y Esquivel

Katarina Hallin gave a strong recommendation of Ellebye.

Ron Kravitz gave a strong recommendation of Foulston Siefkin. He mentioned their competing membership of Lex Mundi, and explained that the Committee had been at pains to be reassured of equal standing for IAG, to be demonstrated by 'parity of billing' wherever network membership was publicised. He emphasised the high priority given to his visit by members of the firm's management and marketing team.

Michael Fingerhut said that while he had no argument with the quality of Foulston Siefkin, he felt their membership of Lex Mundi had competitive disadvantages for IAG. Leaving aside potentially differing interpretations of the relevant Article 4.5, he asked the Committee to explain the advantages which they felt outweighed these disadvantages.

The Chairman responded with four specific reasons. Foulston Siefkin will provide enhanced depth in IAG's overall capacity within the US, particularly in the corporate and commercial field, a longstanding recruitment aim. They will do so in an area of the US which is currently uncovered, so also enhancing geographical coverage while

causing no concern to other US members. They are a substantial firm, incidentally the largest in the State of Kansas, whose client base is assessed to have relatively frequent requirements for assistance in other jurisdictions both outside and within the US. This assessment is supported by their posture and attitude. They are strongly recommended by an IAG member who has worked closely with them on a number of substantial matters.

Arthur Bailey reminded the meeting that when IAG was formed 20 years ago, business was not as international/cross border as it is today, and international groups were only just developing, except for the very large law firms and Big 6 accounting firms. The founders showed good foresight when Clause 4.5 was included in the Articles. As an example he said that experience had shown over the years that trying to recruit accounting members had proved very difficult as many good potential firms were already members of an existing network, and for this reason the Committee had needed to exercise judgement around competing memberships, otherwise our accounting membership would be even less than it is today. He believed that for IAG to retain its a unique multidisciplinary nature, it is essential to recruit further accounting members, and in order to do so it would need to retain Article 4.5 which provides the essential flexibility which is needed.

José Alves Pereira said that Article 4.5 reflected the doubts of early days about possible future roles for IAG. Now that the main IAG role of encouraging contacts is quite settled, rigid restrictions on similar organisations do not make sense. He also felt that the flexibility to refer outside IAG, if and when that was felt to be in the client's best interests, had always been an essential part of the IAG philosophy.

Dirk Reischauer asked whether there had been any example of refusals of permission for competing memberships by the Committee, and for the reasons. Christopher Whitmore responded that he could remember at least two examples, although not precise reasons.

Colin Bird made two points. First, the wording of Article 4.5 actually implied that permission should be granted unless there were strong reasons to withhold it. Secondly, he felt that IAG should not fear competition, and should see such questions as opportunities not risks.

Harvey Burg made the point that size of firm was a relevant issue in such decisions. In general, larger firms would have more resources to be able to support an IAG membership alongside others. He felt that, as had been done in this case, it was relevant for the Committee to explore the priority to be given to IAG, and the responsibility for IAG membership of specific people within the firm.

No further points were raised, so the Chairman asked for a show of hands on the ratification of the three candidate firms, reminding delegates that only one vote should be cast by each member firm. The results were:

Cuesta Llaca y Esquivel – unanimously in favour, no votes against, no abstentions

Ellebye – unanimously in favour, no votes against, no abstentions

Foulston Siefkin – 34 votes in favour, 1 vote against, 1 abstention

The Chairman accordingly declared all three firms to have been ratified as members and asked for them to return to the Assembly, where they were warmly welcomed to IAG.

7. Host Firm presentation

The Assembly heard an excellent firm presentation by João Pedro Alves Pereira.

8. Employment group presentation and discussion

Jan de Rooij led a panel of specialists to outline key employment law protections and practices related to dismissal. Ron Kravitz (US), Jennifer Willemsen (Netherlands), Katarina Hallin (Sweden), Lorenz Schwegler (Germany), and Peter Sigler (England) kindly participated. Delegates presented a range of questions and comments to which the panel responded. The Chairman thanked Jan and the panel for an excellent presentation.

9. Future meetings

Paula Richards and John Genovese presented the attractions of the forthcoming Miami Assembly, which their firms will co-host.

10. Doing business in Portugal.

The Assembly heard an interesting presentation on this topic from Eng. Pedro Macedo Leão of AICEP

Plenary business being complete the Chairman thanked the host firm for their excellent arrangements, thanked all for their participation, and closed the meeting.

Specialist group meetings followed.

Present:

Delegates

ARGENTINA

Mirson Abogados
Lawyers, Buenos Aires

Ignacio Molinari

AUSTRIA

Dr. Allichhammer & Co
*Tax Consultants & Auditors,
Vienna*

Wolfgang Allichhammer

Neudorfer Rechtsanwälte GmbH
Lawyers, Vienna

Helmut Neudorfer
Wolfgang Zacherl
Committee Member

BELGIUM

ERYV Sprl
*Tax Advisers & Accountants,
Brussels*

Etienne Laurent
Eric Laurent

BRAZIL

Buccioli e Advogados Associados

Fabio Buccioli

Lawyers, São Paulo

CZECH REPUBLIC

Saxinger Chalupsky & Partner v.o.s.
Lawyers, Pilsen & Prague

Monika Wetzlerova-Deisler
Committee Member

DENMARK

Fjelsted & Partners
Lawyers, Copenhagen

Ali Bayrak

ENGLAND

Begbies Traynor
*Specialist Professional Services,
Manchester*

Arthur Bailey
Jaysson Palmer

Michelmores LLP
Lawyers, Exeter

Tim Richards
Peter Sigler
Louise Edwards

Ward Hadaway
Lawyers, Newcastle upon Tyne

Robert Thompson

Wollastons LLP
Lawyers, Chelmsford

Nicholas Burnett

FRANCE

Colbert Avocats
Lawyers, Lyon

Denis Simon
Chairman

GERMANY

Hahn & Partner
*Accountants & Tax Advisers,
Tangstedt, Hamburg*

Andreas Hahn
Treasurer

HTG Wirtschaftsprüfung GmbH
*Accountants & Tax Advisers,
Berlin-Mitte*

Stephanie Bschorr

de faria & partner
Lawyers & Notaries, Wiesbaden

Dirk Reischauer
Thomas Röeskens
Silvia Schrade

Dr. Appelhagen und Partner
Lawyers, Braunschweig

Martin Mack

Fingerhut Rechtsanwälte
Lawyers & Tax Advisers

Michael Fingerhut

schneider:schwegler
rechtsanwälte
Lawyers, Dusseldorf

Lorenz Schwegler
Hanjo Hillmann
Clemens Rogge

Heribert Reiners

THORWART
*Lawyers, Tax Advisers and
Accountants, Nuremberg*

Gerd Mueller

Wollmann & Partner GbR
Lawyers & Notaries, Berlin

Michael Bschorr
Secretary
Ulrike Warneke

HUNGARY

Kalman Szilasi Sárkozy & Partners
Lawyers, Budapest

András Szilasi

IRELAND

Moran & Ryan
Lawyers, Dublin

Seamus Connolly

ISLE OF MAN

Maitland
Fuduciaire, Douglas

Colin Bird

ITALY

Studio Alinovi Guiotto Ferrari
& Mattioli
Accountants, Parma

Paolo Alinovi

Studio Legale Mondini Rusconi
Lawyers, Milan

Giorgio Mondini

LIECHTENSTEIN

Juricon Trust Company
Establishment
*Lawyers, Trustees & Accountants,
Vaduz*

Rupert Neudorfer

NETHERLANDS

Schipper Noordam Advocaten
Lawyers, Rotterdam

Peter van der Mersch
Jan de Rooij
Jennifer Willemsen

PORTUGAL

HOST FIRM:
Alves Pereira, Teixeira de Sousa
& Associates
Lawyers, Lisbon

José Alves Pereira
Miguel Teixeira de Sousa
Luis Franco e Abreu

João Pedro Alves Pereira
Belén Granados
João Marques de Almeida

NORWAY

Codex Advokat Oslo AS
Lawyers, Oslo

Thorsteinn Skansbo

SPAIN

Fernando Scornik Gerstein
*Lawyers, Madrid, Barcelona &
Las Palmas*

Nayra Prado Marrero
Committee Member
Elvira Cuxart Fonolleda

SWEDEN

Advokatfirman Gunnard & Co. AB
Lawyers, Stockholm

Mikael Holst

Rosengrens Advokatbyrå AB
Lawyers, Gothenburg

Katarina Hallin
Vice-Chairman

SWITZERLAND

Staiger Schwald & Partner AG
Lawyers, Zurich

Christoph Gasser
Mark Baumgarten

UKRAINE

IP&C Consult LLC
Lawyers, Kiev

Alexey Yanov
Olga Serbul
Vitaliy Bondarenko

USA

Allegaert Berger & Vogel LLP
Lawyers, New York

Christopher Allegaert

Burns & Levinson LLP
Lawyers & Tax Advisors, Boston

Harvey Burg

Genovese Joblove & Battista
Lawyers, Miami

John Genovese

Liner Grode Stein Yankelevitz
Sunshine Regenstreif & Taylor LLP
*Lawyers & Tax Advisers,
Los Angeles*

Ronald Kravitz
Committee Member

Novack & Macey LLP
Lawyers, Chicago

Tim Miller
Karen Levine

Richards PA
Lawyers & Tax Advisers, Miami

Tim Richards
Paula Richards

Wegman, Hessler & Vanderburg
Lawyers, Cleveland, Ohio

Peter Hessler

CANDIDATES FOR RATIFICATION (3rd Attendance)

Cuesta, Llaca y Esquivel
Lawyers, Mexico DF

Luis Cuesta

Ellebye Lawyers
Lawyers, Odense, Denmark

Iben Lindhardt
Jens Peter Henriksen

Foulston Siefkin LLP
Lawyers, Wichita, Kansas

Harvey Sorensen

GUEST SPEAKER

Eng. Pedro Macedo Leão

AICEP

IAG Administration Office

Christopher Whitamore