



2024 Annual Report

Driving Success Together: The Power of Collaboration



**The most collaborative
global law firm network.**

www.terrallex.org



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Celebrating the strength and impact of our global network.

Dear Colleagues,

The year 2024 was outstanding for TerraLex and its member firms, marked by exceptional achievements and unwavering collaboration. TerraLex is an elite global legal network committed to collaboration. We are a proud organization of leading law firms across the world who share an ambition and common values. We are delighted to present the TerraLex 2024 Annual Report, celebrating the strength and impact of our global network.

The successes highlighted in this report are a direct result of the extraordinary efforts of our member firms, their talented teams, our dedicated TerraLex Board, volunteer leaders, and the TerraLex team. You will see a number of the milestones we have achieved together, from groundbreaking

client success stories to various transformative initiatives. These achievements are not just markers of our progress but also a reflection of the shared values that bind us together. Together, we have continued to elevate our collective impact, embodying the attributes that define TerraLex as the global leader amongst legal networks.

We have distinctive and powerful brand attributes. **Reliability** has built trust that fuels long-lasting relationships with both our member firms and their clients. **Responsiveness** has allowed us to act with agility, adapting quickly to meet cross-border client needs in a fast-paced global environment. Our **collaborative** culture has ensured seamless support and integration



Building trust through collaboration and by delivering results across borders

across jurisdictions, while our **global reach** has enabled unparalleled connectivity and insight into the nuances of local markets. Most importantly, our unwavering commitment to **quality** continues to set the standard for delivering excellence.

As we move forward, our commitment remains clear: to strengthen our network, foster a culture of collaboration and trust, and consistently deliver world-class legal expertise with precision and care. Our ambition is not only to be the most collaborative legal network in the world but also to be the go-to choice for cross-border mandates in every region.

We extend our deepest gratitude to all of you—our member firms, your people, and the TerraLex team. Your trust, dedication, and partnership continue to drive our success. Together, we are navigating the complexities of today's global business environment while shaping the future of legal services.

Thank you for being an integral part of TerraLex's journey. We look forward to another year of shared success and new horizons.

With appreciation and best regards,



Derek Humphery-Smith
Global Chair

Terri Pepper
CEO

The power of partnership is the foundation of TerraLex's leadership

The achievements of 2024 stand as a powerful testament to the collaborative spirit that defines TerraLex and its member firms. These successes are the result of our global network's dedication, synergy, and shared commitment to delivering value, quality, and excellence. This collective approach has enabled us to strengthen TerraLex and support our members in navigating the evolving legal and business landscape and serving the needs of cross-border clients.

In 2024, TerraLex reached significant milestones across multiple fronts. We launched the inaugural **NextGen Advisory Committee** with nine dynamic lawyers from member firms across every continent. The **Collaboration Project** we undertook with Gardner & Co. advanced to phase two, focusing on the four strategic priorities that arose from the research findings.

The year was marked by unparalleled in-person connectivity with two global meetings, three regional meetings, two Managing Partner Programs, and six Practice Group or Industry Sector Team meetings, alongside an impressive roster of webinars delivered almost every week. Our **brand refresh and new marketing strategy**, anchored by a defined value proposition and targeted sponsorship activity strengthened both our identity and the TerraLex brand worldwide.

These accomplishments are a testament to the leading nature and vision of the network and its members. In the following pages, you will find more details about these successes and how they reflect the collective efforts and commitment of the TerraLex community. Together, we continue to build a legacy of excellence in the legal profession as we become the most collaborative network.

TerraLex Corporate Video



"Coming together is a beginning. Keeping together is progress. Working together is success." – Henry Ford

NextGen Advisory Committee

TerraLex proudly launched the formation of its first-ever NextGen Advisory Committee. Comprising **nine dynamic lawyers** from member firms representing each continent, the Committee was approved by the TerraLex Board of Directors to ensure that the Board considers diverse generational perspectives in its decision-making.

The NextGen Advisory Committee's mission is to provide fresh, progressive ideas and perspectives to the TerraLex Board, ensuring that the network continues to address the evolving needs of its members while empowering its next generation of leaders. The Committee will collaborate closely with TerraLex leadership and the broader membership to shape strategies that reflect the future of the legal profession.

Members of the NextGen Advisory Committee come from each region, including the following countries: Chile, Guatemala, Hong Kong, Poland, South Africa, South Korea, Trinidad & Tobago, Turkey, and the US. Establishing the NextGen Advisory Committee underscores TerraLex's commitment to engaging all generations within its network.

Global Collaboration Project and Task Forces

To further strengthen our network, we embarked on a Global Collaboration Project with the support of Heidi Gardner and her team at Gardner & Co. The research was completed in June and shared with member firms. The results were consolidated into ten proposed initiatives to drive TerraLex toward becoming the world's most collaborative law firm network. By analyzing and comparing their relative feasibility and likely value creation, the project's Steering Committee selected four initiatives as the highest priorities. Task forces were created comprising of members from around the world and TerraLex team members. In 2025, we will achieve increased synergies and even higher member firm integration.



Julia Penn



MJ Kyung



Yi-Shun Teoh

Ranjana
Rambachan

Sara Santacruz

Mehveş Erdem
KamilogluKrzysztof
Szczecina

John Badman



Alejandra Daroch



PRESS RELEASE MENTIONS

Law.com International

“How Effective are Legal Networks in the African Market?”

The Global Legal Post

“TerraLex teams up with collaboration expert Heidi Gardner.”

Latin Lawyer

“Bolivia’s PPO joins global legal network TerraLex”

Law360 Pulse

“Legal Network TerraLex Announce 9-Person Advisory Group”

TerraLex member engagement is built by diverse programs and client resources

Engagement continues to be a cornerstone of the TerraLex network. Its primary focus is to strengthen relationships, foster collaboration, and encourage active participation, ensuring a more cohesive and dynamic network for the member firms and the client community. In 2024, we built upon our successes, driving engagement and creating new opportunities for meaningful connections that enhance the collective strength of TerraLex. Key programs and initiatives included:

Women's Global Connection

In celebration of Women's History Month and International Women's Day, the TerraLex Women's Global Connection was proud to sponsor **Delee Fromm**, author, psychologist, and lawyer, who presented an insightful program titled: "Advocate for Yourself: Learning to Say 'No'." TerraLex also celebrated 15 women members from around the globe through the Trailblazer campaign. These successful women mentors were selected via a nomination process open to all members.

2024 Leadership Program

In 2024, we proudly delivered the fourth edition of the complimentary TerraLex Leadership Program, continuing our commitment to developing the next generation of leaders within our member firms. It saw **77 participants** complete eight sessions led by international experts on topics such as strategic thinking, communications, client experience, and business development. The well-received program enhanced leadership skills of up-and-coming lawyers across the network, while strengthening relationships, creating new opportunities for collaboration, and identifying client referrals. The Leadership Program embodies what TerraLex is all about.

By investing in leadership development, we empower our members to drive success within their firms and contribute to building trust amongst the firms around the world.



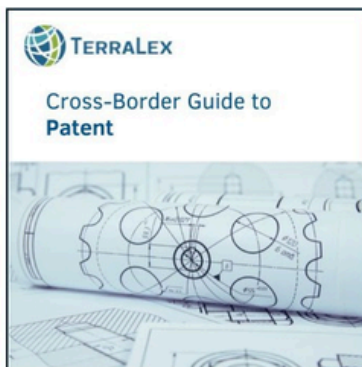
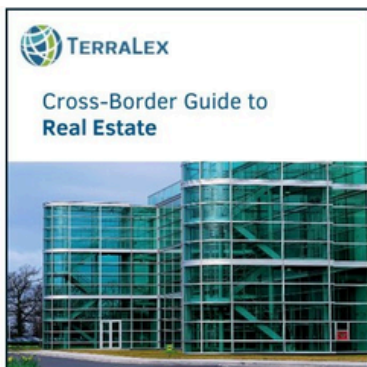
Engaging, learning, sharing, and collaborating for greater impact

Virtual Sessions, Client Programs, and Networking Opportunities

In 2024, TerraLex held over **50 member and client programs**, offering important opportunities for engagement and collaboration across the network. We also had more than **30 networking opportunities**, carefully coordinated to maximize connections for attending members. Many programs led to valuable referrals between members, showcasing the power of the TerraLex network in driving business growth. A standout achievement this year has been the increased engagement and the growing volume of opportunities for members to connect, share expertise, and collaborate globally.

Cross-Border Guides

The TerraLex Cross-Border Guides are the most valuable client tools developed through the collective expertise of our member firms worldwide. These guides provide in-depth, jurisdiction-specific insights on key legal topics, offering clients a seamless way to navigate complex, multi-jurisdictional matters with confidence. At the end of 2024, we expanded our suite of resources with the launch of four new guides—**Food & Beverage, Patent, Real Estate, and the NIS2 Directive**—bringing our total offering to 20 comprehensive guides. These resources are a testament to the strength of collaboration within the TerraLex network, delivering practical, high-quality guidance that empowers businesses to make informed decisions across borders.



TERRALEX PRESENTS: WEBINAR RECORDINGS

**Where Has the Pendulum
Landed: The Third-Party
Release Before and After
Purdue Pharma**



**US and China: The
Geopolitical Battle for Latin
America**



CROSS-BORDER GUIDES

20

Active **Cross Border Guides** that are frequently updated by the member firms and available in the TerraLex website.

3,512

Users of the Cross-Border Guides in 2024. ESG, Doing Business in Asia, and Data Protection led the way.

Global collaboration stories that generate real client impact

The collaboration success stories represent TerraLex's mission and reason for existence—to deliver legal solutions to clients worldwide. To read more TerraLex success stories, [please click here](#).

Energy Transition - Fast Charging Station Network for EVs Expanding Across Europe

Kennedy Van der Laan (Netherlands) represents Fastned, an innovative company that builds a fast charging station network for electrical vehicles currently operating in 300+ locations across Europe. To legally support their strategy of expanding the network outside the Netherlands, they have introduced Fastned to TerraLex member firms **RocaJunyent** (Spain), **Hjort** (Norway), **Bech Bruun** (Denmark), and **Fellner Wratzfeld & Partners** (Austria), who advised on multiple legal issues relevant to the business, demonstrating a collaborative effort to fulfill the client's needs.

Swift Collaboration Between US and India Secures Cross-Border M&A Deal

A UK company that is a long-standing **Smith Gambrell** (US-Georgia) client for which the TerraLex member firm does M&A work asked if they could handle a fast tracked deal in India. Smith Gambrell contacted **Singhania & Partners** (India-New Delhi), and through the speedy exchange of emails between the firms, conflicts were cleared. Smith Gambrell introduced their TerraLex colleagues to assist in the transaction. Singhania brought corporate, M&A, and tax expertise to a call with the US firm and the client. Both the client and the senior corporate partner who sits on the client's Board were very impressed that Smith Gambrell could immediately marshal the resources for this deal with a reputable firm in India. It was also apparent that the two firms had a social and professional relationship, which proved credibility in the recommendation to the General Counsel.



TerraLex success stories represent our brand attributes in action

Major Infrastructure Projects Under France-Peru Agreement

Rubio Leguía & Normand (Peru) was engaged by **PDGB** (France-Paris) on behalf of Setec International to provide legal guidance for its role as a Project Management Office (PMO) in Peru under the France-Peru Government-to-Government Agreement. This agreement supports the execution of two major road projects—the Daniel Alcides Carrión Central Highway and the Santa Rosa Expressway—designed to enhance economic and social development through safer, more efficient infrastructure. Signed by Egis Ville et Transport in consortium with Egis International, Setec International, and Setec TPI, the agreement is valued at EUR 80 million. Rubio advised on the legal framework for establishing the PMO in Peru, addressing corporate, regulatory, labor, and tax considerations. The firm also facilitated the creation of a Setec International Peruvian branch, secured work visas for foreign personnel, and provided fiscal support. Rubio Leguía & Normand continues to advise the local branch, ensuring its smooth operation and compliance with Peruvian regulations.

Lander & Rogers and Sheppard Mullin - Success Through Responsiveness

Lander & Rogers (Australia) was engaged by a global vitamin and supplement manufacturer based in China after the client received notice of a class action in California related to a pet supplement product. While the client had already secured quotes from major global firms, its general counsel in Australia turned to Lander & Rogers to explore a TerraLex solution. Acting swiftly, Lander & Rogers connected with **Sheppard Mullin** (US-California) late on a Saturday evening, with a Monday 9:00 AM deadline for a detailed response, including relevant experience and a fee quote. Demonstrating remarkable responsiveness, Sheppard Mullin mobilized its class action defense team, engaged multiple partners, and submitted a compelling proposal within record time. The client was highly impressed, and Sheppard Mullin was ultimately appointed to represent the company in negotiating an early resolution. This success highlights the agility and seamless collaboration of TerraLex members, reinforcing the network's ability to provide high-quality, responsive legal solutions across jurisdictions.

In 2025, TerraLex will expand its client reach and strengthen cross-border connections

As we look ahead to 2025, **collaboration, innovation, and strategic growth** will be key to strengthening TerraLex's impact. With the collective support of our member firms, dedicated team, and powerful digital tools, we are poised to enhance client awareness, attract more cross-border opportunities, and drive sustained success

across the network. A strong year ahead will be built on engagement, seamless cooperation, and our shared commitment to delivering excellence worldwide. Together, we will continue to expand TerraLex's reach and create new opportunities for our members and their clients. These will be our main focus areas as approved by the Board:



New members, new opportunities: Expanded reach to meet client needs everywhere

Bolivia



Bosnia and Herzegovina

GEČIĆ | LAW

Hong Kong



Indonesia

SOEMADIPRADJA & TAHER

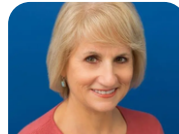
TerraLex Fast Facts



Member firms by region



A multidisciplinary and diverse team

**Derek Humphery-Smith****TerraLex Global
Chair**dhumpherysmith@landers.com.au**Terri Pepper****Chief Executive
Officer**tpepper@terralex.org**Kim Gendron****Regional Director
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Assistant**aribeiraud@terralex.org**Cecilia Coronado****Administrative
Manager**ccoronado@terralex.org**Kristy Brenner****Data &
Administrative
Assistant**kbrenner@terralex.org

2024-2025 Executive Committee, Vice Chairs, and Board of Directors

TerraLex Executive Committee:

Derek Humphery-Smith, Chair, Lander & Rogers
Joan Roca, Vice Chair, Roca Junyent
Stephen Forte, Treasurer, Smith Gambrell & Russell, LLP
Ying Ying Lee, Secretary, Kelvin Chia Partnership
Tina Grovier, Member at Large, Stoel Rives, LLP
Terri Pepper, CEO, TerraLex



TerraLex Regional Vice Chairs and Board Members:

Ying Ying Lee, Asia-Pacific, Kelvin Chia Partnership
Richard Smith, Asia-Pacific, Duncan Cotterill
Stephen Jenkins Melvin, Central American & the Caribbean, Higgs & Johnson
Federico Rucavado, Central America & the Caribbean, Facio & Cañas
Rolf Andersen, Europe, Advokatfirmaet Hjort DA
Bogdan Gecić, Europe, Gecić Law
Bob Groeneveld, Middle East & Africa, Fairbridges Wertheim Becker
Taka Rashid Gambe, Middle East & Africa, Gambe Law Group
Juliette White, North America, Parsons Behle & Latimer
Mark Kaduboski, North America, Wiggin and Dana LLP
Denise Alvarenga, South America, Motta Fernandes Advogados
Juan Mailhos Gallo, South America, Olivera Abogados
Mark Benedict, PGs & ISTs, Husch Blackwell LLP
Lotta Pohjanpalo, PGs & ISTs, Waselius



TerraLex Board Members:

Dorothee Altenburg, Director at Large, SKW Schwarz Rechtsanwälte
Lior Aviram, Director at Large, Shibolet & Co.
Christopher Balch, Director at Large, Holland & Hart LLP
Bart de Man, Director at Large, Kennedy Van der Laan
Doreen Edelman, Director at Large, Lowenstein Sandler
Geraldine Elliott, Director at Large, RPC
Javier Fernandez Verstegen, Director at Large, Brons & Salas
Lori Green, Director at Large, Nixon Peabody LLP
Benjamin Jacob, Director at Large, PDGB Advocats
Michael Liu, Director at Large, Hylands Law Firm
Sonil Singhania, Director at Large, Singhania & Partners LLP



Directors' Emeritus:

Victor Ferro, Rubio Leguía Normand | **John Husband**, Holland & Hart, LLP | **Aarón Levett**, Santamarina + Steta | **Rob Reedy**, Porter Hedges, LLP



TERRALEX

TerraLex is the elite global legal network committed to collaboration. We are represented in more than 200 jurisdictions by leading, carefully vetted independent law firms.

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TerraLex is a strategic partner for multijurisdictional entities that offers innovative and forward-thinking solutions beyond conventional legal assistance. With over 30 years of experience, TerraLex boasts a vast community of over 23,000 attorneys from highly regarded independent law firms worldwide. TerraLex is the legal network committed to collaboration.

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