

ASIAN LEGAL BUSINESS

亚洲法律杂志 - 中国版 CHINA

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MANAGING
PARTNERS TALK
2021 STRATEGIES

管理合伙人谈2021
年律所发展策略

ALB HOLDS
COMPLIANCE FORUM,
IN-HOUSE CEREMONY

ALB合规论坛及法务团
队颁奖典礼圆满落幕

FIRM LEADERS
SHARE GREETINGS
FOR THE NEW YEAR

律所及法务团队负
责人带来新春祝福

2021 ALB CHINA

精品律所

FIRMS TO WATCH

2021

ASIAN LEGAL BUSINESS

CHINA



TOP 15

IP In-House Counsel 中国知识产权法务15强

快速变化的市场环境催生企业业务的创新发展，企业知识产权领域愈加全面和复杂，企业知识产权法务践行在专业性极强的领域最前沿，同时，凭借对知识产权法规和实践的熟练运用、对行业知识产权特性的精准把握和对业务发展的深刻理解，知识产权法务将企业知识产权体系与商业战略有机结合，在企业发展和法务角色中突显着越来越重要的价值。

2021年《亚洲法律杂志》(ALB)将再次聚焦知识产权法务群体，并荣幸地启动2021 ALB中国知识产权法务15强评选活动。此次评选结果将刊登在2021年3月《亚洲法律杂志》中国版。

2021 ALB中国知识产权法务15强评选由中国贸促会专利商标事务所独家赞助。

评选信息咨询，请联系ALB China调研团队: TRALB.Ranking@thomsonreuters.com

独家赞助



中国贸促会专利商标事务所
CCPIT PATENT & TRADEMARK LAW OFFICE

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14 2021 ALB China Firms to Watch 2021 ALB China 精品律所

Despite the challenges in 2020, the boutique firms in China have kept achieving great results in their areas of expertise. With a lawyer-oriented management approach, these firms are showing even more dynamism and vigour as 2021 begins. 过去的2020年虽然挑战重重，但中国精品律所均表现出了蓬勃的生机，不仅在各自深耕的领域里大展锋芒，还以精巧灵活的管理模式促进每一位律师与团队共同加速成长。新年伊始，

这些律所势必还将为业界带来更多精彩。

*Ranking by ALB,
text by Kristen Liu*

With contributions from:

- Sunland Law Firm
尚伦律师事务所
- Zhengxin Law Firm
证信律师事务所

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24 Looking ahead to 2021 展望2021

Coming into the new year, partners from local and foreign law firms discuss legal trends and their lessons learnt from last year, as well as expectations for law firms in 2021. 新年伊始，ALB邀请几位国内及国际所合

伙人，共同探讨过去一年的法律市场动态和经验启示，以及他们在2021年对宏观环境及律所发展趋势的展望。

31 Chinese New Year greetings 新春贺语

ALB invites leaders from both law firms and in-house teams for wishes of the new year. Although the road ahead still seems bumping, they encourage peers of the legal industry to bravely face the challenges and achieve new heights. 如往年一样，ALB邀请在华律所及法务团队管理者为法律界同仁献上新春贺语。虽然前路看来依旧曲折，他们勉励大家共同面对挑战，再创辉煌。

34 ALB wraps up its first compliance forum successfully 首届ALB中国企业合 规论坛圆满落幕

The first ALB China Corporate Compliance Forum was successfully held at Grand Hyatt Shanghai on Nov. 26. 11月26日，2020 ALB 中国企业合规论坛在上海金茂君悦大酒店成功举办。

38 Top 15 in-house teams feted at ALB awards ceremony 2020 ALB China 十五佳公司法务团队 颁奖典礼圆满落幕

On Dec. 17, the 2020 ALB China Top 15 In-House Teams Awards Ceremony was held at the Four Seasons Hotel Beijing.

12月17日，2020 ALB China十五佳公司法务团队颁奖典礼在北京四季酒店举行，获奖的十五佳公司法务团队代表出席了此次盛会。

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With contributions from:

- Beike Group
贝壳集团
- Zhong Lun Law Firm
中伦律师事务所



FROM THE EDITOR

THINK SMALL “小”的视角

Much of the news around China's legal industry has a bit of a big bias. The headlines tend to (not surprisingly) espouse the virtues of size, be it the biggest deals, the biggest disputes, the biggest firms (something we celebrate annually in our Top 50), the biggest networks, and so on. Amid this focus on gigantism, we tend to forget that there are smaller firms doing pretty remarkable work as well.

Some are just starting out; some have been around for a bit, but are just hitting their stride, having found the right mix of clients and talent; others choose to remain small, valuing quality over quantity. The ALB China Firms to Watch list makes an attempt to unearth some of these firms and give them the place in the spotlight that they so rightfully deserve. Keep an eye out for these firms as they continue their upward march.

中国法律界的新闻或多或少带着偏见。新闻标题总会（这并不令人惊讶）突出数额的大小，如最大的交易、最大的争议诉讼、最大的律师事务所（包括我们ALB每年最大的50家律师事务所排名）、最大的法律联盟等。在“大”型狂欢中，我们似乎忘却了小型律师事务所所做的精湛的工作。

这些小型律所有的刚刚开业，有的已经运营了一段时间但已经开始蓬勃发展，拥有着高质量的客户群和人才；有的选择保持着小型的规模，突出服务质量。ALB的年度精品律所看点榜单采取的就是这样一个标准，我们试图挖掘出这样的中小型律师事务所，给他们应有的关注度。让我们密切地关注着他们的蓬勃发展。

RANAJIT DAM, Managing Editor, Asian Legal Business, Thomson Reuters

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2021 SCHEDULE OF RANKINGS 2021年榜单安排

Name of Ranking 榜单	Month of Publication 发布月	Nominations Open* 提名开始日*
2021 ALB CHINA FIRMS TO WATCH 2021 ALB CHINA 精品律所	JANUARY	3 NOVEMBER 2020
2021 ALB CHINA TOP 15 LITIGATORS 2021 ALB CHINA 十五佳诉讼律师	FEBRUARY	24 NOVEMBER 2020
2021 ALB CHINA TOP 15 M&A LAWYERS 2021 ALB CHINA 十五佳并购律师	MARCH	1 DECEMBER 2020
2021 ALB CHINA TOP 15 IP IN-HOUSE COUNSEL 2021 ALB CHINA 知识产权法务15强		23 DECEMBER 2020
2021 ALB CHINA EMPLOYER OF CHOICE 2021 ALB CHINA 年度雇主	APRIL	11 DECEMBER 2020
2021 ALB CHINA TOP 15 TMT LAWYERS 2021 ALB CHINA 十五佳TMT律师		9 DECEMBER 2020
2021 ALB CHINA IP RANKINGS 2021 ALB CHINA 知识产权业务排名	MAY	29 DECEMBER 2020
2021 ALB CHINA REGIONAL RANKING: SOUTH CHINA FIRMS 2021 ALB CHINA 区域市场排名：华南地区		24 DECEMBER 2020
2021 ALB CHINA TOP 15 GCS 2021 ALB CHINA 十五佳总法律顾问	JUNE	22 JANUARY 2021
2021 ALB CHINA RISING LAWYERS 2021 ALB CHINA 律师新星	JULY	27 FEBRUARY 2021
2021 ALB CHINA CLIENT CHOICE 2021 ALB CHINA 客户首选律师	AUGUST	25 MARCH 2021
2021 ALB CHINA FASTEST GROWING FIRMS 2021 ALB CHINA 十五佳成长律所		1 APRIL 2021
2021 ALB CHINA M&A RANKINGS 2021 ALB CHINA 并购排名	SEPTEMBER	2 MAY 2021
2021 ALB CHINA TOP 15 NEW ECONOMY IN-HOUSE TEAMS 2021 ALB CHINA 十五佳新经济法务团队		2 APRIL 2021
2021 ALB CHINA TOP 15 FEMALE LAWYERS 2021 ALB CHINA 十五佳女律师	OCTOBER	1 JUNE 2021
2021 ALB CHINA REGIONAL RANKING: YRD FIRMS 2021 ALB CHINA 区域市场排名：长三角地区		11 MAY 2021
2021 ALB TOP 50 LARGEST LAW FIRMS 2021 ALB CHINA 年亚洲最大50家律师事务所	NOVEMBER	1 JULY 2021
2021 ALB CHINA TOP 15 IN HOUSE TEAMS 2021 ALB CHINA 十五佳公司法务团队	DECEMBER	9 JULY 2021
2021 ALB CHINA TOP 15 IP LAWYERS 2021 ALB CHINA 十五佳知识产权律师		23 JULY 2021

* These dates are subject to change. Please contact ALB for the most up-to-date schedule. *上述日期可能会有调整，请联系ALB获取最新的报名时间和截止日期。

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GOING BEYOND THE LAW

跨越法律边界

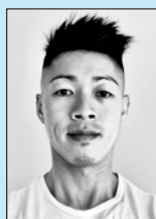
The recent push to compete with multi-disciplinary firms like the Big Four has resulted in law firms planning their own forays into non-law services, and the pandemic has only accelerated that trend.

However, experts feel that firms should consider their strategies carefully.

近年来，为了与“四大”会计师事务所旗下的跨界律所等竞争，律师事务所也开始计划进军非法律服务领域，而新冠疫情更加速了这一趋势。不过专家们建议律所在进行“跨界”之旅时应仔细筹划，并制定好战略。

BASED ON YOUR EXPERIENCE SO FAR, WHAT KIND OF NON-LAW SERVICES MAKE THE BEST FIT FOR LAW FIRMS LOOKING BEYOND THEIR CORE AREAS OF EXPERTISE?

根据您的经验，您认为哪些非法律服务领域最适合希望尝试跨界业务的律师事务所？



Eric Chin, principal, Alpha Creates
Eric Chin, 执行董事，
Alpha Creates

Some law firms are starting to diversify their services outside of the legal industry. There are two ways firms are thinking about non-law services: (1) Legal service generators, (2) Legal service enhancers. Legal service generators are essentially upstream services like business consulting, legal operations consulting, technology consulting, corporate advisory, defence and commercial advisory and infrastructure consulting services. These are areas of work that are the tip of the spear that would generate potential flow of legal work to the law firm from services provided. Then there are also legal service enhancers like risk advisory, compliance, corporate governance, forensic and technology services, and tax consulting services that enhance the legal service provided to clients. It's the same strategy that the Big Four accounting firms have mastered through years of building multidisciplinary practices. Ultimately, how firms execute their non-law services and cross-sell into their legal practice will be the key determinant of success. Some considerations include:

- Reassessing the key performance indicators (KPIs) used to manage the non-law services. Firms have carved out the non-law practices as separate entities because the KPIs required to manage a legal practice is different to the KPIs required to manage non-law practices (such as billable targets, leverage ratio, use of technology and processes);

- Developing a mechanism to encourage cross-selling through the sharing of profit from client introductions; and
- Building a culture within the firm that encourages lawyers to think outside of their own legal domain (which is already a challenge) to work with the non-law services towards a coordinated client approach

一些律师事务所已经开始在法律领域之外提供多元化服务。关于非法律服务，律所通常有两种思路：（1）法律服务需求的“创造者”；（2）法律服务增强工具。法律服务需求的“创造者”实质上是上游服务，例如：业务咨询、法律运营咨询、技术咨询、企业咨询、辩护和商业咨询，以及基础设施咨询服务等。这些工作领域起到先导作用，通过提供服务，引导潜在的法律业务流向律师事务所。而法律服务增强工具则包括例如风险咨询、合规、公司治理、法证和技术服务，以及税务咨询服务，这些能够进一步增强律所为客户提供的法律服务。这与“四大”会计师事务所通过多年的跨界实践所布局的策略相同。但总而言之，律所如何执行非法律领域服务，以及如何将法律及非法律领域服务进行交叉销售，这才是成功的关键。以下是一些注意事项：

- 重新评估用于管理非法律领域服务的关键绩效指标（KPI）。律所往往划分出单独的实体来经营其非法律领域业务，原因是用于管理法律业务的KPI与用于管理非法律业务的KPI不同，这些不同包括计费目标、杠杆比率、技术和流程的使用等；
- 设立引荐客户的共享利润机制，以此鼓励交叉销售；
- 营造全新的律所文化，鼓励律师跳出法律领域进行思考（这本身就是种挑战），与非法律业务部门合作，为客户提供全方位的问题解决方案。ALB



Rajesh Sreenivasan, head of TMT, Rajah & Tann Singapore
Rajesh Sreenivasan, 科技、媒体与电信部主管, 立杰律师事务所

Law firms seeking non-law services (such as legal technology service lines) to augment their core areas of expertise should always think of the types of synergy and value that the non-law service can bring to the firm and its clients. A law firm specialising in corporate matters may find little value in investing in e-discovery and digital forensics solutions. The trick is to find the right fit that would create the right synergy. For example, a firm that has a strong dispute resolution arm may well wish to invest in e-discovery solutions, so that it can both handle a larger volume of complex disputes, while achieving higher cost-efficiency for clients. Another example would be a firm that is seeking to deepen its investigations practice — a forensics arm would appear to be a right fit. At the same time, I would urge all lawyers and law firms to bear in mind that the adoption of legaltech is not an arms-race. Don't jump on the bandwagon just because everyone else appears to be doing so — remember always that law firms do not all have a static homogenous workflow and so your specific legaltech journey should augment the nature of your practice. I would urge lawyers to think through their needs, do their homework (learn about the solutions on the market), weigh their options, understand the limitations of new technologies (for example, artificial intelligence is far from perfect today), consider their trade-offs in terms of time, cost and effort to adopt new technologies, so that they can ultimately choose the right technology that will help them augment and amplify their existing legal work-flow today and into the future, and bring greater efficiency and value to their firms and their clients.

如果律师事务所希望通过在非法律服务领域开展业务（例如法律科技业务）来扩大其核心专业领域，他们应该考虑，这些业务能够为律所及其客户带来哪些类型的协同效应和价值。例如，对于一家专门从事公司事务的律师事务所而言，投资电子证据开示和数字取证解决方案可能价值不大。关键诀窍在于找到适合的配搭方案，从而产生正确的协同作用。例如，一家拥有强大争议解决部门的律所可以考虑投资电子证据开示解决方案，这样一来，既可以处理更多的复杂争议，又可以为客户实现更高的成本效益。再举一个例子，如果一家律所想要深化其调查领域的业务，那么法证业务应该是合适的选择。

同时，我希望所有律师和律师事务所都要牢记一点：运用法律科技不是军备竞赛。不要因为其他人都在这样做就要想办法赶上潮流——请记住，律师事务所并非都具有静态的同质工作流，你要选择适合自己的法律科技，这样才能基于律所特质扩展业务。我还想提醒律师们考虑自身的需求，做好功课（了解市场上既存的解决方案），权衡自己的选择，了解新技术的局限性（例如，到目前为止，人工智能还远远不够完善），考虑如何平衡在采用新技术时所花费的时间、成本和精力，从而最终选择适合自己的法律科技手段，帮助他们在现阶段和将来扩展和改进其法律工作流程，进而为律所及其客户带来更高的效益和价值。 ALB



Hanim Hamzah, regional managing partner, ZICO Law Network
Hanim Hamzah, 区域管理合伙人, 智阁法律服务网络

At ZICO, we unbundled some of our non-core legal services and put these in different subsidiaries in order to list ZICO Holdings a couple of years ago. The driver behind that was really to remain competitive, to be able to continue to provide value to our clients. We realised there were non-core legal services, very closely related to legal, which would perform better under different umbrellas, rather than under the law firm because we wanted to focus the law firm on providing high-value strategic legal advice. And with the changing competitive landscape of the legal industry there is a need to also change the way we do business. The client has changed as well; the in-house budget has changed, not all of their legal spending is allocated to law firms. They have different providers and different solutions for their legal needs, driven mainly by price. Because of this, as a law firm we had to look at our strategy and concentrate on what we do best. As a law firm, we had to provide core high-value legal services, and for the other parts — legal services that can be commoditised — that can then be done in a separate umbrella. Those companies then have different capital structure and they're more agile, because law firms typically need a good address, and a comfortable office and meeting rooms. But for other types of services, that are not core legal, but are related, those can be done out of alternative premises and with different types of pricing structures. At the end of the day, what is important is staying close to the client and delivering solutions that best meet the needs of the client. Whichever structures used, maintaining excellent services without diluting overall brand value is key.

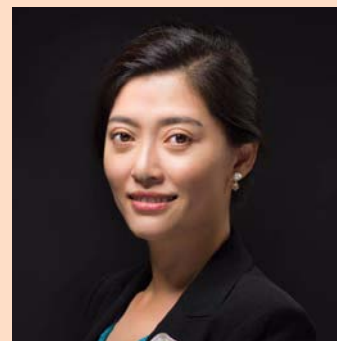
几年前，为了智阁控股（ZICO Holdings）上市，我们将一些非核心法律服务分拆到了不同的子公司。这一举动背后的推动力实际上是保持竞争力，从而继续为客户提供价值。我们意识到，有些非核心法律服务虽然与法律密切相关，但如果放到其他业务体系下，其表现会更好，这样我们的律所也能将业务重点放在提供高价值的战略性法律咨询上。

随着法律行业竞争格局不断变化，我们也需要改变自身经营方式；与此同时，客户也在变化：法务团队的内部预算发生了变化，他们不再把所有法律支出都分配给律师事务所。对于不同的法律需求，他们会选择不同的服务提供商，而这种选择背后主要的驱动因素就是价格。因此，作为一家律师事务所，我们必须重新审视自己的战略，专注于我们最擅长的领域；我们需要使用律所提供核心的高价值法律服务，并把其他方面的业务（例如可以商品化的法律服务）单独放在其他业务体系下运营。其他业务体系下的公司拥有不同的资本结构，也更加灵活，它们没必要像律师事务所那样拥有高端办公地点、舒适的办公室和会议室。我们的非法律、但与法律紧密相关的服务可以在其他经营场所开展，并按照不同的定价结构收费。总而言之，最重要的是与客户保持密切联系，并为客户提供最能满足其需求的解决方案。无论采用哪种结构，保持优质的服务同时又不“稀释”整体品牌价值，这才是关键。 ALB



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ALB：请简单介绍一下您的从业经历？作为一名跨境知识产权纠纷争议解决的专家，在海外大所的工作经验给您的工作带来了怎样的影响？

顾律师：1999年，我来到美国学习法律。2001年暑假，我在纽约Morgan & Finnegan律所实习并顺利拿到工作offer。2002年我从圣路易斯华盛顿大学毕业并获得法学博士学位，进入纽约Morgan & Finnegan开始律师生涯。当时的Morgan & Finnegan是美国顶尖的知识产权律所，我也因此有机会参与了非常多的大案要案，接触到IP诉讼的每个环节：参与证据交换、撰写法律文书、准备专家意见、提审证人、开庭。短短几年时间里，我在每年2300小时以上的高强度工作压力下迅速成长。2007年，我跳槽到华尔街知名的Milbank Tweed律所，继续从事IP业务。为了成为更好的诉讼律师，我在纽约学习表演，练习发音、语言、表情、肢体语言，并参演话剧。2009年底，我回到中国。

海外的经历让我深入了解了美国的司法、经济、政治、文化，显著地开阔了视野。美国的知识产权实体法及诉讼程序比较成熟完善，扎实的法律功底和丰富的实战经验使我在中国为客户提供跨境IP解决方案时思路更为开阔，能从不同的角度为客户分析，特别在涉及前沿法律领域，我能够做出更深入前瞻的剖析；同时，我也能在案件中为客户讲解中美法律的不同，帮助海外客户更好地理解案件的策略，以做出正确的判断。

ALB：在过去一年中，跨境知识产权领域的法律有何动态？在此背景下，请分享一个您办理过的经典案例？

顾律师：过去一年，受到全球范围内疫情的影响，各个行业都受到了不同程度的冲击，但总的来说，我感觉到跨境知识产权纠纷有增长的趋势，例如境外电商平台侵权案件、337调查等都明显增多了。此外，国外的NPE在中国提起的侵权诉讼和专利行政查处也有增加的趋势，他们将中国作为主要的诉讼地，起诉目标都是国际知名大公司，既包括国内企业，也包括外资企业。

我的一个海外客户是全球知名的路由器厂商，从2019年起频繁地被多家NPE提起专利侵权诉讼和专利行政查处。去年，我们代理客户成功地击退了两起来自

某家NPE的专利侵权行政查处，并且成功无效了对方的另外一个专利，取得全面胜利。2019年5月，美国一家NPE向北京知识产权局、合肥市知识产权局提起4件专利侵权行政案件，投诉我客户路由器专利侵权，要求颁发禁令。而专利侵权行政纠纷案件审理周期非常短，面对这样的困境，我们在极短的时间内制定了行之有效的诉讼策略和方案，包括不侵权抗辩、现有技术抗辩、针对涉案专利提起无效宣告等等。最终，我们迫使原告NPE从北京市知识产权局和合肥市知识产权局主动撤回了3件专利侵权行政投诉；另外1件被北京市知识产权局认定不侵权，驳回NPE全部请求；其中，一件曾在之前多次专利无效程序中被维持有效的涉案发明专利，被我方全部无效。我们代表客户大获全胜。目前又有多个NPE对该客户提起了专利侵权法院诉讼和行政查处，但我们依旧正在积极应对。

ALB：据您多年办案经验，服务海外客户和中国客户有着怎样的差别？国外企业在处理知识产权诉讼和交易时有哪些需要注意的事项？

顾律师：在中国IP案件中，海外客户多由公司法务主导，因此对于案件每一步的进展，法律分析、建议很重视；中国客户很多是由企业主深度参与，他们更关注怎样从法律角度解决商业问题，以法律促进业务发展。当然，中外客户都注重结果。

中国法律体系和社会环境与欧美国家相比存在很多差异，比如说，中国没有证据交换制度，原告在案件提起之前往往需要准备完整的侵权证据，且证据提交的要求很高，一般证据都需要公证，域外证据有的还需要公证认证；中国IP行政执法时间短、见效快，也是一种很好的维权手段等。提起中国诉讼之前，往往要花很多的时间准备，需要专业的律师给出专业的建议。

在IP交易中，要尤其关注中国最新的IP法律，比如技术进出口相关法律对于技术转让方有利的法律修改等进一步加强对权利人的保护。随着中国知识产权的保护逐步加强，在处理知识产权交易时要做好尽职调查，包括法律、技术和合作伙伴的尽调。中国近两年也在加强技术进出口管理，国外企业在与中国企业进行知识产权交易或者进行跨境知识产权交易时，要特别注意技术进出口合规问题。



CHINESE LAW FIRMS: A ROUNDUP OF RECENT OFFICE OPENINGS

中国律所分所开业动态

■ East & Concord Partners has received approval to set up a branch in Nanjing, its sixth office.

The new office will focus on construction and real estate, infrastructure, PPP, asset disposal, banking and finance, bankruptcy and restructuring, government and state economy, criminal and compliance, and foreign business.


“Under the integrated management system, the Nanjing office will join our practices based in Shanghai and Hangzhou in providing legal services for clients in the Yangtze River Delta by sharing resources, advantages and working closely together,” the firm said in a statement.

The Beijing-headquartered East & Concord was created in 2014 following a merger between two firms, Tianda Law Firm (established 1993) and Concord & Partners (established 1995).

Meanwhile, Guantao Law Firm has opened an office in Haikou, its 19th domestic branch.

The Haikou office’s main practice areas include corporate and commercial, dispute resolution, tax, real estate and construction as well as transportation. The main executive team is led by lawyers Ren Yun, Wang Su and Wang Gaoxu.

“Our Haikou office is set up in the year that launches the establishment of Hainan Free Trade Port, which embodies a significant meaning for our legal services network and future expansion,” Guantao said in a statement.

Established in 1994, the Beijing-headquartered Guantao has over 800 lawyers including over 200 partners. The firm was ranked 26th in the ALB China Top 30 ranking of the country’s largest law firms. 

■ 天达共和律师事务所南京办公室于2020年12月18日获批设立，成为天达共和在全国范围内的第六家分支机构。

天达共和南京办公室的业务领域包括建筑工程与房地产、基础设施、PPP、重大资产处置、银行与金融、破产与重整、政府与国有经济、刑事与合规，以及涉外业务。


天达共和在一份新闻稿中表示：“南京办公室将与上海办公室、杭州办公室在天达共和一体化管理机制下，实现区位互通、资源共享、优势互补、协同并进，以更强的担当为长三角一体化发展提供法律服务。”

天达共和由原天达律师事务所与原共和律师事务所于2014年合并成立，总部位于北京市，目前拥有超过400名律师。

观韬中茂律师事务所海口办公室于2020年12月29日举办开业庆典暨揭牌仪式，成为观韬中茂在全国范围内的第19家分支机构。

观韬中茂海口办公室业务领域涉及公司与商事、争议解决、税法、房地产与工程、旅游法等，主要执行团队由任云、王苏、王高绪等几位律师/顾问牵头。

观韬中茂表示：“海口办公室在海南自由贸易港建设的开局之年完成设立，对于事务所整体法律服务网络布局和未来业务拓展具有重要意义。”

观韬中茂成立于1994年，总部位于北京市，共有超过800名律师，200多位合伙人。在2020年ALB中国最大30家律所榜单中排名第26位。 

INCE ENTERS STRATEGIC COOPERATION WITH W&H

英士与炜衡开展战略合作

Ince has announced it is entering into a strategic cooperation with China's W&H Law Firm. According to Ince, this strategic cooperation will allow the two firms' lawyers to provide legal services for each other's clients in terms of international legal matters of Chinese enterprises and foreign enterprises' local business in China. The two firms have worked together on complex issues such as cross-border transactions and disputes, as well as cases concerning projects within Greater China.

W&H Law Firm was set up in 1995 and has since grown to become one of China's top 10 largest law firms, with over 2,000 practicing lawyers across over 30 offices in the majority of key cities in China including Beijing and Shanghai, as well as 4 offices overseas including Tokyo, Sydney, Silicon Valley and Hanoi.

Paul Ho, Ince's Head of Greater China, says: "In W&H Law Firm, we have found a firm with the same values, ethos and a commitment to high-quality service to clients that closely align with our own. Ince has long held a strong relationship with W&H Law Firm and we look forward to building on that for many years to come." ^{ALB}

2020年12月，英士律师事务所正式宣布与炜衡律师事务所建立战略合作关系。英士表示，此次战略合作将使两家律所的专业团队为彼此的客户就中国企业的国际业务和跨国企业的在华业务提供法律服务。此前，两家律所曾在大中华地区涉及跨境交易和纠纷等复杂问题的案件中有过多次合作。

炜衡律师事务所成立于1995年，已发展成为中国最大的十家律师事务所之一，拥有2000多名执业律师，在国内大多数重要城市（包括北京和上海）设立了30多个办事处，并在东京、悉尼、硅谷和河内拥有四家海外办公室。

英士大中华区负责人何保罗表示：“炜衡律师事务所是一家与我们有着同样价值观和精神，并致力于为客户提供高质量服务的律师事务所。英士与炜衡长期保持着良好的合作关系，我们期待在未来继续保持这种合作关系。” ^{ALB}



理想



理想汽车是一家创新的新能源汽车科技公司，致力于通过产品、技术和商业模式创新，为中国的家庭用户提供安全、便捷、高性价比的出行解决方案。公司的主营业务为自主设计、研发、制造和销售高端智能电动SUV。针对纯电动车用户普遍的“里程焦虑问题”，理想汽车自主研发了多项核心技术，创新采用了增程式电动技术解决方案。公司同时搭建了与新能源汽车高度匹配的生产和销售模式：通过自建工厂，实现了快速生产、产品质量提升，并搭建直营销售服务网络和线上线下一体化运营系统，大幅提升了公司的整体运营效率。

理想汽车法务与知识产权部设立于2015年，自成立以来，团队不断协助构建和完善公司决策运营法律支持体系，同时在法律风险防控体系建设中发挥重大作用，为公司发展提供着全面的法律保障和法务支持。团队是业务的“助推剂”：在过去几年协助了理想汽车多项重大项目，包括理想汽车A/B/C/D轮融资工作；VIE红筹架构搭建；理想汽车纳斯达克上市，并实现超13亿美元、4700万美国ADS增发项目等。法务团队还负责集团100多个境内外公司的管理。

与此同时，团队不断加强着“保驾护航”的角色，包括为公司制定纠纷预防及解决策略；参与制定公司知识产权战略；建立完善公司合同管理流程；并主导公司合规体系规划和搭建。团队始终秉承“创业者心态”，为公司开拓新业务类型提供法律支持，并参与识别、评估公司管理及经营中的潜在法律风险，提供应对方案。此外，团队强调灵活的学习心态，建立了数据共享及知识传播机制，通过不断学习及知识共享，提高团队成员专业技能。

未来，理想汽车法务与知识产权部将继续致力于打造行业内标杆、成为意见领袖，为行业发展贡献力量。



LAI YULONG
赖育龙

LEAVING 原就职律所

King & Wood Mallesons 金杜律师事务所

JOINING 现就职律所

Shihui Partners 世辉律师事务所

PRACTICE 业务领域

Commercial Arbitration & Litigation,
International Arbitration

商事仲裁及诉讼、国际仲裁

LOCATION 地点

Beijing 北京



RU QINGGU
茹庆谷

LEAVING 原就职律所

Huawei Technologies 华为技术有限公司

JOINING 现就职律所

Merits & Tree 植德律师事务所

PRACTICE 业务领域

Investment, Finance, Dispute Resolution
跨境交易及贸易、政府监管与合规、争议解决

LOCATION 地点

Shenzhen 深圳



CHRISTOPHER
SMITH

LEAVING 原就职律所

Baker McKenzie 盈科律师事务所

JOINING 现就职律所

Simone Intellectual Property Services

思朴知识产权代理

PRACTICE 业务领域

Trademark Prosecution, Anti-Unfair Competition
商标注册、域名争议解决、反不正当竞争

LOCATION 地点

China, UK 中国、英国



BECKY TAI
戴碧姬

LEAVING 原就职律所

Clifford Chance 高伟绅律师事务所

JOINING 现就职律所

Norton Rose Fulbright 诺顿罗氏律师事务所

PRACTICE 业务领域

Shipping Finance 航运

LOCATION 地点

Hong Kong SAR 中国香港特别行政区



XUE YINGYUAN
薛颖圆

LEAVING 原就职律所

King & Wood Mallesons 金杜律师事务所

JOINING 现就职律所

DaHui Lawyers 达辉律师事务所

PRACTICE 业务领域

Corporate, M&A 公司与并购

LOCATION 地点

Shanghai 上海



JACKY ZHU
朱旭

LEAVING 原就职律所

Freshfields Bruckhaus Deringer

富而德律师事务所

JOINING 现就职律所

DaHui Lawyers 达辉律师事务所

PRACTICE 业务领域

Corporate, M&A 公司与并购

LOCATION 地点

Shanghai 上海

\$3 BLN**NIO's ADS issuance**
Deal Type: ECMFirms: Skadden, Arps, Slate,
Meagher & Flom, Han Kun Law Offices,
Commerce & Finance Law Offices,
Latham & Watkins
Jurisdictions: China, U.S.**蔚来增发美国存托凭证**

交易类型：股权融资

参与律所：汉坤律师事务所、
世达国际律师事务所、通商律师事务所、
瑞生国际律师事务所
管辖地：中国、美国**\$1.6 BLN****Shenzhen Capital Holdings'**
acquisition of stake of in CIMC
Deal Type: M&AFirm: King & Wood Mallesons
Jurisdictions: China, Hong Kong SAR**深圳资本收购中集集团29.74%股权**
交易类型：并购参与律所：金杜律师事务所
管辖地：中国，中国香港特别行政区**\$1.5 BLN****iQIYI's convertible bond and**
ADS issuance
Deal Type: ECMFirms: Jingtian & Gongcheng,
Skadden, Arps, Slate, Meagher & Flom,
Davis Polk & Wardwell,
Han Kun Law Offices
Jurisdictions: China, U.S.**爱奇艺发行美元可转债**

交易类型：股权融资

参与律所：竞天公诚律师事务所、
世达国际律师事务所、汉坤律师事务所、
美国达维律师事务所
管辖地：中国、美国**\$1.3 BLN****Manulife Partners and Gaw Capital's**
acquisition of Cityplaza One
Deal Type: M&AFirms: Paul Hastings, Baker McKenzie
Jurisdictions: China, Hong Kong SAR**宏利集团与基汇资本收购太古中心一座**
交易类型：并购参与律所：普衡律师事务所，
贝克·麦坚时国际律师事务所
管辖地：中国，中国香港特别行政区**\$1.235 BLN****Blue Moon's IPO in Hong Kong**
Deal Type: IPOFirms: Linklaters, King Wood &
Mallesons, Freshfields Bruckhaus
Deringer, Haiwen & Partners
Jurisdictions: China, Hong Kong SAR**蓝月亮香港上市**

交易类型：上市

参与律所：金杜律师事务所、
年利达律师事务所、海问律师事务所、
富尔德律师事务所
管辖地：中国，中国香港特别行政区**\$1.12 BLN****Greenland Hong Kong's acquisition of**
Guangzhou Greenland
Deal Type: M&AFirms: JunHe, Morrison & Foerster
Jurisdictions: China, Hong Kong SAR**绿地香港收购广州绿地100%股权**

交易类型：并购

参与律所：君合律师事务所，
美富律师事务所
管辖地：中国，中国香港特别行政区**\$580 MLN****Xinfeng's investment in**
Hisense Electric
Deal Type: M&AFirms: Haiwen & Partners, JunHe
Jurisdiction: China**新丰战略投资海信电子**

交易类型：并购

参与律所：海问律师事务所，
君合律师事务所
管辖地：中国**\$398 MLN****Shanghai Wanye Enterprises'**
Acquisition of Compart Systems
Deal Type: M&AFirms: Fangda Partners,
Clifford Chance
Jurisdictions: China, Singapore**万业企业收购Compart Systems**

交易类型：并购

参与律所：方达律师事务所，
高伟绅律师事务所
管辖地：中国，新加坡**\$300 MLN****Set up of CC SF China Logistics**
Properties Investment Fund
Deal Type: FundFirm: Maples Group
Jurisdictions: China, Hong Kong SAR**中信资本与顺丰控股联合成立物流地产**
基金

交易类型：基金

参与律所：迈普达律师事务所
管辖地：中国，中国香港特别行政区



守正方可出新 逾法无以致远

一、贝壳作为产业互联网企业面临的法律问题

贝壳作为一家居住领域的产业互联网公司，从诞生之日起就有着非常显著的O+O (Online Plus Offline) 特征。贝壳诞生于传统房产经纪行业，继承和升级了链家19年积累的对产业的认知、对产业内服务者和服务结果的品质控制等方面的优势能力，通过线上的技术、基础设施和数据从内而外地改造传统业务的线下作业场景。这意味着贝壳业务拥有线上线下融合的属性。同时，房产交易本身具有低频、刚需、重决策的特点，尤其在线下的二手房业务交易过程中，服务链条相对来说比较长，服务内容较复杂。在此背景下，给贝壳在法律层面带来很多有别于其他平台公司的特点，给了我们很多不一样的挑战。

在改造和重塑房产经纪行业的过程中，贝壳做了很多新的尝试来提高服务效率与协作效率、改善客户体验、保障交易安全，从而无法避免地会遇见更多新问题。对于一家公司来说，业务场景越多所面临的危险也就越高，法务团队也就承担着更多的责任。

同时，贝壳既对房产经纪公司服务也服务于广大的房产交易客户，即To B + To C。在B端，我们向第三方房产经纪公司和经纪人提供全新的ACN合作网络规则，以及SAAS工具、大数据和AI等基础设施，以及依托于这些基础设施的更加多元化的产品。在C端，我们提供更高效、更透明的产品，使客户能够感受到贝壳产品在服务质量、交易安全和交易效率等多方面的差异。面对多元的受众群体，贝壳承担着更多的责任和义务，如何应对和处理这其中的问题也是贝壳法务团队需要去思考和解决的。

二、贝壳法务团队在2020年遇到的主要挑战

贝壳今年8月在美国纽约交易所上市，这对贝壳在合规层面的要求会有了一些新的维度。上市之后，我们的担子又重了很多。贝壳是一个以科技和规则为基础设施的线上线下一体化房产交易和服务平台。我们不仅为C端客户提供房产服务，我们还为房产交易领域的B端服务者提供系统、工具、know-how和技术支持。我们的大数据、VR产品、以多维数据和AI为基础的系列科技产品和业务规则的赋能同样重要。

因此，除了通常的房产交易风控事项和美国上市公司需要满足的上市合规和美国长臂管辖合规之外，数据合规和个人隐私保护、知识产权、出口管制、制裁以及反垄断等都是我们密切关注的事项。与此同时，为贴合上市后的集团境内外投融资和业务发展战略，我们也时刻关注跨境交易涉及的法律法规变化。

如何有效地应对不断而来的新挑战和意想不到的危机是企业法务都要面临的核心命题。主动布局和动态思维已成为企业法务的必选项，因为被动应对和静态管理一定会掉队。一方面，企业所处的法律和监管环境愈发复杂和严密；另一方面，新常态下的经济形势和竞争格局导致公司的业务一直处于快速调整和转换的过程里。我经常在想，面对这样一个充满变化、充满新意，同时又充满挑战的时代，作为法务，我们该做什么，我们应该怎么做？法务作为法律支持团队，如何积极的匹配业务发展需求，为业务破局寻找新思路和新解法？在保障业务顺利开展的前提下，如何降低所有可能发生的风险，实现商业目的与合规要求之间的最佳平衡？贝壳法务团队在不断探索和尝试解决这些问题。

2020年，新的立法和政策密集出台，让我们更深刻地感受到了法治思维在监管、商业、经济乃至生活中的渗透。3月1日新证券法颁布实施、5月28日民法典的横空出世、6月30日香港国安法刊宪生效。10月全国人大常委会表决通过了关于修改《专利法》的决定，11月11日新的《著作权法》也刚刚审议通过。值得注意的是，在大数据时代，很多领域企业的生存和发展环境正在发生根本性的转变，监管环境也随之改变。今年数据资产被中央确立为社会经济发展的核心生产要素之一，《深圳经济特区数据条例》迈出了尝试立法保护数据产权的第一步，明确提出了数据权的内容。新兴经济的法律监管环境也在更多维度进行完善。已经进入公开征求意见阶段的数据安全法、个人信息保护法、关于平台经济领域的反垄断指南等法律和行政指引等等，让法律人对迭代和升维的认知愈发迫切和深刻。

互联网、人工智能背后都是大数据。数据规模会越来越大，应用场景会越来越丰富，流动性也会越来越来



陈岩

贝壳集团 副总裁、总法律顾问及集团法务中心负责人
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越高。在个人信息保护2.0时代，如何平衡数据应用和数据合规是贝壳也是每个企业都面临的新挑战。如果企业不具备数据合规能力，大数据的源泉随时可能被切断，这对任何一家数字化企业都是致命的。贝壳拥有业内最全面的真房源数据库“楼盘字典”，沉淀了大量的信息数据，这些数据是贝壳重要的资产之一，也对贝壳法务团队如何做好数据合规和数据安全提出了更高的要求。2020年贝壳法务主导贝壳成为国内首家获得ISO/IEC 27001信息安全管理体系及ISO/IEC27701隐私信息管理体系双重认证的居住服务平台，并牵头进行数据合规的顶层设计，架构公司的数据合规管理体系；协助公司实现大量自研技术的专利申请；建立品牌治理线上+线下联动机制，以及为改造行业的房产经纪教育培训体系提供全方位合规及服务支持。

三、2020年新冠疫情和变动的地缘政治环境对贝壳及法务团队的影响

2020年，新冠疫情在全球肆虐。当我们回顾这与众不同的2020年，可能更能看清楚由这次疫情带来的世界格局变化和在此之中中国企业的变革。新冠疫情对于贝壳、对于贝壳的法务团队来说，也产生了很大的影响，是公司进行线上化改造传统线下业务的一个契机。2020年2月18日，贝壳针对新房业务，正式推出了涵盖VR看房、VR带看、在线认购、无理由退房、在线退款等多个功能的“VR售楼部”，为购房者提供看房、选房、认购的一站式线上购房服务。在贝壳法务团队为项目提供支持的过程中，面临了非常多的挑战。包括牌照资质、业务模式合规论证、广告法要求、与开发商开展合作的协议拟定等，在这过程中存在种种的风险点，贝壳法务团队做了非常多的工作去进行风险排查和风险管控。虽然疫情提供了一个契机，使得贝壳开展线上化、业务和产品迭代的速度更快了，但与此同时也意味着对于公司合规要求更高了，需要贝壳法务团队去更快的去匹配和支持，为快速发展的业务保驾护航。

中美关系在今年从竞争与合作并存演变为全面战略竞争，随之而来的是中国企业受到的打压，美国已

经通过了《外国公司问责法案》，在美上市的中企纷纷归巢，贝壳也在持续关注事态发展。中国企业在成为世界企业的道路上面对的是战略竞争带来的艰巨考验。贝壳作为一家在美上市的中概股公司，中美地缘政治关系的变化也为贝壳提出许多新的命题，贝壳法务团队除了关注法律框架性的因素外，也会对国际政治导向、国与国之间的关系进行持续关注，及时做好应对方案，尽量减少对公司的不利影响。另一方面，中美目前紧张的关系也对在美上市公司提出了更高的合规要求，倒逼公司完善自己的合规能力建设。

2020年，中国与东盟十国签署了区域全面经济伙伴关系协定，RCEP，标志着全球规模最大的自由贸易协定正式达成，中日韩三国也通过这样间接的方式建立起新的自贸伙伴关系。除了贸易合作，我们也关注到协议里对投资、电信、电商、网络安全、个人信息保护和跨境传输以及知识产权的相关约定和内容。RCEP、一带一路的这种大的区域型、全球性的关系里面凸显了对合规尤其是对于知识产权保护的重视，对于中国的这个商业环境和企业在规范和合规运作和在知产保护上面其实提出了更高的要求。对于企业来说，可谓既是挑战也是机遇。

四、2021年贝壳法务团队将重点关注的业务领域及团队发展策略

贝壳法务团队本身要匹配公司的发展，法务支持的业务面和创造的价值维度要不断拓宽，同时要做好聚焦，控制核心风险。随时公司业务的发展和赛道不断开辟，贝壳法务团队需要能快速跟上并提供法律合规支持，分工协作，做好全集团的风险识别、风险管控工作，为公司保驾护航。

最后，贝壳法务团队会通过标准化、线上化、自动化的手段，来帮助小伙伴能够系统化的沉淀工作中的复用、通用和共用能力。让其从一些琐碎、重复性的工作中摆脱出来，可以专注于对专业问题的解决，并提高效率。

2021 ALB CHINA

精品律所

FIRMS TO WATCH

Despite the challenges in 2020, the boutique firms in China have kept achieving great results in their areas of expertise. With a lawyer-oriented management approach, these firms are showing even more dynamism and vigour as 2021 begins.

过去的2020年虽然挑战重重，但中国精品律所均表现出了蓬勃的生机，不仅在各自深耕的领域里大展锋芒，还以精巧灵活的管理模式促进每一位律师与团队共同加速成长。新年伊始，这些律所势必还将为业界带来更多精彩。

RANKING BY ASIAN LEGAL BUSINESS, TEXT BY KRISTEN LIU 排名：《亚洲法律杂志》，作者：刘诗宇

■ The year 2020 was one of challenges, but the list boutique law firms demonstrated strong and vigorous growth – with only five partners and 21 billable professionals averagely at their offices in mainland China, these boutique firms have achieved an average revenue growth rate of 52.18 percent in the past 12 months; furthermore, they have participated in or led a number of important and complex classic cases with industry influence. We congratulate them for their outstanding achievements, and talk with some of the winners, discussing with them about the management and development of boutique law firms in China.

TOP MOMENTS

Kejie Associates has a wealth of experiences in securities issuance and capital market, especially in bonds. Over the past two years, Kejie's teams participated in the issuance of mainstream bonds in the market, including domestic enterprise bonds, domestic corporate bonds, domestic inter-bank market financing instruments, overseas public offerings, overseas private placements, and panda bonds. Since 2019, Kejie has provided legal services for Sino-Ocean Group Holdings Co., Ltd. in its overseas issuance of US dollar bonds in a number of cases, and received investment grade ratings on companies and bond issuance granted by internationally renowned rating agencies Moody's and Fitch. In September 2020, Kejie provided legal services for Sino-Ocean Capital in the public issuance of innovative and entrepreneurial corporate bonds and the listing on the Shanghai Stock Exchange. In December 2020, Kejie provided legal services for the IPO of Sino-Ocean Services Holdings Limited on the main board of the Hong Kong Stock Exchange.

Kejie also performed well in private equity investment area. Over the past two years, Kejie developed a number of clients with industry influence, and started its practices in some cutting-edge areas and hot industries, such as semiconductor, big data and cloud computing, TMT and the Internet, artificial intelligence, medical and healthcare

2021 ALB CHINA

FIRMS TO WATCH

精品律所

BEIJING TA LAW FIRM

北京韬安律师事务所

CM LAW FIRM

上海澄明则正律师事务所

DE LAW OFFICES

北京德谕泽律师事务所

KEJIE ASSOCIATES

柯杰律师事务所

LUNG TIN LAW FIRM

隆诺律师事务所

■ 尽管过去的2020年充满挑战，但上榜的精品律所表现出了强大而蓬勃的发展力量：虽然在中国大陆地区的合伙人平均数量只有5位、收费专业人员总数平均只有21名，但其在过去12个月中收入的平均增长率达52.18%，并且均参与或领导了多个重大复杂、具有行业影响力的经典案件，颇有“四两拨千斤”的意味。我们专访了部分律所，在祝贺它们取得亮眼成绩的同时，也共同探讨了精品律所的管理与发展之道。

高光时刻

北京市柯杰律师事务所在证券发行和资本市场，尤其是债券领域，拥有非常丰富的经验。近两年来，其团队参与发行的债券品种包括境内企业债、境内公司债、境内银行间市场融资工具、境外公募债、境外私募债、熊猫债等市场主流债券品种。2019年以来，柯杰多次为远洋集团控股有限公司境外发行美元债券提供法律服务，多次获得国际著名评级机构穆迪、惠誉授予的对公司和所发行债券的投资级评级。2020年9月，柯杰为远洋资本公开发行创新创业公司债券并在上海证券交易所上市提供法律服务。2020年12月，柯杰为远洋服务控股有限公司首次登陆香港联交所主板上市提供法律服务。

在私募股权投资业务领域里，柯杰也有不俗表现。近两年来，柯杰拓展了一批有行业影响力的客户，并涉足半导体、大数据和云计算、TMT和互联网、人工智能、医疗健康和生命科学、高端装备制造、物流等前沿领域和热点行业。2020年3月，柯杰为中国国有企业结构调整基金股份有限公司、投控东海和同创伟业参与海尔卡奥斯物联生态科技有限公司A轮融资提供法律服务；同年8月和12月，柯杰分别在北京金融街资本运营中心领投北京星际荣耀空间科技有限公司项目、中国国有企业结构调整基金投资汇通达网络股份有限公司项目中提供法律服务；2019年5月和6月，柯杰分别在京津冀产业协同发展投资基金投资北京精雕科技集团有限公司项目、先进制造产业投资基金和夏尔巴医疗健康合伙企业领投岸迈生物科技有限公司项目中提供法律服务。

and life sciences, high-end equipment manufacturing, and logistics. In March 2020, Kejie provided legal services for China Structural Reform Fund Corporation Limited, TopoScend Capital, and Cowin Capital in participating in the A round financing of Haier Kaosi IOT Eco-Technology Co., Ltd.; and in August and December of the same year, Kejie provided legal services for Beijing Financial Street Capital Operation Centre (BFSCO) in the project of investment in Beijing iSpace, in which BFSCO is the lead investor, and provided legal services for China Structural Reform Fund Corporation Limited in its investment in Huitongda Network Co., Ltd. In May and June 2019, Kejie provided legal services in two projects: Beijing Tianjin-Hebei Industry Coordinated Development Investment Fund investing in Beijing Jingdiao Technology Group and the Advanced Manufacturing Industry Investment Fund, and Xialba Healthcare Partnership leading the investment in Anmai Biotechnology.

In 2019, Feng Yao and her colleagues, a "dream team" with strong competitive edge in the practice area of international trade and competition, joined Sunland Law Firm, which not only helps Sunland fill a practice gap, but also makes Sunland a leading firm in the area. During the past two years, Sunland's international trade and competition team participated in many antitrust investigations and operator concentration declaration cases, and helped clients in different industries to obtain operator concentration approvals for major transactions in China. In 2020, Sunland's international trade and competition team successfully handled two cases in which the State Administration for Market Regulation (SAMR) approved the concentration of undertakings with additional restrictive conditions, Infineon/Cypress case and NVIDIA/Milos case, which respectively were the largest and the second largest transactions in the semiconductor industry in 2019. So far, the SAMR only granted approvals with additional restrictive conditions to four cases.

Founded in 2006, Zhengxin Law Firm has been committed to rendering

PW & PARTNERS LAW FIRM

广东固法律师事务所

SHANGHAI LANG YUE LAW FIRM

上海朗悦律师事务所

STEPTOE & JOHNSON LLP

世强律师事务所

SUNLAND LAW FIRM

尚伦律师事务所

ZHENGXIN LAW FIRM

证信律师事务所

2019年，尚伦律师事务所迎来了冯瑶律师及其团队。这是一支在中国国际贸易与竞争领域颇具竞争力的“梦之队”，不仅填补了尚伦在该领域的空白，还使其成为该领域的领先律所。在过去的两年间，尚伦国际贸易与竞争团队参与了诸多反垄断调查与经营者集中申报案件，为多个行业的客户在中国取得了重大交易的经营者集中批准。2020年，在国家市场监督管理总局迄今附加限制性条件批准的四起案件中，尚伦团队参与了两起：英飞凌/赛普拉斯案、英伟达/迈络思案，分别是2019年半导体行业的最大交易和第二大交易。在2020年爆发新冠疫情的背景下，尚伦国际贸易与竞争团队依然迅速高效地取得了这两笔交易的附加限制性条件批准。

北京市证信律师事务所自2006年创立以来，坚持服务高端客户的专业化定位，以重大商事争议解决、金融证券、科技法律、跨境司法协助与资产追偿等作为核心业务领域。在过去一两年里，证信办理了国内首例资管计划保底条款无效案；天神娱乐债务重组和资产追偿案；神城A退债务追偿和重组案；深圳口袋科技有限公司高管职务侵占案；协助大唐电信集团下属企业通过刑民交叉途径挽回国有资产损失、避免高管担责案；代表中融信托跨境追偿资产案等。此外，证信还与科技头部企业如腾讯、今日头条等签署了疑难争议事务常年诉前咨询顾问协议。

广东固法律师事务所是中华全国律师协会首批跨境律师人才库入库律师事务所，专注于涉外业务，擅长办理劳动法、投资并购、知识产权、反不正当竞争和反垄断等领域的案件。在过去一两年中，固法律师办理的重大案件斩获了2020年评定的多个奖项：汪伟律师与谢君宜律师代理的“某公司由事业单位改制为国有企业项目”荣获广东律师国有资产类2019年度典型案例；汪伟律师与沈嘉伟律师代理的“赵凤英诉广州商品交易所有限公司服务合同纠纷案”荣获广东律师金融类2019年度典型案例与广州律协2019年度业务成果奖；王燕律师与欧占中律师代理的“A公司向B公司借款并批量出质知识产权项目”荣获广东律师知识产权类2019年度典型案例；彭波律师、陈宇律师、欧占中律师与陈泽

quality services to high-end clients in areas of high-value commercial dispute resolution, finance and securities, technology law, cross-border judicial assistance and asset recovery, among others. In the past couple of years, Zhengxin led in multiple cases, including the first case in China involving the invalidation of guarantee clause contained in an asset management plan, debt restructuring and asset recovery involving Zeus Entertainment, debt recovery and restructuring of the Sino Great Wall delisted from the A-share market, and senior executive embezzlement in Pocket Games. The firm also assisted a subsidiary of Datang Telecom Group in recovering the loss of state-owned assets through a combination of criminal and civil proceedings efforts, thus holding Datang's senior executives harmless from legal liabilities. It represented Zhongrong International Trust in cross-border asset recovery. Besides, Zhengxin enters into long-term pre-litigation

METHODOLOGY

Both local Chinese firms and the China offices of international firms are eligible to participate. Participating firms must have not more than ten partners in Mainland China. ALB has selected the ten winning firms based on the following criteria:

- Size and key practice areas of the firm;
- Most important achievements of the firm over the years;
- Major deals/litigations participated by the firm in the past 12 months;
- Growth in business, headcount and clients of the firm in the past 12 months;
- Development strategies of the firm for the next 12 months.

评选方法

中国本土律所和国际律所中国办公室均可参与2021年ALB China精品律所评选，参选律所在中国大陆区域的合伙人需不超过10人。基于以下标准，ALB评选出10家上榜律所：

- 律所的规模和主要业务领域；
- 律所历年来最重要的成就；
- 律所过去12个月中参与了哪些重要交易/诉讼；
- 律所过去12个月的业务、人员、客户的增长情况；
- 律所未来12个月的发展策略。

伟律师代理的“某集团薪酬合规项目”荣获广东律师劳动类2019年度典型案例与广州律协2019年度业务成果奖；陈立宏律师与陈泽伟律师代理的“广东某药业有限公司员工安置项目”荣获广州律协2019年度维护社会稳定奖。

精悍又灵活

中国法律市场竞争激烈，而且规模大所往往还坐拥相当规模的资源，掌握着平台优势和深远的品牌影响力。面对层层重压，精品律所如何突出重围？

“与规模大所相比，精品所可以专注于特定领域的法律实务，能够更好保持在特定领域内的先进水平。”尚伦合伙人解石坡律师说道。以尚伦所专长的资本市场领域、知识产权领域、国际贸易与竞争领域为例，他表示：“这样的业务选择使得我们得以面向专门客户，而不必因其他领域业务分散我们的专业资源。通过尚伦专业优势，我们以特定领域中领先的业务水平为客户提

柯杰律师事务所 KEJIE ASSOCIATES

北京市柯杰律师事务所是一家拥有全球网络的交易律师事务所，总所位于北京，在上海、深圳、香港设有分所。我们专注于为领先的国内和国际公司、金融机构以及政府部门就其具有挑战性的交易事项提供中国法律服务。与柯杰全球法律服务网络成员作为一个团队，我们为中国企业在全世界的投资并购交易、经营和商事争议事项提供跨司法管辖区的法律服务。

柯杰全球法律服务网络是由北京市柯杰律师事务所在“一带一路”倡议和人民币国际化背景下，于2015年9月发起成立的一家为中国企业海外投资和并购提供一站式服务的全球法律服务网络，由全球53家独立律师事务所组成，在53个国家的61个城市拥有办公室，覆盖五大洲的主要国家和地区。

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legal counsel service agreements with Tencent, Toutiao and other leading Internet enterprises.

As one of the law firms admitted to cross-border practices approved by the All-China Lawyers Association, PW & Partners Law Firm is dedicated to cross-border cases, and providing dedicated legal services requiring expertise in areas of labour law, corporate investment and M&A, intellectual property right protection, anti-unfair competition and anti-monopoly. PW & Partners won several awards for 2020 in recognition of the significant cases it handled in the past couple of years. To be specific, the “public institution restructuring into a state-owned enterprise transaction” in the charge of Wang Wei and Ann Xie was included in Guangdong typical cases compilation 2019 involving state-owned assets; the “case involving service contract disputes between Zhao Fengying vs. Guangzhou Commodity Exchange” handled by Wang Wei and Jason Shen was included in Guangdong typical financial cases compilation 2019, and given the Outstanding Performance Award 2019 by Guangzhou Bar Association; the “company A pledging its intellectual property rights in bulk for borrowings from company B” deal completed by Ada Wang and Ozzie Ou was included in Guangdong typical cases compilation in 2019 in the intellectual property rights area; the “compensation compliance program in a group” transaction handled by James Peng, Cherry Chen, Ozzie OU and Vivi Chen was admitted in the Guangdong typical cases compilation in 2019 in the labour law area and given the Outstanding Performance Award 2019 by Guangzhou Bar Association; the “employee relocation program of a pharmaceutical company in Guangdong” taken by Sam Chen and Vivi Chen won 2019 Annual Award for Maintaining Social Stability given the Guangzhou Bar Association.

FOCUSED AND FLEXIBLE

Competition in the Chinese legal market is fierce. Amid pressure from large firms with rich resources, platform advantages and profound brand influence, how do boutique firms stand out?

“Compared with large firms, boutique firms can focus on practices in specific areas, and maintain advantages in their specialized areas,” Angus Xie, partner at Sunland says. Given that capital market, intellectual property, and international trade and competition are Sunland’s specialized areas, “and our clients are mainly in those areas, too, we can remain focused and gather together our resources to form momentum, thus providing clients with advanced and quality services in specialized areas. In this way, we can continuously improve the business capabilities

“As a boutique firm, PW & Partners are capable of better cost controls via meticulous project management as our cost is free from excessive brand premium, that’s why we often receive positive feedback from clients on our quality of service and fee charge standard, and this in return leads to more business.”

— Ozzie Ou, PW & Partners

“精品所一方面没有过多的品牌溢价，同时可通过精细化项目管理控制成本，因此在服务客户的过程中，我们常常收到客户对固法服务质量和收费的积极评价，进而获得更多的业务。”

— 欧占中，广东固法律师事务所

of our teams, and build rapport with our clients, thereby forming a virtuous circle between the firm and clients.”

While the services are satisfactory, boutique firms’ pricing is also appealing. As Ozzie Ou, partner in PW & Partners, puts it, “with economically attractive quality services, boutique firms are increasingly recognized by their clients. Many of our clients tend to retain full-service law firms for providing long-term counselling services at the headquarters level, but prefer boutique firms that have a better understanding of the local legal practices in settling cases in particular

供相关服务，并进一步从工作中提高律所团队的业务能力，加深客户对律所的信任，从而构成律所与客户之间的良性循环。”

精品律所的专注深耕所打造出的优质法律服务还具备很高的性价比。固法合伙人欧占中律师表示：“精品所高性价比的服务受到越来越多客户的认可。我们很多客户长期在集团层面聘请国际大所，在细分领域（劳动用工、争议解决等）聘请对当地法律环境更为熟悉的精品所。精品所一方面没有过多的品牌溢价，同时可通过精细化项目管理控制成本，因此在服务客户的过程中，我们常常收到客户对固法服务质量和收费的积极评价，进而获得更多的业务。”

除了业务方面的优势，精品律所恰到好处的团队规模还有助于形成较为扁平化的管理模式。据欧律师介绍，固法是“小所大团队”模式，管理扁平化，决策链条与周期很短，应对行业和市场变化而做出的决策能快速调动全所的资源与力量执行，令事务所保持活力。

对此，解律师也深有体会。2020年，受到新冠疫情、贸易战、反垄断执法的加强以及国家安全审查法规变化等诸多因素的影响，市场的不确定性加剧。在此背景下，尚伦勇于创新，大胆进行策略调整并迅速加以实施：在保持良好的服务稳定、加强与老客户的合作，伴随企业的发展共同成长的同时，通过良好的合作机制引进业内优秀的合伙人及业务团队，开拓延展新的业务领域，通过讲座、培训、私董会等方式拓展新的客户群体，并与传统媒体渠道合作的基础之上建立新媒体宣传渠道，通过音频、视频、自媒体的方式宣传律所。凭借这些措施，尚伦保持了稳健的发展水平。

回望这一过程，解律师说：“精品所规模较小，结构简单，更能‘轻装上阵’，在环境发生变化时能够快速应对，在律所经营管理策略发生变化时也能够迅速作出调整。”

此外，精品律所简单且较为扁平化的结构也有助于提高团队之间沟通效率、使其合作无间，帮助律师获得自身发展。以尚伦国际贸易与竞争团队为例，解律师分享道：“新加入的年轻律师能够较快地参与到项目的核心内容中，并获得来自

areas (labour and employment, dispute resolution). As a boutique firm, PW & Partners are capable of better cost controls via meticulous project management as our cost is free from excessive brand premium, that's why we often receive positive feedback from clients on our quality of service and fee charge standard, and this in return leads to more business."

In addition to their strength in business acquisition, boutique firms maintain reasonable team size, which helps to form a comparatively flat organizational structure. According to Ou, PW & Partners adopts a "boutique firm, great team" approach, and a flat organizational structure and short decision-making cycle enable it to quickly mobilize all available resources in the firm to address any developments and changes in the industry/market.

Xie also shares similar experience. 2020 was a remarkably difficult year. Uncertainty increased in markets amid

the COVID-19 pandemic, the trade war, more stringent antitrust law enforcement, and the changes in national security review regulations. In such contexts, Sunland responded quickly and boldly adopted strategic adjustments and innovations to continuously provide good services, and meanwhile to strengthen client relationships and grow together with clients. Furthermore, through a good collaboration mechanism, the firm brought in new partners and their teams who are outstanding players in the industry to explore and expand new businesses, expanded its client pool through lectures, training, and private equity advisory board, and established new media publicity channels through cooperation with traditional media to do publicity by means of audio, video and self-media. With all these measures, Sunland maintained steady growth in a year featuring a variety of challenges.

Looking back, "Sunland is able to respond to challenges quickly because,

合伙人的直接指导。这对年轻律师的业务水平提升有很大帮助，同时也能提高他们的集体荣誉感和责任心，提升了团队的人才留存能力。”

欧律师对这样的看法也有所共鸣，并指出团队人才留存能力的提升能够加强律所的内外稳定。他说：“一方面，人员稳定有利于事务所文化的构建与传递，方便人才培养和同事关怀工作的开展，进而保持人员的稳定，降低人员流动带来成本损耗；另一方面，人员稳定能更容易做好服务质量控制与风险控制，保持客户服务体验的统一，降低人员流动导致的客户服务波动，与客户建立长久稳定的关系。”

管理之道：人与律所共同发展

谈及管理，几家律所均表现出以人为本、促进律师和律所共同发展的特色。

尚伦关注各级律师之间的协作和发展，集“全村”之力输出高品质法律服务。解律师再次以国际贸易与竞争团队为例，介绍道：“团队充分利



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广东固法律师事务所是一家以涉外业务为特色的商事精品律师事务所，是中国司法部“涉外领军人才千人计划成员”律师事务所，中华全国律师协会首批跨境和“一带一路”律师人才库入库律师事务所。获评亚洲法律杂志（ALB）中国十佳精品律师事务所之一、LEGAL500评选的广州10强律师事务所以及推荐的中国律师团队、商法卓越综合实力律所（大湾区）、雇佣及劳动法和工业制造领域推荐律所，执行合伙人彭波是钱伯斯推荐中国律师。

“以法律智慧解决问题”是我们的使命。秉承“诚信、责任、互惠”的核心价值观，固法律师正在为众多外商投资企业、国有企业、民营企业和政府机构提供着高效，一流的法律服务，包括玛氏箭牌、捷普电子、美赞臣、苏宁易购、汤臣倍健、众生药业、山西省司法厅、广东省交通集团、广业集团、东莞水务集团等。

PW & Partners is an international commercial law firm with Leading Lawyers dealing with Cross-boarder Legal Affairs recognized by the Ministry of Justice and the All-China Lawyers Association. We are awarded by China Business Law Journal as one of the Best Overall Law Firms (Greater Bay Area) and recommended law firms in the fields of Employment & labour and Industrials & manufacturing; 10 Firms to Watch in China by the Asian Law Journal (ALB), and Leading Law Firm in Guangzhou and recommended team of Chinese lawyers selected by LEGAL500. James Peng, the executive partner, is the lawyer recommended by Chambers.

Based on abundant experiences and professional spirit, we are now providing legal service for many government agencies, Chinese state-owned companies and multinational corporations operating in China, including Jabil Circuit, Mars Wrigley, Mead Johnson, Sunning.com, BY-HEALTH, ZHONGSHENG Pharmacy, REVENCO Group, Shanxi Provincial Department of Justice, Guangdong Communications Group, GUANGYE Group, Dongguan Water Group et.

业务领域 Practice Areas

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as a boutique firm, we have small in scale and agile in operation, thus can make immediate adjustments to adapt to the changes in the firm's management strategy," Xie says.

In addition, the simple and flat structure of boutique firms also enables their teams to join efforts and grow up together with the firm. "For example, in our international trade and competition team, with direct guidance and mentoring by partners, young lawyers can quickly learn about the core content of projects soon after they joined the team. This greatly helps young lawyers to grow professionally, and enhance their sense of responsibility and sense of collective honour, and furthermore helps the team to retain talents," he says.

Such opinion is echoed by Ou, who believes a firm with better capabilities in talent retention will improve employee stability both internally and externally. As he puts it, "a stable team is conducive to the construction and transmission of corporate culture in a firm and helps with talent cultivation and the progress with the employee care program. Maintaining a stable team reduces cost depletion caused by employee turnover. On a related note, a stable team makes it easier to maintain proper controls over service quality and the resulting risks, render consistent quality services to clients and minimize potential inconsistency in service quality arising from employee turnover, thus building a long-term and stable relationship with the clients.

LAWYERS GROW WITH THE FIRM

In terms of management, the interviewed firms' approaches all reflect a human-oriented management philosophy, to various extents, to pursue synergies and win-win outcomes for both lawyers and their firms.

Sunland places particular emphasis on the collaboration and cooperation among lawyers at all levels, and aims to deliver legal services of the best possible quality by leveraging the efforts of the entire firm. "Based on the strength of the firm's simple management structure and efficient communication, our international trade and competition

team creates an environment that facilitates the development of whole team, where young lawyers have good opportunities to learn and grow, and partners can hear opinions of lawyers on the team management and business development. Inter-team collaboration is also an important work mode of Sunland. When handling complex or large projects, we would gather lawyers specialized in the related areas to set up a special working group according to the requirements of the clients and in light of the needs of projects, to provide clients with services

"We can remain focused and gather together our resources to form momentum, thus providing clients with advanced and quality services in specialized areas. In this way, we can continuously improve the business capabilities of our teams, and build rapport with our clients, thereby forming a virtuous circle between the firm and clients."

— Angus Xie, Sunland Law Firm

"通过尚伦专业优势，我们以特定领域中领先的业务水平为客户提供相关服务，并进一步从工作中提高律所团队的业务能力，加深客户对律所的信任，从而构成律所与客户之间的良性循环。"

— 解石坡，尚伦律师事务所

of the highest quality and efficiency," Xie says.

Zhengxin also practices a management style of allocating resources on an as-needed basis. Zhao Yan, senior partner and the director of Management Committee of Zhengxin says: "serving the purpose of 'client-oriented talent cultivation', Zhengxin is flexible in resource deployment, taking advantage of a mix of corporation and partnership models in organizational form. When the need arises to complete a significant and complex project that requires

用精品所管理结构相对轻便，信息沟通高效的优点，确保了合伙人与律师间的有效交流，为年轻律师提供了充足的培训与业务能力发展机会。团队管理合伙人也广泛听取各等级别律师对团队管理等方面提出的建议，为整个团队创造更好的发展环境。此外，团队间合作是尚伦重要的核心工作模式，合伙人之间的交流合作频繁且深入。对于较为复杂的项目或重大项目，尚伦根据客户的要求和项目的工作需要，成立专门的工作小组，集中配置在相关领域具有专业知识的律师，最大限度提高法律服务的质量与效率。"

按需配置人员也体现在证信的管理方式上。证信高级合伙人，管委会主任赵焱律师说："以'团队培养，业务对标'为导向，证信采取公司制和个人合伙混合的模式，资源调配灵活。例如，当某个项目重大且复杂，横跨多个领域，需要综合性团队来提供服务时，证信在'高质量解决客户需求'的定位基础上，根据业务需求采取股份制方式组合办案律师。这既激励律师与时俱进、精研业务，发挥每个人最擅长的方面，又能帮助律师在共同完成项目的过程中取长补短，提高团队凝聚力。"

固法则从薪酬、晋升、培训等角度进行了分享。欧律师说："第一，固法提供在广州具备竞争力的薪酬，同时将薪酬与同事的职责和贡献度进行挂钩，促进个人与事务所共同发展；第二，固法通过清晰的晋升通道激发律师的干劲，近年来内部已培养了一位注册合同人以及多位未来合伙人；第三，固法注重对新人多维度的培养，除了传统的法律工作能力培训外，还提供沟通技巧、软件工具、心理健康、语言能力等方面的培训；第四则是高频率的同事关怀，通过提供午餐、设立人才公寓、组织团队娱乐活动等方式提升同事的幸福感受。"

未来发展

2021年已经拉开帷幕。在新的一年里和接下来的律所建设中，尚伦将继续深入贯彻落实律所制度，进一步加强律师从业能力培养和客户群体拓展，从坚实的律所和团队基础出发，开创律所新局面。在不断变化的环境中，尚伦将进一步加强在资本市场领域、知识产权领域、国际

Beijing Sunland Law Firm

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🗣 Languages: -Chinese/English



FIRM OVERVIEW

Sunland Law Firm is a full-service law firm specializing in the practice of capital markets, intellectual property, international trade and competition, and corporate affairs. Working on a team basis, the firm makes the best use of the experience and expertise of its lawyers and provides comprehensive personalized legal services according to the clients' requirements. Sunland International Trade and Competition team (the former Broad & Bright antitrust team) is one of the leading legal teams in antitrust practice in China.

MERGER FILINGS

Since August 1, 2008, MOFCOM/SAMR has cleared over 3,300 filings to date, out of which Sunland International Trade and Competition team has worked on around 400 cases, and many of them are high profile or significant cases. Sunland International Trade and Competition team is one of the domestic legal teams that has handled most cases in China.

In MOFCOM/SAMR's conditional approvals, Sunland International Trade and Competition team has handled over 40% of the cases, including China's first conditional approval, i.e. Inbev's acquisition of Amnheuser-Busch. Representative cases handled by Sunland International Trade and Competition team:

- In 2009, Sunland International Trade and Competition team represented Coca-Cola in its acquisition of Huiyuan, which is one of the most complicated filings in China and involved public concerns.
- In 2015, Sunland International Trade and Competition team assisted Seagate in successfully obtaining approval by MOFCOM to lift its "hold separate" restriction, which is the first case where the "hold separate" condition was completely released.
- Also in 2015, Sunland International Trade and Competition team represented NXP in its acquisition of Freescale, which is the first conditional approval of MOFCOM where the "upfront buyer" situation was involved in the divestment remedy.
- In 2017, Sunland International Trade and Competition team represented five out of seven cases that were conditionally approved by MOFCOM.
- In 2018, after the institutional reform in china, the first conditional clearance by SAMR was also represented by Sunland International Trade and Competition team.
- In 2018, Sunland International Trade and Competition team represented United Technologies in the United Technologies/Rockwell Collins case. This case was awarded "Merger Control Matter of the Year – Asia-Pacific, Middle East and Africa" at the GCR 9th Annual Awards Ceremony on March 26th, 2019, and it was the second time that Sunland International Trade and Competition team has won this important award since Seagate/Samsung in 2011.
- In 2019, Sunland International Trade and Competition team represented Aleris Corporation in the Novelis/Aleris case, which received its conditional approval on December 20, 2019.
- In 2020, SAMR has conditionally approved 4 cases to date, and Sunland International Trade and Competition team has worked on two of them, namely Infineon/Cypress Semiconductor (the largest deal in the semi-conductor industry in 2019) and Nvidia/Mellanox Technologies (the second largest deal in the semi-conductor industry in 2019).
- In 2020, IBM/Red Hat and GSK/Pfizer consumer health business on which Sunland International Trade and Competition team worked both won the GCR award of Merger Control Matter of the Year, which marks the third and fourth time that Sunland International Trade and Competition team receives this award.

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ANTITRUST INVESTIGATIONS

Sunland International Trade and Competition team has also advised many clients in antitrust investigations, including representing clients in price-related investigations initiated by National Development and Reform Commission (NDRC) and non-price related investigations led by the State Administration of Industry and Commerce (SAIC) before the institutional reform in China. After the institutional reform, such investigations have been uniformly transferred to SAMR. Sunland International Trade and Competition team is currently participating in several investigations conducted by SAMR and its local counterparts.

In addition, Sunland International Trade and Competition team has extensive experience in advising international companies in compliance with the Chinese Anti-Monopoly Law. Sunland International Trade and Competition Team has assisted clients in conducting in-depth internal antitrust audits on potential monopolistic conduct and has also provided periodic review/assessment of the daily operations of clients.

Most of our clients are leading Chinese and multi-national companies in various industries including semiconductors, automobile, luxury goods, chemicals, electronic, medical, consumer goods, information technology etc..



expertise from multiple areas, Zhengxin will, for purpose of 'serving client needs with quality solutions', adopt a 'shared accountability system' in allocating staff resources to fit the project need. This approach incentivizes lawyers to keep posted on industry updates, gain a deep understanding of the project, and fully leverage their expertise in areas of practice. Also, this allows lawyers to make up their weaknesses with the strengths of others in the course of cooperation, and increase team cohesion."

PW & Partners shared their practices in terms of compensation, promotion and training policies. As Ou puts it, "First, PW & Partners offer competitive compensation package relative to the Guangzhou area. The compensation package of a lawyer depends upon the job responsibilities and his/her contributions to the firm, thus enabling synergies and win-win effects between lawyers and the firm. Second, PW & Partners set a clear promotion path to stimulate the passion among lawyers, and over the past years, the firm has admitted a partner and picked several prospect partner candidates. Third, PW & Partners underscore the importance of multi-dimensional training for newcomers. In addition to conventional training in legal work competencies, the firm has developed training courses on communication skills, software tools, mental health and language skills. Fourth, PW & Partners provide intensive staff care, and create a sense of happiness among our employees by providing lunch, setting up talent apartments, organizing team building and recreational activities.

FUTURE DEVELOPMENT

The year 2021 has already started. As part of its efforts in organizational construction in the new year, Sunland will continue in-depth implementation and enforcement of policy measures, enhance training on lawyers' competence and capabilities in client acquisition, and seek to unveil a new chapter by virtue of a strong team in the firm. In the context of an ever-changing market, Sunland will sharpen its competitive edge in capital market, intellectual property right, international trading and

competition, and other practice areas in which it stands out. Further, it will expand its reach into other areas, thus better serving client needs and maintaining or even boosting Sunland's competitiveness. Further, Sunland will enhance cooperation with corporate clients both at home and abroad, and renew efforts in acquiring new clients while forging a closer tie with old clients. All above efforts are designed to eventually build Sunland into a leading boutique firm practicing in the areas of international trade and dispute resolution that is capable of meeting the needs of corporate clients at different stages.

PW & Partners plans to relocate to a new office in the 2 to 3 years to come, and to expand its office space whilst maintaining a relatively stable employee team. It may pilot a new office working mode in the firm, and the more flexible working mode and technology-enabled facilities may improve teamwork efficiency and customer service experience.

Zhengxin acquired many new clients in 2020, including financial institutions and leading high-tech enterprises, in traditional practice areas, laying the foundation for business growth in the future. Per Zhao, Zhengxin will witness rapid growth in terms of the contracted amount in the next 12 months. In furtherance of the existing quality legal counsel service, Zhengxin will renew efforts in team combination, sales channel expansion and service model aspects. In terms of innovative areas, Zhengxin will continue researches and studies into the legal issues relating to cutting-edge technologies, and use its best endeavour to offer better legal services to clients. According to her, "after more than ten years of efforts, Zhengxin has gained a solid presence with extensive experience in the areas of finance and securities, technology law, among others. We will launch innovative legal service products of forward-looking and leading-edge significance in these two areas to boost our leading status. Moreover, Zhengxin will, with an open and inclusive mind, take in more legal practitioners who are passionate, aggressive and willing to take challenges to join us and create a better future".

贸易与竞争领域等传统领域中的优势，并进一步将优势扩展到其他相关领域，从而更好地满足客户的不同需求，保持乃至强化律所的竞争力。除此之外，尚伦将进一步加强与国内外企业客户的合作，在加深与老客户间紧密关系的同时，扩展新客户群体，最终将尚伦建设成为能够满足企业客户在企业不同阶段需求、在国际贸易与争领域处于业界前列的精品律所。

固法则计划在未来2-3年内搬至全新的办公室，在人员规模相对稳定的情况下扩大办公面积，并对律师事务所办公模式进行新的尝试，通过更加灵活的办公制度和借助科技化硬件设施，以提升团队工作效率和客户服务体验。

证信2020年在传统业务领域新增了多家金融机构和高科技头部企业客户，为后续业务增长奠定了基础。赵律师表示，根据已签约合同额预测，未来12个月证信的业务增长将更加迅速。在坚持原有高质量法律服务基础上，证信会继续打磨提升团队组合、销售拓展、服务模式等环节；在创新业务领域，证信还将持续研究和探索，尤其是科技领域前沿法律问题，争取为客户提供更多、更好的法律服务产品。同时，她还说：“经过十几年的铺垫，我们在金融证券、科技法律方面既有科研积淀，又有实战业绩。我们将在这两个领域推出具有前瞻性和引领性的创新法律服务产品，占领制高点。同时，我们还以开放、包容的心态吸纳更多有理想、有情怀、乐于挑战的法律人士加盟证信，共创未来。”

或许，用“小而精”这三个字来形容中国的精品律所已经不算完全准确了。现在的精品律所往往更多地表现出“强而精”的特点，以匠人精神深耕优势业务领域，不断取得佳绩。而在保持且持续提高业务水平的时候，这些精品律所在管理方式上表现出来的“人情味”更是起到了强心剂的作用。无论规模如何，人才一直是律所发展的关键因素之一。精品律所扁平灵巧、不畏变化、注重律师发展且充满人文关怀的管理方式加强了律所凝聚力，真正带动着律所与律师共同成长。ALB也期待在新的一年里和更多的未来看到更多的中国精品律所越走越远、越高。



以案“证”名，因“信”长久

——专访证信律师事务所高级合伙人，管委会主任赵焱律师



赵焱

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北京市证信律师事务所自2006年创立以来，坚持服务高端客户的专业化定位，以重大商事争议解决、金融证券、科技法律等作为核心业务领域。经过十余年发展，证信办理了一系列具有重大影响力的典型案例，包括“中国对赌协议有效第一案”（富汇投资等三家投资机构与宁夏泰瑞制药增资扩股协议纠纷仲裁案）；“首例上市公司控股权拍卖案”（西藏锋泓、中际钰贷与北京融昌航等金融纠纷案）；“国内首例资管计划保底条款无效案”（中天钢铁集团有限公司诉三度星和（北京）投资有限公司证券投资交易纠纷案）等。随着多名具有行业地位的资深法律专业人士不断加盟，证信已经在业界获得了高度认可及广泛影响力。今年，证信入选2021年ALB China精品律所榜单。我们专访了证信律师事务所高级合伙人，管委会主任赵焱律师，听她分享证信的成功经验。

ALB：受2020年整体经济形势影响，很多律所业务收入下滑，为什么证信却高速增长？

赵律师：证信一直以来都专注于金融和科技行业的头部企业，承做非常具有挑战性的案件，经济下行与违约纠纷是相伴生的，因此我们的业务量不降反升。我们能够实现增长，也源于证信2018年以来采取的两项举措：

一是**前瞻性业务布局**。法律是个附属性行业，必须时刻研究国内外宏观经济规律的发展变化。例如：近几年经济增长停滞导致大量违约事件爆发，这不是孤立的短期现象，而是一个明显的周期。为此证信整合力量，研发推出“金融投后风险处置”法律业务，向我们之前的金融客户推广，取得了非常好的效果；又例如，许多科技企业上市过程中面临知识产权法律纠纷甚至被“恶意技术敲诈”，证信就根据这个问题推出了“大知识产权战略规划及科技资产合规业务”。

二是**服务产品差异化**，例如，面对经济下行、众多债务人破产的情况，常规民事法律途径无法满足客户的需求目标。证信运用金融刑民交叉、跨境债权追偿、境外平行破产、困境资产重组、法律诉讼与投行交易结合等综合手段，为客户制定兼顾商业交易与法律博弈的最优方案，实现客户利益最大化。

ALB：证信是如何做到这些差异化的？在证信成功完成诸多行业第一和开创性案例的背后，关键因素是什么？请结合一两个案例分享一下。

赵律师：1、合伙人的丰富执业经历和多元化团队是证信的核心竞争力

证信70%以上的合伙人拥有博士学位，且在律师执业前曾

担任过司法机关和金融机构、金融监管机构的业务部门负责人。长期积累的法律实战经验和深厚的人脉资源奠定了证信的出众业务能力，善于帮助客户解决在其他机构无法得到解决的法律难题。例如，争议解决部合伙人均具有法院、仲裁机构的工作背景；再以金融证券部合伙人为例，他们均来自于证券投行、证监会、公检法机关，在行业内属于少有的“豪华阵容”。这在解决客户的重大疑难案件时（特别是在传统民事诉讼、破产重整常规程序已经穷尽手段的情况下），更可以体现出证信的竞争优势。

2、享受挑战过程、永保创新是证信合伙人的集体性格

证信设立之初的定位就是成为一家精品律所，希望以专业能力获得客户的尊重和认同，例如我们克服外人难以想象的巨大压力，在最高法院判决对赌无效案例的背景下，取得了全国首例的对赌协议胜诉裁决，一些媒体和投资机构评价说这个案例解决了中国股权投资行业所面临的痛点，给行业挽回了几千亿的价值！这类案件在给我们带来较高收益的同时，更给我们很强的心理满足感和成就感。此外，证信的客户基本是各自领域的头部企业，他们也会不断给律所提出前沿问题和需求，带动律所一直保持创新的动力。

ALB：证信的律所文化和愿景是什么？这样的理念对律所的发展有着怎样的推动作用？

赵律师：我们的理想目标是：创造一个友好的生态环境，聚拢更多法律专业能力强的“大师级”律师。国内规模较大的律所中，少部分律所采取公司化管理模式，主要从事相对标准化的法律业务，而更多律所则采取非公司制，以团队化模式从事非标准化法律业务。前者的局限在于一人控制，难以容纳更多“能人”加入；后者局限在于，内部利益博弈和管理成本消耗较大，业务能力强的律师所获得的利益不如善于人际关系和市场营销律师。证信合伙人深知这些问题，因此，我们希望通过控制律所人数规模，以律师为业主、打造舒适的社区生态，吸引更多专注于法律业务本身的专业律师加盟，最大限度减少内部博弈存在的空间，这样才能把有限的资源用于为客户提供更大的价值。

ALB：2021年已经拉开帷幕，证信有着怎样的预期和展望？

赵律师：2020年证信新增了多家金融机构和高科技头部企业客户，为后续业务增长奠定了基础。据已签约合同额预测，未来12个月证信的业务增长将更加迅速。我们在原有高质量法律服务基础上，不断完善、提升；在创新业务领域，我们将持续研究和探索，争取为客户提供更多、更好的法律服务产品。

LOOKING AHEAD TO 2021

Coming into the new year, partners from local and foreign law firms discuss legal trends and their lessons learnt from last year, as well as expectations for law firms in 2021. **BY HU YANGXIAOXIAO**

■ A challenging 2020 has finally come to an end. While most law firms in China will only understand the full picture of their 2020 revenues after the Lunar New Year in February, law firm leaders already have an idea of their financial performance last year based on the number of contracts in hand and their billing records. However, the good news is that they did not suffer the kind of huge losses many had expected. Most law firms performed about the same as in 2019, and some even saw a slight increase in revenue.

Xu Yu, director of the Beijing managing committee at Hylands Law Firm, tells ALB that the law firm predicted in the middle of 2020, after the firm suffered grave losses in the first two quarters of the year, that its performance in fiscal 2020 would be the same as in 2019. "But, by late November and early December, we could see that our business still managed to grow compared to 2019," he says.

Ma Jiangtao, CEO of Dentons China region, also tells ALB that by September 2020, the law firm's performance had remained the same as in 2019. "Affected by the pandemic, our growth momentum lost some steam compared to last year, but we remained on a growth track," he says.

Summing up 2020, Xun Zeng, partner at Cooley's Beijing office, tells ALB: "While the coronavirus pandemic has created significant uncertainty, Cooley is well-positioned to navigate evolving economic and market climates. This environment has presented considerable challenges, but it has also presented opportunity – not only from a business perspective, but from a client-service standpoint."

UPS AND DOWNS

The revenues of the legal services market correlates to economic development. During the pandemic, some industries were badly hit but others stood to

benefit, and this was reflected by the changes in law firms' revenues.

Speaking of areas that witnessed a significant downturn in 2020, Zhang Liguo, director at Grandway Law Offices, says two examples were foreign-related business as well as domestic and overseas M&A business. Hylands saw a similar trend with areas that experienced a decline in activity in 2020 including M&A and international trade, as well as intellectual property.

Dentons China's Ma points out that the most impacted areas were real estate and construction, and banking and finance.

As for areas that saw growth, Zhang tells ALB that Grandway focuses on capital markets, especially the one in China. The year 2020 was the most active year for new fundraisings, so the law firm's domestic IPO business saw significant growth.

Xu, on the other hand, tells ALB that his law firm found growth in its dispute

展望2021

新年伊始，ALB邀请几位国内及国际所合伙人，共同探讨过去一年的法律市场动态和经验启示，以及他们在2021年对宏观环境及律所发展趋势的展望。作者：胡阳潇潇

坎坷不断的2020年终于结束了。对于大多数在华律师事务所来说，2020年最终的营收数据还要等到2月份的春节前后才能揭晓，不过根据当下合同数量和收费情况，律所管理者们对于过去一年的业绩情况已经有所把握：总的来说，“失血”情况并不像设想得那么糟糕，多数律所的业绩将与2019年持平，甚至有小幅上涨。

例如像浩天信和律师事务所北京管委会主任徐羽律师告诉ALB的，在2020年第一、二季度业绩遭受重创的情况下，律所曾在年中时将财务预期收缩调整至与2019年持平，“但到了11月底12月初，基本能够看到和2019年比，（业绩）还是有了一定幅度增长”。

大成律师事务所管委会主任马江涛律师也告诉ALB，到2020年9月，大成的业绩已经和2019年同期业绩持平，“受疫情影响，大成2020年的上升势头没有往年快，但并没有变成调头向下”。

总结过去一年的得失，科律律师事务所北京办事处合伙人曾恂律师告诉ALB：“虽然新冠疫情带来了显著的不确定性，科律已经做好了在不断变化的经济及市场环境中保持前行的准备。大环境的确带来不少挑战，但也呈现出机会：不仅是业务机会，也让我们学会从新的视角服务客户。”

有升有降

谈到2020年出现明显业绩下滑的领域，国枫律师事务所首席合伙人张利国律师首先指出了涉外业务和境内外并购重组业务；浩天信和感受到的“冷意”也差不多。徐羽律师告诉ALB：“并购和国际贸易业务出现了一定程度的

下滑，2020年知识产权业务活跃度也明显下降。”

而在大成，马江涛律师指出，2020年下降的领域有不动产与建设工程，以及银行与金融业务。

在增长方面，张利国律师告诉ALB，国枫是一家以资本市场，特别是国内资本市场为主项的律所，2020年又恰逢国内资本市场大年，律所的境内IPO业务因此出现了明显增长。

徐羽律师则告诉ALB，2020年浩天信和的争议解决及破产清算业务呈现增长，此外，他们原本担心会受到较大影响的基金和投资领域业务也呈现小幅增长，“可能因为上半年基金活跃度以及投资机会一直在压缩，到了年底，基金的性质决定了它还是要寻找合适的投资机会”。

和浩天信和类似，2020年，大成创收增长较快的板块也包括破产重整与清算，同比增长超过42%；以及争议解决，同比增长约4%。不过，由于各家律所优势业务和业务组合存在差异，他们在2020年体会到的“冷暖”也有所不同。例如大成，和上述两家律所不同的是，其跨境投资与贸易业务2020年同比增长达18.68%，而资本市场的直接投资类业务却下降了十个百分点。

谈到过去一年业务板块变化带来的启示，徐羽律师指出，综合性律师事务所具备多元化法律服务，因此面对危机表现出了不错的韧性。马江涛律师则将这种情况形容为“东方不亮西方亮”，而且，“我们可以通过事务所的内部调配增强流动性。例如很多做资本市场和金融业务的非诉律师2020年遭遇业务下滑，但随着破产重整业务加强，其中涉及许多相关非诉事项，我们马上把这些律师调到了类似的热

门专业组。能够这样做，首先要求事务所拥有这样规模的平台；第二，管理者需要掌握律所内部信息，能够疏导、帮助各个专业组进行协调”，马律师说。

稳定既有的多元化之外，补齐短板也是更好应对不确定性的“秘诀”。徐羽律师说，2020年浩天信和招聘了不少年轻合伙人。“我们把律所业务划分为核心、补强，以及新兴业务领域，在吸引新合伙人时更关注后两块。”徐律师说，“2020年，我们在资本市场、大健康产业、产业园区专项法律服务领域都有不错的合伙人加入。他们在浩天信和不仅要发展自身业务，还担负着牵头业务、帮助律所在相关市场上更有竞争力的责任。但这也正是我们能吸引他们加入的关键。”

支出变化

作为并非“轻资产运营”的商业组织，律所的人员、场所等支出每年都面临增长，在2020年，这对于律所可能意味着超乎寻常的压力。

马江涛律师告诉ALB，在疫情初期的三、四月份，大成合伙人迅速通过了2020年预算，“虽然整体预算比2019年有所下降，但费用还是比较充分。”马律师说，“大成的预算由46家办公室共同组成的中国区顾问委员会决定，可以看出大多数人还是认为‘危中有机’，应该给管委会充分授权，留出资金做灵活性支配。”

不过，在2020年上半年，大成对于某些领域的支出还是保持了谨慎。例如行政人员原本计划的涨薪被暂缓；在7月份前，受出行限制，原本的会议及差旅费用也被动削减。张利国律师也告诉ALB，在人员支出方面，国枫2020年虽然没有裁员，但“尽管资

resolution as well as bankruptcy and insolvency businesses in 2020. Its fund and investment business, which they did not expect to perform well, also recorded mild growth. "It is perhaps because funds had stayed inactive and investments opportunities were limited in the first half of the year, then by the end of the year funds decided they still had to seek investment opportunities," he says.

Like Hylands, Dentons China's bankruptcy and insolvency business was also among those that saw faster growth, recording a 42 percent year-on-year increase. Its disputes resolution business also grew 4 percent year on year.

But, as different law firms have different competitive edges and business portfolios, performance varied in 2020. For example, Dentons China's cross-border investment and trade business grew 18.68 percent, while its capital market business fell by 10 percent.

Speaking of the implications of the changes in their business over the past year, Xu says integrated law firms provide diversified legal services and that gives them resilience. Ma concurs and says: "We can coordinate resources internally to increase our flexibility. For example, when non-litigation lawyers who work in capital markets and finance saw less business in 2020, the law firm allocated these lawyers to teams that worked on the non-litigation matters of bankruptcy and insolvency cases that grew in number. To enable this, the law firm needs to have a platform for coordination, and leaders need to grasp the internal information to organize and coordinate work between various teams."

Besides diversity, making up for shortcomings is also a key to addressing uncertainty. Xu says Hylands recruited many young partners in 2020. "We categorize our work into core, enhanced and emerging businesses, and focus on the latter two when recruiting new people," he explains. "In 2020, we had partners joining us in capital markets, healthcare, industrial parks businesses."

CHANGES IN EXPENDITURE

Ma tells ALB that in March and April, Dentons China approved its annual

budget for 2020. "Although the budget was smaller than the one in 2019, we still had an adequate budget. Our budget was determined by a committee made up of 46 offices in China. Most of them still saw opportunities amidst crises and believed that the committee should be given full authority to allocate funds flexibly," he explains.

But in the first half of 2020, Dentons China was still cautious about its spending on certain areas: pay rise was suspended and conference and travel expenses were also cut before July due to travel restrictions.



"This environment has presented considerable challenges, but it has also presented opportunity – not only from a business perspective, but from a client-service standpoint."

– Xun Zeng, Cooley

"大环境的确带来不少挑战，但也呈现出机会：不仅是业务机会，也让我们学会从新的视角服务客户。"

– 曾恂，科律律师事务所

Zhang also tells ALB that even though Grandway did not have any layoffs, it did not undertake any mass recruiting either despite significant growth in its capital markets business.

As for their offices, Grandway expanded its office space in Beijing and Shanghai in 2020 as planned, while Hylands also "decided to keep the new lease in the second half of the year and expects the new office to be in use in March 2021 given the future outlook," says Xu, despite concerns over office space expansion.

Besides careful budgeting and

planned expenditures, interviewees also tell ALB that their spending on digital transformation and marketing increased significantly.

For example, Zhang says Grandway implemented two measures focused on digitalization. "First, we put more IT resources into enabling video conferencing. Second, we added new legal search tools. We also reached out to academic institutions to advance AI applications in the legal sector," he explains.

Zhang also stresses that these measures were not meant to address challenges arising from the pandemic specifically. The video conferencing system, for example, had been proposed before the pandemic to increase efficiency and reduce costs, which happened to be a good call during the pandemic. And the plan to use more legal tech tools was put forward because Grandway believes that "the rapid advancement of communication technology, big data and AI means some of the legal work, especially work regarding the capital markets, can be done smartly," Zhang explains.

IT was also one of Dentons China's biggest expense in 2020. Ma tells ALB: "After the coronavirus outbreak, we were among the first law firms to enable live video streaming. We proposed the idea of 'study vacation' and started to live stream since Feb. 1st. To date, we have held over 230 webinars that drew over 3.5 million viewers." Dentons China also purchased online courses for its live streaming platform, such as a series of courses on the Civil Code that drew over 140,000 viewers in one episode. Moreover, to go with the trend of remote working in the future, Dentons China has invested 1 million RMB into developing contract robotics.

Dentons China also devoted a lot of resources to marketing in 2020. Ma explains that the law firm recruited a marketing and HR director who previously served at world's top 500 companies. Dentons China also took part in several major events in the second half of the year, such as an international conference in Sanya about the Belt and Road Initiative and an Asia Pacific

本市场业务量大增，我们也没有大幅招人”。

在办公场所方面，2020年国枫的北京办公室和上海办公室依旧按计划增加了面积，而在浩天信和北京办公室，虽然大家上半年对于办公场所扩租有所顾虑，但下半年“展望将来的发展，还是决定继续扩租，预计新办公室将于2021年3月启用”，徐羽律师说。

除了谨慎的缩减和计划内的花费，受访律所还告诉ALB，2020年他们在信息化建设和市场推广领域的费用都出现了明显的“逆势增长”。

以国枫为例，张利国律师说，国枫2020年在信息化方面有两个大动作，“一是增加了网络视频会议系统的软硬件投入；二是在原有系统基础上增加了新的法律查询工具。我们也在和北京理工大学等学术科研机构接触，希望未来在法律相关的人工智能领域有所进展。”

不过张律师也指出，上述投入并非面对疫情的“见招拆招”。比如网络会议系统，“其实在疫情前就开始布置，主要为了提高效率、降低成本，恰好符合了疫情的要求”。而布局其他法律科技工具，则是因为国枫相信“随着互联网、大数据、人工智能的发展，尤其在资本市场领域，部分法律工作将可以用智能化手段解决，例如尽调、文本的生成和规范化、材料归集等”。

IT也是大成2020年的支出大头。马江涛律师告诉ALB，“疫情发生后，我们是最早一批上线直播平台的律所，疫情最严重的时候，大成利用自主开发的直播平台‘大成直播APP’，推出‘大成学习型假期’活动，进行直播培训工作，推动律师利用意外而来的‘假期’充电学习，并将课程免费对律师同行开放，从去年2月1日至今，已经办了230余场上线人数累计超过350万人。”大成还为直播平台采购了精品课程，例如《民法典》系列课程，其单场收看人数超过14万人。此外，针对未来在家办公的大趋势，大成还投入约100万元开发了合同机器人。

而在市场推广领域，2020年大成的投入也可见一斑。马江涛律师说，首先在人才方面，大成招聘了曾供职于世界500强企业的市场总监及人力资源总监；其次，大成下半年参与的几场重要市场活动，例如2020“一带一路”园区建设（三亚）国际论坛和2020年APEC中小企业工商论坛之企业健康发展法律服务国际论坛，“原本都不在预算之中……但我们认为这些领域

的投入能够体现大成的担当，大所也应该承担大的责任”。

在浩天信和，加强市场推广也是2020年的重点之一。徐羽律师告诉ALB，过去一年律所“明显增强了和宣传机构、市场第三方服务机构的合作”，这样做的一个显著效果是“提升了律所的市场美誉度，不但有利于维护现有客户，逐渐增加的市场认可度也带来了新客户”。

维系客户

在日子不太好过的2020年，律所又是否感受到客户对法律支出的削减，以及对于服务价格的敏感？



“Our partners remained positive when we had to concentrate resources to support a bigger agenda. In the face of adversity, we created a sense of community.”

— Ma Jiangtao, Dentons China

“面对疫情，在集中力量、甚至牺牲局部来支持全局方面，合伙人和律师的心态非常好。在大灾大难面前，反而形成了一种独属于大成人骨子里的意识。”

— 马江涛，大成律师事务所

徐羽律师告诉ALB，疫情初期，浩天信和就已经“预期客户在支付能力上会有所下降，并且调整好了心态”。一方面，律所“告诫合伙人及律师，在这种情况下要依旧对客户保持积极态度，不能因为支付能力变化而出现差异；另一方面，我们甚至还提出重点维护短时间内支付能力出现问题的客户”。

谈到客户对于价格的敏感，徐羽律师感受到，2020年客户会有更多价格方面的考量，也会更多地讨价还价，但就他所从事的争议解决来看，客单价和往年差距并不大。马江涛律师则指出，相比于价格变化，更大的

影响可能来自于客户干脆停止了某些商业活动，例如有些传统客户，特别是房地产和建筑工程领域客户，在2020年都暂缓了IPO、投资等项目。

张利国律师则告诉ALB，由于国枫服务的大多是有上市需求的公司，在费用方面并没感受到太多变化。不过在他看来，2020年客户对于法律服务节奏的要求更高了，“本质上这可能并非源自客户需求的变化”，他解释道，“由于注册制实施，它更包容，预期性更强，但申报、审核节奏也明显更快。这都导致了律师和其他中介机构工作量大幅增加，而且要求工作速度更快。”

如徐羽律师所说，2020年，律所和客户之间的关键词大概就是“包容”和“加深信任”，对律师来说，在困境中支持客户意味着更长的工作时间，甚至更大的自我牺牲。马江涛律师对此深有感触，他讲了两个故事，一是2020年春节后北京疫情最严重的时候，一家大型央属能源集团下属公司需要律师到现场提供服务，大成的合伙人迅速响应、全副武装去到了现场。

另一个故事则发生在大成投标参与的一起规模超大企业的重整项目过程中，“我们预见到如果中标，会需要大量工作人员现场参与，于是在大年初三北京还没有封城的时候，召集相关律师立刻改签机票/车票回京……中标后，当时我们有能力派出一支近30人的队伍冲到现场，而不需要14天的隔离”，马律师说。

分所发展变化

中国大型综合性律所的规模化速度在过去几年中正逐步降缓，但在2020年，律所依旧完善着在重点城市的布局。以此次受访律所为例，大成湖北宜昌和河南洛阳分所的设立也已经获得批准，继续着在“经济发达城市”的布局战略；浩天信和则新设了海口和武汉分所。

谈到过去一年中各分所的发展情况，张利国律师告诉ALB，由于国枫专注于资本市场业务的特质，其发展情况和国内经济版图、尤其是资本市场版图是一致的，“2020年延续了以往的趋势，我们的客户大多来自珠三角和长三角，这些区域分支的收入增长也最明显”。

徐羽律师也做出了类似观察，他说：“浩天信和几家比较大的分所2020年都有较大幅度增长。比如上海办公

Economic Cooperation (APEC) forum about the small- and medium-enterprises. "These were not in our budget... but we believe devoting resources to these areas demonstrated our responsibility as a big law firm," Ma says.

To Hylands, marketing was also a key area of focus. Xu tells ALB that the law firm "significantly stepped up collaboration with PR and marketing agencies," which brought along benefits such as "enhancing the law firm's reputation in the market that helped us retain existing clients and gain new clients."

CLIENT RETENTION

During the challenging year that was 2020, did law firms feel clients tightened their budget for legal services and were more price-sensitive?

Xu tells ALB that in the beginning of the pandemic, Hylands already "predicted that clients' ability to pay could be weakened and was prepared for it." On one hand, the law firm reminded partners to keep a positive attitude with clients under the unusual condition. On the other hand, the law firm even proposed protecting clients who might have problems paying in a short time.

Speaking of clients' sensitivity to billing rates, Xu feels that clients had more concerns in this regard in 2020 and tried to bargain more. But looking at dispute resolution, his practice area, billing rates were not much different from those of the previous year. Meanwhile, Ma says the fact that clients suspended certain business activities had a bigger impact. Traditional clients such as those from real estate and construction sectors suspended IPOs and investment projects in 2020.

Zhang tells ALB that since Grandway mainly serves listed companies, he did not feel much the changes in billing rates. But he could see that clients' now demand swifter response times. "This may not come from the clients themselves. The new registration-based IPO system is more inclusive and predictable, but it also means faster registration and approval. This led to a surge in work for lawyers and other agencies, who are then required to work faster," he explains.

As Xu puts it, the keywords for client relationships in 2020 were "inclusivity" and "more trust." For lawyers, supporting clients amidst adversity means longer work hours or even bigger sacrifices. Echoing Xu's view, Ma shares two stories.

When Beijing was hit worst by the pandemic after the Lunar New Year, a subsidiary of a national energy group required lawyers to provide on-site services. Dentons China's partners went to the site in full personal protective equipment with few hesitation.

Another story took place when Dentons China joined the bid for the



"These two years are bullish years for new fundraisings in China. We believe the trend will carry on in the future, which is in line with our core business."

— Zhang Ligu, Grandway Law Offices

"这两年是国内资本市场大年，我们判断未来此种趋势应该不会减弱，这正好和国枫的主要业务领域及发展方向一致。"

— 张利国，国枫律师事务所

restructuring of a large-scale enterprise. "We assumed that if we won the bid, we would need a lot of employees working on-site. When Beijing was yet to be locked down on the third day of the Chinese New Year, we required lawyers change their flights and train tickets to return to Beijing. After winning, we could therefore dispatch a team of 30 people to the site immediately since no one needed to undergo a 14-day quarantine."

LOOKING AHEAD TO 2021

For 2021, law firm leaders remain cautiously optimistic. Xu explains: "It

is difficult for us to predict how the pandemic will develop in 2021. The impacts of the pandemic may not be in full play yet, as recession is a natural rhythm in an economic cycle. We should be better prepared."


Believing in opportunities amidst crises, Ma says: "We need to turn crises into good challenges."

Grandway has already set specific plans for 2021. Zhang tells ALB that the law firm will first work on opening more branches: "We've been looking at Zhejiang, Guangzhou and Fujian. As the STAR board further develops, cities in Central China with innovation momentum, such as Hefei and Wuhan, are also our considerations. We're also looking at Hainan," he says.

As for key areas for business in 2021, Zhang says: "These two years are bullish years for new fundraisings in China. We believe the trend will carry on in the future, which is in line with our core business. Based on the changes in China's capital markets, we will expand our team moderately to enhance service quality and maintain our leading position, as well as open new branches to step up our game."

Ma summarizes his observations for 2020 in one word: forward-looking. As China has basically contained the pandemic and large law firms start expanding again, he says: "Dentons China aims to increase flexibility at work in 2021 to make us adapt more easily to work from home." The law firm will keep in place the measures that it adopted during the pandemic, such as video conferencing, live streaming and the development of contract robotics.

"The attempts we made during the pandemic will become the new way we work in the future," he adds.

Xu, for his part, summarizes his experience in two words: calm and agile. "The pandemic has made us more accustomed to embracing crises. When similar crises arise again, we won't panic too much. The work we do in the law firm enables us to still find new opportunities amid adversity, but it will depend on how agile the law firm is in its management and business." 

室，10月份的业绩就已经和2019年全年持平。”

与此同时，伴随中国政府不断出台区域发展规划，受访律所也在2020年观察到了某些“区域明星分所”的出现。

一个典型的例子是西部分所的崛起。例如在大成，马江涛律师告诉ALB，2020年大成成都分所扩租了整整一层面积，人员和创收都在增长；此外银川分所也经历扩租，兰州分所则在成立两年时间内成长为兰州市、甚至甘肃省第一大所。在国枫，“我们的西安分所和成都分所相对往年有了明显增长”，张利国律师说。

西部之外，马江涛律师还提到了大成石家庄分所，“2020年（营收）增长了将近30%”，以及南京分所，“2020年也扩租了一整层面积”；在浩天信和，南京分所在2020年注册成为破产管理人，并立即参与了江苏省内大型破产重整项目；此外，深圳、杭州、贵阳、济南等办公室也实现了较大幅度的增长。但徐羽律师也坦言：“部分分所的业绩在2020年更多体现在项目数量、而非收入上，预期他们在2021年会实现收入层面的更多增长”。

管理变化

在不确定性四处潜伏的后疫情时代，细化管理、“向管理要红利”成为了许多商业机构的应对之道。在过去一年中，律所管理者在此方面又有哪些心得？

2020年，同样是伴随规模化速度降缓，继续推动一体化成为了不少律所的重中之重。受访律所中，例如浩天信和，在2020年“加强了全国总分所一体化管理……8月份我们召开了全国董事局和全国监事会会议，设置了全国董事局议事规则及职权，未来涉及到总分所一体化、协调发展、预算决算的工作，都会放到这两个机构进行。我们现在的策略是首先放开律师团队合作，伴随合作成熟，再根据大家的反馈制定有实操性的利益分配等制度”，徐羽律师说。

马江涛律师对于过去一年中的一体化发展也感触颇多。“实事求是讲，大成之前的一体化确实未尽完善，但是2020年面对疫情，在集中力量、甚至牺牲局部来支持全局方面，合伙人和律师的心态非常好。在大灾大难面前，反而形成了一种独属于大成人骨子里的意识。”马律师说。

谈到一体化的重要性和未来预期，马律师告诉ALB：“大成律师总数突破9000人时，有人问过一个问题：哪个客户需要9000名律师呢？确实如此。但大成每一名面对客户的律师背后都有其他9000人做支撑，他们可以承接客户各种类、来自各个地域的需求……实现一体化后，律师就是彼此的客户，很多大成律师只要在所内维护好专业品牌形象，就会有同事介绍案源。”

一体化之外，专业化继续成为律所在过去一年的关注重点。而马江涛律师告诉ALB，专业化已经不局限于律师本身，还包括在律所其他岗



“It is difficult for us to predict how the pandemic will develop in 2021. The impacts of the pandemic may not be in full play yet. We should be better prepared.”

— Xu Yu, Hylands Law Firm

“我们不太好评判2021年疫情的走向……疫情的影响可能尚未完全爆发出来。我们在心理上还是要做好预期。”

— 徐羽，浩天信和律师事务所

位“请专业的人做专业的事”。如上所述，2020年已有人力资源总监和市场总监两位专业高管加入大成，还有IT总监即将加入，而为了解决职业经理人可能在律所环境中产生的“水土不服”，大成还设置了行政运营总监（COO）的新职位协助沟通，期待真正培养出一批深谙中国律所特性的职业管理者。

展望2021年

展望2021年，作为律所这类“传统机构”的掌舵人，受访律所管理者都秉持着审慎乐观的态度。徐羽律师指出了背后原因：“首先，我们不太好评判

2021年疫情的走向，如果国家间交流放开，会不会出现疫情反复？第二，疫情的影响可能尚未完全爆发出来，因为经济下行有自己的惯性。我们在心理上还是要做好预期。”

马江涛律师则仍用“危中有机”形容自己面对未来的态度。“邱吉尔说过一句话：绝不放过一场危机。我把它改成：绝不放过一场好危机。我们要把‘危机’转变成‘好危机’的能力。”

关于2021年，国枫有着很具体的计划。张利国律师告诉ALB，首先在开设分支机构层面，“我们一直在考察浙江、广州、福建，这些是我们的优先选项。此外伴随科创板发展，一些科技劲头比较足的中部城市，例如合肥、武汉等，也是我们的考虑范畴。此外我们对海南也有考察。”

谈到2021年的业务重点，张利国律师坦言：“坦率讲，这两年是国内资本市场大年，我们判断未来此种趋势应该不会减弱，这正好和国枫的主要业务领域及发展方向一致，所以我们还是会以国内资本市场变化为前提，一方面适度扩大人员规模，提高质量，保持领先地位；另一方面则是通过增加分支机构，扩大专业优势。”

而在大成和浩天信和，一体化和专业化将继续成为他们2021年关注的重点。

经过“黑天鹅”满天飞的2020年，律所是否感到自己已经装备了崭新的心态和生存能力，无畏将来的任何变化？

马江涛律师将2020年的遗产总结为一个词：前瞻性。虽然中国疫情已基本受控，但在不少大型律所又重新扩充规模的当下，“2021年大成思考的反而是继续压缩物理空间，尽量增加弹性，使我们未来的办公和服务模式越来越能适应在家办公这种不确定状态”。例如疫情期间大成采用的行政代办制度、视频和直播系统、开发的合同机器人等都会继续使用下去，“疫情期间的一些创新尝试，未来就会变成制度，或者说新的模式”，马律师说。

徐羽律师则将2020年的经验总结为“冷静”和“应变”。“这次疫情让我们至少在心理上对未来的危机积累了经验。首先我们知道再面对这样的情况，不要过于慌张；第二，律师事务所的工作特性决定我们还是可以在逆境中发现新机会，关键要看律所是否能够在管理和业务方面及时采纳应变的态度。”



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法律是纷繁复杂的, 然而作为法律专业人士, 您的客户及利益相关者依然对您给予厚望。为了满足这些期望, 您的法律实用知识必须始终保持最新, 准确及简化。及时掌握法律及合规流程的每一项发展无疑将耗费巨大工作量, **这里 Practical Law 可以帮助到您。**

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HAPPY LUNAR NEW YEAR

新春快乐

Members of the legal community send their best wishes to the readers of Asian Legal Business.
Wish you a wonderful year ahead!

值此新春之际，法律界人士向《亚洲法律杂志》的读者致以最诚挚的节日问候，祝愿大家在新的
一年里万事顺意！

顾功耘
锦天城律师事务所，主任
送走艰难困顿的2020，新的一年，希望律师行业能够把握机遇、迎接挑战，实现新发展，取得新成就；更希望疫情早日结束，民众万事可期，顺遂安康。



孔鑫
北京市通商律师事务所，主任、管理合伙人
亚洲法律杂志(ALB)是全球领先的、最具影响力的法律媒体之一，为全球同仁提供前沿法律资讯。值此新春佳节，通商向ALB的全体同仁及广大受众致以最美好的节日问候和祝福。



Richard Pu
Tencent，副总法律顾问
很高兴看到ALB举办的各种活动，期待来年百尺竿头更进一步。祝各位中国律师界的朋友们新年快乐，2021年披荆斩棘、更创佳绩！



张利国
国枫律师事务所，首席
合伙人
律回春渐，新元肇启。
值此辞旧迎新之际，我
谨代表国枫全体同仁，
感谢《亚洲法律杂志》
十八年来通过前沿的法
律资讯和权威的评级，引
领包括中国在内的亚洲
法律服务市场发展潮流；
恭祝《亚洲法律杂志》
越办越好，活力永存，
屡创辉煌；祝福全体读
者朋友新春快乐，阖家
安康！



赵靖
中伦律师事务所，管委
会主任
关注市场变化，助力企
业发展，是中伦与《亚
洲法律杂志》共同的
初心。新的一年即将启
程，让我们一起穿越眼
前迷雾、眺望未来霞光，
彼此携手共进！
谨祝《亚洲法律杂志》
及读者朋友行稳致远，
诸事顺意！



华晓军 (Warren)
君合律师事务所，管理
合伙人
岁月如流，不惧风雨。
携手走入2021年，君合
衷心祝愿《亚洲法律杂
志》及全体读者新春快
乐。进入中国法律市场
十八年，《亚洲法律杂
志》一直与广大客户
与读者分享即时的市场
资讯与深刻的行业分
析，是值得业界信赖的
专业法律服务媒体。光
景时新，期待新的一年
继续携手，笃定前行。



徐羽
浩天信和律师事务所，
北京市管委会主任/
合伙人
《亚洲法律概况》的
读者朋友们，2021年
新年将至，在此我祝
大家新年快乐。爆竹
声声，辞旧迎新，2020
的阴霾将逐渐散去，
春芽萌发，万象更新，
2021的希望正向我们
走来。作为法律人，
我看到了市场即将进
发的法律机会和发展
契机，和即将到来的
整个法律服务市场的
繁荣，让我们喜迎
2021，拥抱业务盛
兴！



吴昊 (Howard WU)
贝克·麦坚时国际律
师事务所，上海代表
处首席代表/合伙人
秉承法律媒体先锋的
专业精神，《亚洲法
律杂志》一直致力为
广大法律从业者提供
最新的法律动态与资
讯，积极展现表彰各
界法律人才与团体。
在《亚洲法律杂志》
18周年之际，我谨代
表贝克·麦坚时国际律
师事务所，以及奋迅·
贝克·麦坚时联营办
公室衷心恭祝ALB再
创佳绩！同时祝愿所
有读者新年诸事顺
利！



孙钢宏
德恒律师事务所，执
行主任
元春风华，万象启
新！回望2020，德恒
尽职尽责，创新发展；
迎接2021，德恒坚定
信心，再展风帆。值此
新年之际，我谨代表
德恒全体同仁，向全
球客户、朋友、同事、
同行们，致以新年
诚挚问候！



王清友
安理律师事务所，主
任
岁序常易，华章日新。
在这辞旧迎新的元旦
佳节，我谨代表安理
律师事务所向关心支持
发展的各界朋友，致
以最诚挚的问候及最
美好的祝福！
中流击水，奋楫者进。
新的一年，适逢安理
成立20周年，我们将
上下同欲，内外兼修，
砥砺前行，与祖国同
心，与时代同行，与
社会各界同步，开启
新征程！



李晓鸣
汉坤律师事务所，联
席首席执行官
古人云，大上有立德，
其次有立功，其次有
立言，虽久不废，此
之谓不朽。在新的一年里，
汉坤将与各界伙伴
携手共进，不惧挑战，
披荆斩棘，共创不朽
篇章。



颜羽
嘉源律师事务所，管
委会主任
一元复始，万象更新。
我们共同经历了一个
令人难忘的2020年。
伴随着新年的钟声，
我谨代表嘉源律师事
务所全体同仁向ALB
杂志的广大读者致以
最诚挚的问候！祝福
各位在新的一年里身
体健康、万事顺遂！
在2021年，我们将
继续扬帆破浪，与您
携手共进，一起创造
佳绩！



程守太
泰和泰律师事务所，
首席合伙人
《亚洲法律杂志》提
供前沿的法律商业资
讯和行业专业评级，
已成为全球最具影响
力的法律媒体之一。
新年将至，泰和泰
律师事务所衷心祝愿
《亚洲法律杂志》及
全体读者朋友新年快
乐，与时光同行！



孔祥钧
世辉律师事务所，合
伙人、公共关系协调
人
度过不寻常的2020，
世辉全体同仁秉持“
成为最好、成就最好”
的精神，恭祝各位朋
友和伙伴在新的一年里
阖家安康、万事如意、
牛气冲天！



崔利国
观韬中茂律师事务所，
管理委员会主任
《亚洲法律杂志》多
年来提供中国律师行
业最前沿的资讯动态，
是值得信赖的法律专
业媒体。衷心祝愿《
亚洲法律杂志》及全
体读者新的一年谱写
新的篇章！



杨晓明
天驰君泰律师事务所，
主任



《Asian Legal Business》
以国际化的视角、专
业化的服务持续提供前
沿的商业资讯和权威
的法律评级榜单，是天
驰君泰始终信赖的媒体合作伙伴。祝愿
《Asian Legal Business》越办越好！祝
福全体读者们新年快乐，万事如意！

赵克峰
北京己任律师事务所，
合伙人



不一般的时代，需要不
一般的行动，去解决不
一般的问题！

龙传红
中国贸促会专利商标事
务所，副所长



中国贸促会专利商标
事务所在此向全球的客
户、朋友、同行及ALB
的读者致以新年的问
候。疫情反复，祝福阖
家平安！万象更新，携手共创未来！

王丹
隆安律师事务所，主任
“同兴隆、共平安”是隆安
一路走来的初心。2021
年，隆安将继续努力提
升、奋进开拓。祝《亚
洲法律杂志》的新老
朋友事业兴隆，平安喜
乐。



邢冬梅
天达共和律师事务所，
管理合伙人



多年来《亚洲法律杂
志》相伴法律人成长，
已成为我们互知、互
鉴、互助的重要平台。
辞旧迎新之际，天达共
和籍此与各位互勉，携手奋斗，共迎美好
春光。

张继平
海问律师事务所，主任



感谢《亚洲法律杂志》
为客户和读者提供了前
沿的法律商业资讯和律
所专业评级。值此新春
到来之际，我谨代表海
问律师事务所祝福《亚
洲法律杂志》牛年更牛，更上层楼，祝全
体读者新年快乐，工作顺遂，幸福安康！

马江涛
大成律师事务所
管委会主任



2020年是不平凡的一
年，大疫之后，必有大
役！大成愿秉承专业创
新、优质高效的服务理
念，与大家共克时艰、
同创未来！大成律师事务所谨祝您新春快
乐！

周波
中联律师事务所，管理
合伙人



VUCA时代，整个社会的
不确定性加剧，律师业
在加速调整和整合，顺
势而为，在差异化的竞
争中脱颖而出成为接
下来的使命。

陈岩
贝壳集团，集团副总
裁、总法律顾问及集团
法务中心负责人



衷心感谢ALB对贝壳法
务工作的认可。贝壳法
务希望与ALB开展更多
的交流与合作。值此新
春佳节之际，我谨代表贝壳法务祝ALB及
全体读者朋友新年快乐，平安如意！

李云波
君泽君律师事务所，主
任



携手走过了2020非凡的
一年，感谢《亚洲法律
杂志》以及业界同仁对
君泽君一如既往的支持
与认可。值此佳节，君
泽君律师事务所谨此祝愿《亚洲法律杂
志》以及广大读者在新的
一年里身体健康、万
事胜意，料峭春寒后，
共看繁花胜景。

赵洋
竞天公诚律师事务所，
管委会主席



回首2020，我们共同
见证了极不平凡的一年。
值此辞旧迎新之际，
竞天公诚全体同仁衷心
祝愿《亚洲法律杂志》
在新的一年里越办越好，
祝福所有读者身体健
康，万事顺意！

何鲤
美国达维律师事务所
(Davis Polk &
Wardwell)，亚洲(日
本除外)联席主管



一年三百六十日，都是
横戈马上行。这可能是
对孜孜不息的法律人最
好的写照。法律是一个
经常面临体力心力双
重挑战的行业。我们在
为事业为客户奔跑拼
搏的同时，也该给自己
多一些时间、耐心、鼓
励和关爱。祝愿各位
同仁在2021成为更好
的自己——不仅事业
硕果累累，也能实现
更好的自己。

ALB WRAPS UP ITS FIRST COMPLIANCE FORUM SUCCESSFULLY

2020 ALB中国企业合规论坛圆满落幕

■ The first ALB China Corporate Compliance Forum was successfully held at Grand Hyatt Shanghai on Nov. 26, 2020. The forum attracted more than one hundred general counsel, in-house counsel, senior lawyers, business elites, senior executives and industry experts from different industries.

The forum kicked off at 9AM, with welcoming remarks delivered by the chairperson Liu Fang, General Counsel & Chief Compliance Officer, NIO Co., Ltd.

It then entered the first panel

discussion session. Paulo Guo, Senior Partner of Hui Ye Law Firm, moderated the discussion on the topic “Corporate Compliance: Current Challenges and Trends in the Post COVID Era.” The panelists were Richie Tong, Head of Compliance of Bayer; Liu Fang, General Counsel & Chief Compliance Officer of NIO; and Joseph Chan, Chief Legal Officer of Yum China. They in turns shared insights on the current risk preferences of companies, compliance risks in the post-COVID era, as well as

future compliance trends in their own industries.

The forum then welcomed three partners from JunHe: Wei Yingling, Gong Mingfang and Bai Xuefei. They together shared on the topic of “Antitrust Compliance and Prevention and Response to Antitrust Key Risks” also in the form of a panel discussion. Key points addressed during their discussion included antitrust compliance and the key risks for operators, as well as noteworthy antitrust compliance issues in M&A transactions.



2020年11月26日，2020 ALB中国企业合规论坛在上海金茂君悦大酒店成功举办，百余位来自不同行业的企业总法律顾问、公司法务、公司合规专业人士、企业高管、资深律师与业界专家汇聚一堂，就当前合规趋势、监管要求以及最佳合规实践展开了热烈探讨。

早上9点，蔚来汽车总法务顾问兼首席合规官刘昉女士作为大会主席为论坛致开幕辞，论坛正式开始。

主席致辞后，论坛进入到当天首个话题讨论议程。本次讨论主题为“企业合规：疫情下的挑战和后疫情时代的应对”，邀请到汇业律师事务所高级合伙人郭青红律师担纲主持，百胜中国首席法务官陈永坚先生、大会主席刘昉女士，以及拜耳合规总监童鸣先生参与讨论。

郭律师首先邀请嘉宾从业务压力

的增加是否引发了风险偏好变化、疫情下及后疫情时代企业突出的合规风险，以及各自行业未来的合规监管趋势三个角度进行分享。

陈永坚先生分享到，今年9月百胜中国在中国香港经历了二次上市，和大多数中概股面临了截然不同的监管及合规环境。他继而指出，法务的任务是保驾护航，在疫情下业务压力增加，新的商业模式、渠道、合作方式都带来新的风险，法务团队也要用创新思维提供服务。

刘昉女士则告诉在场来宾，疫情对蔚来的业绩影响并不大，但在过去一年中，企业明显感受到来自网络安全、领先技术领域——例如芯片、自动驾驶等方面的全球严格监管，她认为未来新能源汽车行业将继续面临上述领域的监管挑战。

童鸣先生回应了两位嘉宾的发言。他指出，合规是企业必须守住的底线。对医药企业来说，疫情冲击了原有的医药代表业务模式，同时该领域的数字化发展也带来数据安全、隐私保护的新问题。他认为医药行业监管正变得愈发严格，合规企业能够从中获得更多利好。

最后，郭律师向三位提问：企业管理层当下风险偏好是否有所变化？法务部又如何回应？

陈永坚先生说，企业在红线内运营是无需讨论的，与此同时，总法也要思考如何成为业务合作伙伴，为企业增加价值；刘昉女士则为大家进一步厘清了合规与法务工作的区别和联系。她指出，创新型企业成长速度很快，公司更要求法务灵活、有创造力；最后，童鸣先生建议道，不要把风险偏好应对仅作为法律合规话题，应由企业多部门进行综合管理，以多元视角看待创新模式并达成共识，这样的决策对公司才是负责的。

讨论结束后，论坛迎来了君合律师事务所的三位合伙人，魏瑛玲律师、巩明芳律师和白雪斐律师以圆桌讨论的形式共同带来题为“经营者反垄断合规重点风险防范与应对”的分享。

魏瑛玲律师首先就反垄断合规指南出台情况进行了详尽梳理，继而，魏瑛玲律师、巩明芳律师和白雪斐律师分别就反垄断合规涉及的法律热点问题：敏感信息交换、轴辐卡特尔、安全港、排他性安排



From left to right: Richie Tong, Head of Compliance, Bayer; Liu Fang, General Counsel & Chief Compliance Officer, NIO Co., Ltd.; Joseph Chan, Chief Legal Officer, Yum China; Paulo Guo, Senior Partner, Hui Ye Law Firm
从左到右：童鸣，合规总监，拜耳；大会主席刘昉；陈永坚，首席法务官，百胜中国；郭青红，高级合伙人，汇业律师事务所

ALB CHINA CORPORATE COMPLIANCE FORUM



Liu Fang, General Counsel & Chief Compliance Officer, NIO Co., Ltd.
刘昉, 总法务顾问兼首席合规官, 上海蔚来汽车有限公司



Wei Yingling, Partner, JunHe LLP
魏瑛玲, 合伙人, 君合律师事务所



Gong Mingfang, Partner, JunHe LLP
巩明芳, 合伙人, 君合律师事务所



Bai Xuefei, Partner, JunHe LLP
白雪斐, 合伙人, 君合律师事务所



Paulo Guo, Senior Partner, Hui Ye Law Firm
郭青红, 高级合伙人, 汇业律师事务所



Richard Battaglia, Managing Partner of Beijing Representative Office, Steptoe & Johnson LLP
柏富, 北京办公室管理合伙人, 世强律师事务所



Grace Zheng, Senior Partner, Co-effort Law Firm
郑蕾, 高级合伙人, 协力律师事务所



David Tang, Partner, JunHe LLP
汤伟洋, 合伙人, 君合律师事务所

Following a short refreshment break, the audience heard a presentation from Paulo Guo, Senior Partner of Hui Ye Law Firm, on the topic of "In the Context of Greater Compliance, How to Establish an Effective Corporate Compliance System to Boost Enterprise Development?" Guo elaborated on the concept of big compliance and relevant laws and regulations in China for enterprises to build compliance systems. He finally introduced a few ideas about how to launch and implement the compliance system effectively.

Following the networking luncheon, the attendees heard from Richard Battaglia, Managing Partner of Beijing Representative Office of Steptoe & Johnson, who delivered a presentation entitled "US Economic Sanctions & Export Controls." He first introduced to the audience the basic framework of the U.S. export controls and economic

sanctions, and the various screening lists and the legal consequences if violated, then elaborated the topic with a few typical law enforcement cases related to the U.S. export controls and economic sanctions. Finally, Battaglia shared insights on the common and potential risks of Chinese enterprises' business practices, and the possible sanctions resulted therefrom.

Battaglia was followed by Grace Zheng, Senior Partner of Co-effort Law Firm, who shared on the topic of "Development trends of International Commercial Dispute Resolution and Key Points of Enterprises' Risk Management." Zheng shared some new trends of commercial arbitration and mediation, and used the latest international commercial dispute cases to warn enterprises of risks they should avoid.

After a short refreshment break, the forum saw the last presenter this year:

David Tang, Partner of JunHe, who delivered a presentation entitled "Establishment and Practice of Export Compliance System for Enterprises under the New Situation." Tang introduced the newly launched Export Control Law of China and its potential impacts on different companies, and then provided some ideas on building effective export compliance system under the new law. He finally shared a few cases of compliance due diligence investigation handled by him recently.

With that the first ALB China Corporate Compliance Forum wrapped up successfully and was extremely well-received and praised by all participants. ALB, as the organizer of the summit, wants to extend our gratitude to everyone who participated in and made the event a success, and looks forward to seeing you again at our future events. 

和“二选一，一一进行了深入分析，并结合企业遇到的实际问题给出了具体建议。随后，三位律师分别从并购交易是否要进行申报的整体判断、并购交易尽调阶段的合规要点、并购协议谈判签署阶段的合规要点、并购交易过渡期阶段的合规要点几个方面，为参会嘉宾深入讲解经营者集中相关合规问题。

短暂茶歇后，汇业律师事务所高级合伙人郭青红律师为大家带来了“大合规背景下，企业如何建立行之有效的合规管理体系”主题演讲。郭律师首先通过大合规、小合规的概念厘清了合规的外延和内涵，随后，他对合规管理体系的相关法律规定进行了全面梳理。郭律师指出，合规管理的目的是降低和有效防控合规风险。合规管理是业务部门日常的基础性管理工作，是长效工程，不可能一蹴而就，只有各个组成部分都落实到位和有效运行，合规管理体系才能有效运行和发挥作用。

交流午餐后，论坛继续。世强律师事务所北京办公室管理合伙人柏富律师带来了“美国的经济制裁和出口管制”主题演讲。柏富律师详细梳理了美国出口管制和经济制裁的基本框架，各种限制性清单及其法律后果。他介绍道，OFAC鼓励所有与美国、美国公司或个人开展业务或涉及美国原产货物或服务的美国和非美国公司和个人使用风险导向的方式，并制定、实施和定期更新制裁合规计划。随后，柏富律师通过讲解美国出口管制和经济制裁执法典型案例，提示中国企业商业行为常见和潜在的风险，以及可能引发的制裁。

随后，协力律师事务所高级合伙人郑蕾律师为大家带来了主题为“国际商事纠纷解决的发展趋势与企业的风险管理要点”的演讲。郑律师首先梳理了我国商事仲裁的发展趋势和特点，继而特别讲解了商事调解方式的特点及在实务中的运用。

最后，郑律师借助最新商事纠纷案例，生动解析了企业应规避的风险点。

短暂茶歇后，君合律师事务所合伙人汤伟洋律师带来了“新形势下企业出口合规体系构建以及实践”主题演讲。汤律师向大家介绍了备受关注的《出口管制法》、限制技术出口及不可靠实体清单给企业经营带来的影响，以及在此背景下企业应如何高效构建出口合规体系。汤律师结合实务经验，讲解了合规尽职调查的实践，如何在中美两国贸易管制下保护自身利益。

最后，汤律师总结道，企业应保持冷静，坚持正面的合规制度，将诸多要点贯穿到企业的合规工作中。

2020 ALB中国企业合规论坛在热烈的氛围中圆满落幕，并受到了与会嘉宾们的广泛好评。真诚感谢各位嘉宾的莅临，期待在下一次的ALB活动中与您相见！

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Established in 1998, Co-effort has now developed into a leading full business law firm. Co-effort is headquartered in Shanghai as the first law firm in the city adopting the limited liability partnership and has 23 branch offices in China and abroad. In 2019, Co-effort was named one of the top ten law firms in Shanghai. Holding the philosophy “we power your success”, our professional teams make concerted effort to provide expert and efficient legal services for our clients. To our clients, we are not only the “trouble solver”, but also the “value promoter”.

Website: www.co-effort.com



Hui Ye Law Firm

Widely recognized as a leading PRC law firm, HUI YE provides comprehensive legal services, with a particular focus on commercial law, to both domestic and international clients. We are one of the largest firms in China, with integrated domestic offices in major cities including: Shanghai, Beijing, Guangzhou, Shenzhen, Chongqing, Lanzhou, Nanjing, Chengdu, Taiyuan, Ningbo, Wuhan, Xi'an, Hefei, Qingdao, Suzhou, Hangzhou, Changsha, Zhejiang Free Trade Zone, Wuxi, Changzhou, Dalian, Lianyungang, Haikou, Urumqi, Guiyang, Nanning, Hong Kong; and overseas offices in Atlanta and Los Angeles in the United States of America. With more than a thousand licensed lawyers and professionals, we are capable of and committed to providing our clients with customized and innovative solutions to legal issues. We have established widespread representative offices through strategic cooperation located in the city of Berlin, Cologne, Frankfurt and Freiburg in Germany, Paris, Lyon and Bordeaux in France, and also Berne, Geneva and Lausanne in Switzerland. We have also built strategic cooperation partnership in Canada, Netherlands, Belgium, Portugal, Italy, Sweden, Australia, Greece, Cyprus, Spain and some other countries.

Website: www.huiyelaw.com



JunHe LLP

JunHe, founded in Beijing in 1989, is one of the first private partnership law firms in China. Since its establishment, JunHe has grown to be one of the largest and most recognized Chinese law firms. The firm has thirteen offices around the world and a team comprised of more than 880 professionals, including over 240 partners and legal counsel, as well as over 640 associates and legal translators. JunHe is committed to providing top-tier legal services in commercial transactions and litigation. The firm is well known for being a pioneer, an innovator and a leader in the reestablishment and development of the modern legal profession in China.

Website: www.junhe.com



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Step toe & Johnson LLP is an international law firm headquartered in Washington, DC that is recognized for representation of clients before governmental agencies, successful advocacy in litigation and arbitration, intellectual property matters, international trade, tax advice, conducting investigations and international regulatory compliance counseling and transactional advice. Our Asia-Pacific practice, with offices in Beijing and Hong Kong, advises clients on international regulatory compliance and corporate compliance programs, US and EU trade remedies proceedings, CFIUS, intellectual property, cybersecurity and data privacy, corporate governance, structuring investments and market access in the USA and EU, anti-bribery, anti-money laundering, economic sanctions, and export controls.

Website: www.steptoe.com

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ALB CHINA TOP 15 IN-HOUSE TEAMS AWARDS



TOP 15 IN-HOUSE TEAMS FETED AT ALB AWARDS CEREMONY

2020 ALB CHINA 十五佳公司法务团队颁奖典礼圆满落幕



Amantha Chia, head of legal media group at Thomson Reuters
汤森路透法律传媒集团负责人谢京庭女士



San Jun, China sales director at Thomson Reuters
汤森路透中国区总经理伞军先生



Wu Peng, partner at Zhong Lun Law Firm
中伦律师事务所合伙人吴鹏律师

On December 17, the 2020 ALB China Top 15 In-House Teams Awards Ceremony was held at the Four Seasons Hotel Beijing. The event was attended by representatives from this year's winning in-house legal teams.

Amantha Chia, head of legal media group at Thomson Reuters, gave her welcome address to the guests via video, while San Jun, China sales director at Thomson Reuters, and Wu Peng, partner at Zhong Lun Law Firm, delivered their speeches at the venue. They congratulated the winners this year and welcomed all the guests.

After the welcoming speeches, Chen Jihong, partner at Zhong Lun Law Firm, moderated a panel discussion. He invited Chen Min from Midea Group Legal, Dong Liang from Legal Affairs



From left to right: Chen Jihong, partner at Zhong Lun Law Firm; Chen Min from Midea Group Legal; Dong Liang from Legal Affairs Department of Ronshine China Holdings Limited; Liang Bowen from Legal Center of Weixin, Tencent Co., Ltd.; Wu Peng, partner at Zhong Lun Law Firm; Liu Xiangwen, partner at Zhong Lun Law Firm
由左至右: 中伦律师事务所合伙人陈际红律师、美的集团股份有限公司集团法务总监陈敬先生、融信中国控股有限公司集团助理总裁兼法务管理中心总经理董樑先生、腾讯公司微信法务副总监梁博文先生、中伦律师事务所合伙人吴鹏律师、中伦律师事务所合伙人刘相文律师

ALB CHINA TOP 15 IN-HOUSE TEAMS AWARDS




Department of Ronshine China Holdings Limited, Liang Bowen from Legal Center of Weixin, Tencent Co., Ltd., Wu Peng, partner at Zhong Lun Law Firm, as well as Liu Xiangwen, partner at Zhong Lun Law Firm to share their thoughts on how in-house legal teams can support the companies against the backdrop of China's dual circulation strategy.

The awards ceremony took place after the inspiring panel discussion. Leaders from Thomson Reuters and experts from Zhong Lun Law Firm presented the awards to the winning legal teams, who were then invited to share their highs and lows of the year as well as their key areas of focus for next year.

The awards ceremony was followed by a feast prepared for the winners and their peers. Together, they toasted the achievements of this year and encouraged each other to strive for success in the times ahead.

"We send our congratulations to the top 15 in-house legal teams this year. They were selected by ALB as winners after months of research, demonstrating that they are the best legal professionals. We could see the professionalism of the winning teams, and we have learned a lot from them as external lawyers while providing services to them." Wu Peng, partner at Zhong Lun Law Firm, told ALB.

ALB wishes all the in-house legal teams the best in achieving their goals and aspirations, while using their professionalism and innovative thinking to enable their companies to prevent risks and achieve more. 



From left: Alex Liu from Law, Patents & Compliance, Bayer (China) Limited; San Jun, China sales director at Thomson Reuters
左起：刘红强，拜耳（中国）有限公司法务、专利及合规部；汤森路透中国区总经理伞军先生



From left: Yan Bo from Legal and Compliance Department of Beijing Automotive Group Co., Ltd.; San Jun, China sales director at Thomson Reuters
左起：严波，北京汽车集团有限公司法律与合规部；汤森路透中国区总经理伞军先生



From left: Fan Ping from Legal & Regulatory Affairs of Danone Greater China; Wu Peng, partner at Zhong Lun Law Firm
左起：樊平，达能大中华区法律和法规事务部；中伦律师事务所合伙人吴鹏律师



From left: Han Jianhui from Legal & IPR Department of JD.COM; Wu Peng, partner at Zhong Lun Law Firm
左起：韩剑辉，京东集团法务与知识产权部；中伦律师事务所合伙人吴鹏律师



From left: Yang Fan from Beike Legal, KE Holdings Inc.; Wu Peng, partner at Zhong Lun Law Firm
左起：杨帆，贝壳控股有限公司集团法务中心；中伦律师事务所合伙人吴鹏律师



From left: Wang Jiashuo from Legal and Intellectual Property Department, Li Auto Inc.; Chen Jihong, partner at Zhong Lun Law Firm
左起：王甲铄，理想汽车法务与知识产权部；中伦律师事务所合伙人陈际红律师

12月17日，2020 ALB China十五佳公司法务团队颁奖典礼在北京四季酒店举行，获奖的十五佳公司法务团队代表出席了此次盛会。

汤森路透法律传媒集团负责人谢京庭女士透过视频向嘉宾致辞，而汤森路透中国区总经理伞军先生及中伦律师事务所合伙人吴鹏律师则于现场致辞。他们祝贺十五佳公司法务团队获奖，并欢迎各位嘉宾的出席。

伞军先生则在致辞中说道，十五佳公司法务团队不仅仅是法务专家，而且是企业管理专家。

ALB CHINA TOP 15 IN-HOUSE TEAMS AWARDS

吴鹏律师在致辞中提到，近年来有越来越多的优秀法务团队，以自信以专业应对经济环境的变化，助力企业发展。

本次活动随后进入重磅讨论环节，由中伦律师事务所合伙人陈际红律师主持，邀请美的集团股份有限公司集团法务总监陈敏先生、融信中国控股有限公司集团助理总裁兼法务管理中心总经理董樑先生、腾讯公司微信法务副总监梁博文先生、中伦律师事务所合伙人吴鹏律师，以及中伦律师事务所合伙人刘相文律师，就在中国构建经济双循环新发展格局下，法务团队如何助力企业乘风破浪？这一话题分享见解。

陈际红律师首先邀请嘉宾分享双循环机制会为经济发展带来何种态势和前景。陈敏先生认为，市场增量是经济向前发展的条件，中国企业必须加强创新能力及拓宽市场，法律同仁要做好前瞻性工作，提前预测问题并解决问题。

董樑先生谈到，未来房地产市场仍蕴含机遇。在面对更多不可测的因素时，在做好管理的基础上，法务要做更多前瞻性判断，特别在大项目中比以往更加谨慎。

梁博文先生谈到，企业拓展境外市场时，要面对国际关系变化和愈加收紧的监管环境，反而更突显法务的价值和地位，法务要更关注国际市场及政策法律的变化。

吴鹏律师认为，未来全球对数据企业加强监管会成为常态，法务要做好准备，助力企业反垄断合规健康发展，裨益企业的长远发展。而刘相文律师强调，中国经济和世界经济难以分开，中国企业在双循环新发展格局下要谙熟国际规则，法务要事先防范风险，研究清楚各个司法管辖区可能适用到中国企业业务的规则，并作出详细指引，也要有统筹全球资源的能力。

精彩的讨论后，本次活动进入到高潮的颁奖环节，本环节由汤森路透领导及中伦律师事务所的律师担任颁奖嘉宾，十五佳公司法务团队的代表依次上台领奖，并分享今年工作的高光或困难时刻，以及2021年的法务工作要点。

颁奖环节过后，获奖的公司法务团队与其他同仁聚首一堂，享受晚宴并互相交流，为这一年公司法务事业的成就举杯，也勉励彼此继续砥砺前行，迎接未知的挑战。



From left: Chen Min from Midea Group Legal; Chen Jihong, partner at Zhong Lun Law Firm
左起：陈敏，美的集团法务；中伦律师事务所合伙人陈际红律师



From left: Lu Jue from Legal affairs Team of NAURA Technology Group Co., Ltd.; Chen Jihong, partner at Zhong Lun Law Firm
左起：陆珏，北方华创科技集团股份有限公司法律事务团队、中伦律师事务所合伙人陈际红律师



From left: Dong Liang from Legal Affairs Department of Ronshine China Holdings Limited; Liu Xiangwen, partner at Zhong Lun Law Firm
左起：董樑，融信集团法务管理中心；中伦律师事务所合伙人刘相文律师



From left: Cui Tongtong from Sinovation Ventures Legal Department; Liu Xiangwen, partner at Zhong Lun Law Firm
左起：崔同同，创新工场法务部；中伦律师事务所合伙人刘相文律师



From left: Tang Jiangyan from Department of Legal Affairs, State Grid International Development Limited; Liu Xiangwen, partner at Zhong Lun Law Firm
左起：唐江燕，国家电网国际发展有限公司法律事务部；中伦律师事务所合伙人刘相文律师



From left: Guo Chenhui from Dept of Legal Affairs Center of Suning Commerce Group Co.Ltd; Xue Yi, partner at Zhong Lun Law Firm
左起：郭晨辉，苏宁易购集团股份有限公司法务中心；中伦律师事务所合伙人薛熠律师



From left: Huang Jiahui from Legal Center of Weixin, Tencent Co., Ltd.; Xue Yi, partner at Zhong Lun Law Firm
左起：黄嘉慧，腾讯公司微信法务中心；中伦律师事务所合伙人薛熠律师



From left: Chen Yongjian from Yum China Legal Department; Xue Yi, partner at Zhong Lun Law Firm
左起：陈永坚，百胜中国法律部；中伦律师事务所合伙人薛熠律师

ALB China Capital Markets Forum 2021

2021 ALB 中国资本市场论坛

25 MARCH 2021, BEIJING 2021年3月25日 - 北京

After 30 years of exploration and practice, China's capital market has gradually established a multi-layer capital market system. In the process of standardization, rule of law, marketization and internationalization, the effectiveness of the capital market in serving the real economy has been significantly improved. While the capital market provides companies with multiple financing channels, companies are also facing a lot of opportunities and challenges in the process of using capital market forces to develop. In this context, ALB will hold the 2021 ALB China Capital Markets Forum in Beijing on March 25, 2021, focusing on the hot spots of the capital market under the background of registration system reform, based on the legal needs of listed companies and companies to be listed, to grasp timely the trend of market regulation and capture the opportunities in the capital market. The forum will bring together more than 100 senior capital market experts, corporate legal counsels, company executives, and investors to jointly explore the latest driving forces of the capital market and discuss solutions to meet challenges and seize opportunities.

中国资本市场经过三十年的探索和实践，逐步建立起多层次的资本市场体系，在不断走向规范化、法治化、市场化和国际化的进程中，资本市场服务实体经济的效能显著提升。资本市场在为企业提供了多重融资渠道的同时，企业在运用资本市场力量发展的过程中也面临着诸多机遇和挑战。在此背景下，ALB将于2021年3月25日在北京举行2021年ALB中国资本市场论坛，聚焦以注册制改革为背景的资本市场热点要点，立足上市公司和拟上市企业的法律需求，及时把握市场监管走向，捕捉资本市场机遇。论坛将汇集100余位资深资本市场实务专家、企业法律顾问、公司高管、投资人，共同发掘资本市场最新的驱动因素，探讨应对挑战、把握机遇的解决方案。

CONFERENCE HIGHLIGHTS INCLUDE 热点讨论话题包括

- New Chapter in the 30 Years of China's Capital Market: Trends and Outlook
中国资本市场三十年新篇章：趋势与展望
- How Enterprises Properly Plan Domestic and Overseas Listing
企业如何正确筹划境内外上市
- Risk Prevention and Responses of Information Disclosure of Listed Companies under the Background of the New Securities Law
新证券法背景下上市公司信息披露风险防范及应对
- Legal Practices for Enterprise's Hong Kong/US Listing
企业赴港/赴美上市法律实务
- Legal Risks, Prevention and Responses of Enterprise Securities Litigation
企业证券诉讼法律风险、防范与应对
- Key Points in the Domestic Listing of Privatized and Red-chip Returned
- Companies under the Background of Registration System
注册制背景下私有化和红筹回归企业境内上市操作要点
- Active role of Legal Counsels in Company Listing and Financing
企业上市和融资过程中法务扮演的积极角色

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CHINA LAW AWARDS 2021

Asian Legal Business is pleased to announce that nominations are now open for the 18th Annual SSQ China Law Awards, with the winners being announced in a gala ceremony in Beijing on Thursday 20th May, 2021. Recognizing your organization's accomplishments over the past year, ALB would like to invite you to join the SSQ ALB China Law Awards 2021 and nominate your own legal team or that of another organization that you have worked with in the past, for one or more of the 47 categories we will be presenting on the awards night. Joining the nomination process and attending the awarding ceremony are ideal opportunities for law firms and in-house teams not only to establish competitive networks, but also to showcase their expertise and leading position in the legal community.

《亚洲法律杂志》欣然宣布，第18届SSQ ALB中国法律大奖现在开始接受提名，这些象征着中国法律界领先地位的奖项最终花落谁家，将于2021年5月20日（星期四）在北京举行的颁奖盛典上隆重揭晓。此次SSQ ALB中国法律大家涵盖47个奖项，将由数十名专业评审评选出获奖者。您可以提名自己的团队、或者提名在过去一年中与您有工作交集的其它组织或团队，去赢得47个奖项中的一个或多个奖项。对于律师事务所和公司法务组来说，参与提名并出席颁奖盛典不仅仅可以帮助您建立起极具竞争力的人脉资源，同时也可以向整个法律界展示您及您团队的专业程度与领先地位。

FOR MORE INFORMATION, KINDLY VISIT 更多活动信息欢迎访问本次活动页面
<https://www.legalbusinessonline.com/awards/china-law-awards-2021>

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