

LEX MUNDI

THE WORLD'S LEADING ASSOCIATION OF INDEPENDENT LAW FIRMS

2009 ANNUAL AND EUROPE/MIDDLE EAST/AFRICA REGIONAL CONFERENCE

October 1-3, 2009

Madrid

Hosted by: **Uría Menéndez**

AGENDA

All meetings will be held at the Westin Palace, Madrid.

TUESDAY, SEPTEMBER 29, 2009

3:00 p.m. – 6:00 p.m. **New Board Member Orientation - Hemingway**

6:30 p.m. – 8:30 p.m. **Executive Committee Meeting - Hemingway**

WEDNESDAY, SEPTEMBER 30, 2009

9:30 a.m. – 7:30 p.m. **Board of Directors Meeting and Membership Review – Neptuno I**

THURSDAY, OCTOBER 1, 2009

8:45 a.m. – 6:30 p.m. **Registration Open - Medinaceli Foyer**
Pick up your conference materials, name badge, no host dinner information and other information regarding practice group and committee meetings at Registration.

9:30 a.m. – 1:00 p.m. **Board of Directors Meeting - Neptuno II**

9:30 a.m. – 5:00 p.m. **Exhibits Open - Medinaceli Foyer**

9:30 a.m. – 11:00 a.m. **Practice Group Meetings**
Energy and Natural Resources - *Cortes I*
E-Commerce, Privacy, Outsourcing and Technology - *Cortes II*
Telecommunications - *Matahari*

11:00 a.m. – 11:15 a.m. **Break**

11:15 a.m. – 12:45 p.m. **Practice Group Meetings**
Construction and Infrastructure - *Cortes I*
Insolvency, Bankruptcy and Restructuring - *Cortes II*
Insurance/Reinsurance - *Cortes III*
Intellectual Property – *Matahari*

Thursday, October 1, cont'd.

12:45 p.m. – 2:30 p.m.

Buffet Lunch - *Medinaceli II & III*

1:00 p.m. – 2:30 p.m.

Practice Group Leadership Luncheon – *Medinaceli I*

All practice group chairs, chairs-elect, immediate past chairs and regional vice chairs should plan to attend this luncheon where you will hear an annual report on the activities of the practice groups and where you have the opportunity to share ideas with other practice group leaders about how to best leverage the interactions of practice group members and enhance the value of participating in these groups

1:30 p.m. – 3:30 p.m.

Accompanying Persons Tour - Museo del Prado

Enjoy a guided tour of one of the most famous galleries in the world. The Prado contains over 7,000 masterpieces by the likes of Goya, El Greco, Bosch and Rubens to name but a few. Please meet in the hotel lobby at 1:20 p.m. for a walking departure.

Fee: \$30

2:45 p.m. – 4:15 p.m.

Practice Group Meetings

Agribusiness - *Cortes I*

Government Affairs - *Cortes III*

Labor and Employment - *Cortes II*

Real Estate - *Matahari*

4:00 p.m. – 5:30 p.m.

Board of Directors Meeting With Client Advisory Council - *Neptuno II*

4:15 p.m. – 4:30 p.m.

Break - *Medinaceli Foyer*

4:30 p.m. – 6:00 p.m.

Practice Group Meetings

Bank Finance and Regulation - *Cortes I*

Employee Benefits and Pensions - *Cortes II*

Environmental - *Cortes III*

Media, Entertainment and Sports – Off site

6:00 p.m. – 6:30 p.m.

First Time Conference Attendee Overview – *Neptuno II*

This overview for members attending their first Lex Mundi conference will cover Lex Mundi benefits, projects, and information on how you can become involved.

6:45 p.m. – 8:45 p.m.

Opening Reception – *Uría Menéndez*

Join your Lex Mundi colleagues for the opening reception at the offices of our host firm. Buses will leave the hotel beginning at 6:45 p.m. Dress: Business attire is recommended.

9:00 p.m.

No-Host Dinners

Join your Lex Mundi colleagues for dinner at one of Madrid's fine restaurants where reservations have been made for groups. Each participant will be responsible for his/her own meal; the total bill will be split evenly between the groups at each restaurant. An announcement will be made at the end of the reception so that groups can assemble for prearranged transportation. See the Registration Desk for information on specific restaurant assignments.

FRIDAY, OCTOBER 2, 2009

7:30 a.m. – 9:00 a.m.

Continental Breakfast – Neptuno I+II+III

7:30 a.m. – 9:00 a.m.

Sponsored Breakfast – Cortes I+II+III

Darryl Cross, Vice President, Client Profitability, LexisNexis Martindale-Hubbell

The Collaborative Advisor: Leveraging Your Martindale-Hubbell Connected Professional Network

Twenty years ago, lawyers relied on their expertise, experience and the resulting word of mouth to find the next client. They could build a profitable career by simply doing good work and charging accordingly. Ten years ago, lawyers began to invest in marketing and business development. Firms saturated the market with news releases, advertisements, newsletters and the like to get their message to the market about who they were.

However, just a short time ago, something changed. Buyers of all products and services began to expect two-way communications, the ability to give feedback and network with friends, family and peers before they made a choice. In the internet world, Web 2.0 is the term used to describe this behavioral evolution and the technology that supports it.

Today, the practice of law is different than it was even a few years ago – just ask your senior partners. Therefore, every lawyer needs to start using the tools and learning the skills to make them a “Collaborative Advisor”. This is the essence of the Lawyer 2.0 concept, and it’s not optional. Just ask your clients.

7:30 a.m. – 5:00 p.m.

Registration and Exhibits Open - *Medinaceli Foyer*

9:00 a.m. – 5:00 p.m.

Accompanying Persons Tour – Toledo

Located 70 kms from Madrid, Toledo was the capital of Spain during the reign of Charles V and exemplified the peaceful living together of three Cultures (Jews, Christians and Muslims) during the Middle Ages. Our visit includes a stop for a wonderful panoramic view of the Old City, a walking tour through its narrow streets, a guided tour of the Cathedral--considered to be one of the most beautiful monuments in Spain--and the Church of St Tome -showing the most important painting by El Greco, “The Burial of the Count of Orgaz”. We will then discover the Jewish Quarter, including the XIIth Century Synagogue of Santa María. Lunch at Casón de los López completes the tour. Please meet in the hotely lobby at 8:50 a.m. for transportation.

Fee: \$125

9:00 a.m. – 9:20 a.m.

Welcome and Self-introductions - *Medinaceli*

Michael Molitoris, Chair, Lex Mundi, and Partner, Nörr Stiefenhofer Lutz (Germany)

Participants will introduce themselves and their firms.

9:20 a.m. – 9:30 a.m.

Welcome from Our Host Firm - *Medinaceli*

Charles Coward, Partner, Uría Menéndez (Spain)

A welcome to participants and brief introduction on Uría Menéndez will be provided.

Friday, October 2, cont'd.

9:30 a.m. – 9:50 a.m.

New Member Firm Introductions - *Medinaceli*

Representatives from two firms that have joined Lex Mundi since the 2008 Annual Conference will give brief introductions of their firms.

9:50 a.m. – 11:00 a.m.

Lex Mundi Client Advisory Council Program: In the Wake of the Economic Downturn: The Impact on the Inside/Outside Counsel Relationship – *Medinaceli*

Eduardo Arbizu, Director of Legal Affairs of Banco Bilbao Vizcaya Argentaria, S.A.

George Freeman, Vice President and Assistant General Counsel of The New York Times

Jim Jenkins, Senior Vice President and General Counsel of Deere & Co.

Joia Johnson, Executive Vice President, General Counsel and Secretary of Hanesbrands Inc.

Moderator: Alan Silberman, Partner, Sonnenschein Nath & Rosenthal LLP (Illinois)

The economic downturn and changing global regulatory environments have created tremendous stresses on corporate legal departments. Often struggling with reduced legal budgets, in-house counsel are under pressure to do more with fewer resources. They are also exercising greater control over which lawyers do their work and how they do it; some are significantly reducing the number of law firms in their stable of providers. Moreover, regulatory complexity has multiplied, enforcement is on the rise, and corporate compliance programs are receiving unprecedented scrutiny from regulators. Members of Lex Mundi's Client Advisory Council will discuss how the global economic crisis and changes in the regulatory environment have impacted their businesses and legal departments and how these developments are driving changes in their relationships with their outside counsel.

11:00 a.m. – 11:30 a.m.

Break - *Medinaceli Foyer*

11:30 a.m. – 11:50 a.m.

New Member Firm Introductions - *Medinaceli*

Representatives from two other firms that have joined Lex Mundi since the 2008 Annual Conference will give brief introductions of their firms.

Friday, October 2, cont'd.

11:50 a.m. - 1:00 p.m.

Lex Mundi Client Advisory Council Program: Providing Seamless Global Service: What do Clients Want? – Medinaceli

Cathie Armour, Executive Director, Investment Banking Group - Corporate Finance of Macquarie Group Limited

Alexandre D'Ambrosio, General Counsel and Managing Director of Votorantim Industrial

Dr. Beat Hess, Legal Director and Member of the Group Executive Committee of Royal Dutch Shell PLC

Uzi Karniel, Chief Legal Officer & Corporate Secretary of Teva Pharmaceutical Industries Ltd.

Moderator: Simon Truskett, Partner, Clayton Utz (Australia)

To deal with the competition, especially from large global law firms, Lex Mundi firms must work effectively together to meet client expectations about how cross-border matters should be handled. But what exactly are those expectations? This panel of Client Advisory Council members will discuss why they choose the firms they use and what models they prefer for multijurisdictional work. Among the topics they will address in an informal Q&A format are:

- the advantages and disadvantages of global firms in relation to Lex Mundi member firms;
- how important seamlessness of service is to them and what particular aspects are most important;
- the optimal roles of "lead" and "local" counsel in integrating service; and
- what practical steps can be taken to achieve seamlessness across different firms in varying jurisdictions?

1:00 p.m. – 2:45 p.m.

Lunch with Speaker - Neptuno I+II+III

Guest Speaker: Ambassador Carlos Westendorp

Ambassador Westendorp has held, among several others, the office of Spanish Minister of Foreign Affairs, Ambassador to the United States of America and Permanent Representative Ambassador to the European Union, as well as U N High International Representative for Bosnia and Herzegovina. Ambassador Westendorp's topic will be "Spain and the European Union-- where we have been, where we are and where the EU should aim to be".

2:45 p.m. – 4:15 p.m.

Practice Group and Committee Meetings

Antitrust, Competition and Trade - *Cortes I*

Corporate Organization and Securities - *Cortes II*

Litigation, Arbitration and Dispute Resolution - *Canovas*

Women and the Law Committee - *Cortes III*

4:15 p.m. – 4:30 p.m.

Break - Medinaceli Foyer

4:30 p.m. – 6:00 p.m.

Practice Group and Committee Meetings

Business Crimes - *Cortes I*

Cross-Border Transactions - *Canovas*

Life Sciences – *Matahari*

Managing Partners Committee - *Cortes III*

Toxic Tort and Products Liability - *Cortes II*

Friday, October 2, cont'd.

7:30 p.m. – 11:00 p.m.

Dinner and 20th Anniversary Celebration at the Thyssen-Bornemisza Museum

Participants will walk to the nearby museum to enjoy dinner and artwork by artists such as Renoir and Van Eyck. The evening will begin with a reception and guided tours of the permanent collection. Following cocktails, participants and guests will enjoy a gala dinner celebrating Lex Mundi's 20th anniversary with several former chairs as special guests. Dress: Suits for men and business or cocktail attire for women.

SATURDAY, OCTOBER 3, 2009

7:30 a.m. – 9:00 a.m.

Continental Breakfast - Neptuno I+II+III

8:30 a.m. – 12:30 p.m.

Registration and Exhibits Open - Medinaceli Foyer

9:00 a.m. – 11:00 a.m.

Using Project Management Tools to Increase Efficiency – Medinaceli Alan Hodgart, H4 Partners

Law firms have been slow to embrace the discipline of project management. As a result of the existing economic crisis, however, competitive pressures and client demands for improved efficiency and predictability of costs have sparked renewed interest in how to ensure that legal work is planned rationally, is completed on time and on budget at a high quality level, and achieves the required profit margin. This introductory session will demonstrate project management techniques and tools and explain how they can be used to organize work and provide transparency to clients and lawyers about all phases of the work-flow process, including:

- identifying the tasks that need to be completed;
- who should do what components of the work;
- structuring the engagement to meet both the price and profit requirements;
- what milestones should be achieved;
- when critical decisions have to be made; and
- what happens when unforeseen events occur?

11:00 a.m. – 11:30 a.m.

Break – Medinaceli Foyer

11:30 a.m. – 2:00 p.m.

ANNUAL MEETINGS

Lunch - Neptuno I+II+III

Lex Mundi Pro Bono Foundation

Chloe B. Holderness, Managing Director, Lex Mundi Pro Bono Foundation

Karen Tse, Founder and CEO, International Bridges to Justice

Ms. Holderness will provide an update on the Foundation's impact and success to date in supporting the global social entrepreneurship movement as well as on the exciting new initiatives the Foundation will undertake over the next few years. Ms. Tse will provide an update on the work and success of IBJ dedicated to protecting the basic legal rights of ordinary citizens in developing countries.

Saturday, October 3, cont'd.

Lex Mundi

Officers will share highlights from the past year and discuss the plans for the next year. Members will then elect the new directors to serve on the Board of Directors and outgoing directors and practice group and committee leaders will be recognized.

2:15 p.m. – 3:45 p.m.

Annual Contact Persons Meeting - *Medinaceli I+II*

All contact persons or their representatives should plan to attend this meeting. We will report on revisions to the *Strategic Plan* made by the Board of Directors and discuss new tools that will be available for use by contact persons.

4:00 p.m. – 6:30 p.m.

Excursion – Madrid de los Austrias Walking Tour

Participants and guests will enjoy walking around the sites of Old Madrid including Oriente Square and the Opera House, the Royal Palace with the statue of King Philip the Fourth, the Cathedral of Madrid, Main Street, City Hall Square, and the narrow streets around Plaza Mayor, the landmark square at the heart of Old Madrid. At the end of the tour, participants will have time to either shop or enjoy a "tapa" or two and refreshments on their own.

7:45 p.m. – 12:00 a.m.

Closing Reception and Dinner – El Corral de la Pachea

Participants will experience a traditional Spanish styled reception and dinner, complemented with Flamenco performers who will sing and dance for the evening entertainment. Please meet in the lobby by 7:40 p.m. for transportation. Dress: Smart casual (no ties for men, casual dresses or pants for women).