



PANGAENET

INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

ANNUAL REPORT

2024-2025





To all our Pangea Members

A special thanks to our
1,500+ lawyers from 27 member firms.
You are the backbone of all we do
at Pangea Net.

Thank you!



ANNUAL REPORT 2024

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BY JENS FÖRDERER

A note from the chairman

Dear friends and colleagues,

Can you believe another year has flown by? It feels like just yesterday we were all basking in the “African heat” of our AGM 2024... in Kolding, Denmark! And what an AGM it was! Record attendance, fantastic hospitality, and some uninvited guests crashing our party night – you know it was a success when the local crowd gets involved! A huge thank you once again to our hosts from Andersen Partners for pulling off such a memorable event.

Now, a few short weeks from today, we’ll be gathering once again (and you are probably just flicking through the pages after having arrived in the US), this time in Washington DC, hosted by our friends and colleagues from Whiteford (and – spoiler alert – Donald Trump who honors us with a military parade). And let me tell you, I’m already buzzing with excitement, having visited the venues in March together with my fellow board members. It’s fantastic to see so many of you will make (for those who read it at the AGM: “have made”) the effort to be there, particularly our colleagues from our newest member firms Kvale from Norway and Dias Carneiro from Brazil. These firms are strong and wonderful additions to our network, and I truly believe they’ll play a vital role in writing the next chapter of our success story.

Speaking of stories, let’s dive into the core of what I want to discuss this year:

Why playing it collective beats individuality.

Think about it: we live in a world obsessed with the individual. Our phones buzz with personalized notifications, social media algorithms curate our feeds to reflect our specific interests, and we can seemingly connect with anyone, anywhere, at any time. Take myself, for example – I constantly realize (and sometimes fail to realize) that I’m spending more time staring at my phone than actually *enjoying* time with the people around me (the horror!). I’m pretty sure my thumb has developed a six-pack.

And it’s only going to intensify. The rise of AI promises to further empower the individual, enabling us to complete tasks and projects solo that once required collaboration. Soon, the friendly staff members you used to have those funny, insightful discussions with might be replaced by algorithms. LinkedIn post strategist don’t get tired to tell us how important it is to make our posts as “individual” as possible and thus most authentic (and it actually works). So, it might be tempting to think the individual is becoming all-powerful.

But I think that’s a flawed view.

There’s an undeniable power in the collective. Shared experiences, diverse perspectives, and collaborative problem-solving consistently lead to better outcomes, in life and at our workplace.

And let’s be honest, “playing it collectively” in a law firm isn’t just important, it’s essential. The best legal strategies are forged through vigorous debate, different areas of expertise converging, and the kind of creative brainstorming that only happens when bright minds come together. It adds value, it fosters growth, and it makes the work infinitely more rewarding.

Which brings me to the value of our international network. In this increasingly individual-focused world, a network like ours is more vital than ever. It’s a powerful tool that can elevate your game to a whole new level. But, and this is crucial, it only works if we all remain committed.

So, I want to challenge each of you to start thinking about our network “within your own walls”. When you’re strategizing for your firm, ask yourselves:

- “Could the network be helpful here?”
- “Has another firm in the network dealt with this issue before?”
- “Could we pitch this idea to the board?”

Don’t just start thinking of the network when you’re boarding a plane to the AGM or searching for a referral firm. Think bigger.

If we all commit to that mindset shift, we can achieve something truly extraordinary and continue to evolve and improve – in a highly competitive environment. That’s what the Board and I are committed to: never settling for the status quo, always seeking new angles and approaches, even if it takes time.

Speaking about time: after six years as Chairman and ten years as a Board Member, it’s time for me to say farewell (only as a board member not as a committed member). It has been an absolute honor to serve you all, and I can’t thank you enough for granting me this opportunity. It’s been a truly awesome experience, supported and fueled by the PEOPLE around me. A huge thank you to all my

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NEVER SETTLING FOR THE STATUS QUO, ALWAYS SEEKING NEW ANGLES AND APPROACHES, EVEN IF IT TAKES TIME.

fellow board members, past and present, for your stimulating discussions, challenging thoughts, and unwavering patience. And a special thank you to our dear Network Operating Officer Alexia Colson-Duparchy, especially for shaking me out of complacency when needed (and for pressuring me to finally submit this foreword!).

I have certainly not achieved all the goals that I’ve set for myself: I still don’t know our network’s constitution by heart, and I have continuously failed to stick to the board meeting agenda (but I consider this my secret French ingredient to make our discussions tastier).

Now, with that all said, I wholeheartedly invite you to dive into the pages of this annual report. It’s a testament to our collective achievements, and I guarantee you’ll find it insightful and inspiring.

See you all soon!



klein • wanner

Jens Förderer
Partner at klein • wanner (France)
Chairman & Global Ambassador



ORGANISATIONAL CHART

2025 Board members



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BEHIND-THE-SCENES

Memories from the past year





HIGHLIGHTS

International Expansion Global Highlights



**Browne
Jacobson**

Richard Cox
Partner at Browne Jacobson (UK)
Board Member in charge of International Development

Back in October 2023 the board met in Dublin to discuss the strategy for the future development of the network. The key out comes from this were:

- 1 We recognised the non-exclusive nature of the network** but placed a requirement on all member firms to prioritise referrals to network members above other relationships they may have.
- 2 We would not look for growth for growth's sake** but rather focus on the quality of members – both existing and future to ensure quality of advice for the benefit of clients but with increased referrals and reciprocity across the network.
- 3 We would continue to push for the professionalisation of the network** – expecting proper engagement from member firms on network initiatives and reporting. With a long term goal of more active management of members involvement and contribution to the network.

Since launching the strategy, we have had numerous discussions with firms in many jurisdictions and invested time as a board to identify the right member firms aligned to our strategy before bringing these firms into the network.

As recently reported by Jens we are delighted that we have managed to continue to expand the network over the last 12 months with the addition of Portugal's Pares Advogados; Norway's Kvale and most recently Brazil's Dias Carneiro Advogados.

We are keen to continually strengthen and professionalise the network to ensure that Pangea remains a key part of our members global legal strategies; that we retain our ambitious members; and we attract equally ambitious firms in all key jurisdictions. The introduction of Dias Carneiro Advogados to the network is a particularly exciting new opportunity as we believe that given their existing prominence in South America they have the ability to support the network's growth in that region.

We have begun to more actively manage the network, having direct discussions with firms to understand how they would like to see the network improve and develop in order to fully service our respective clients but also how they can engage better with the network to increase the flow of work to all member firms.



HIGHLIGHTS

Success Stories

KVALE

The inclusion of Kvale to the network is testament to the success of the strategy and our commitment to attracting quality new members – an internationally focussed firm who had existing good working relationships with a number of our existing members, but particularly MAQS. Members of the Kvale team joined us at the last AGM and decided to formally join the network this year.

PARES ADVOGADOS

After the loss of our Portuguese member following their decision to be acquired by a global law firm we are delighted that we have managed to find a fantastic new Portuguese member in Pares Advogados. We were able to attract Pares as a member through Antonio Schwalbach who joined the firm having been a partner at our previous member firm and having experienced the benefits of membership of our network.

DIAS CARNEIRO ADVOGADOS

Finally, the addition of leading Brazilian firm Dias Carneiro Advogados demonstrates the success of the network and our growing global reach. Dias Carneiro met a number of network before deciding to join our network. They recognized the ambition of our network and the opportunity they would have to play a key role in growing the network connections in the region.

We are also excited about the ongoing discussions we are having with a number of firms. I look forward to being able to announce additional new members in the coming months to further strengthen and develop our network – watch this space!

Get in touch:

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Membership overview





MEMBERSHIP - NEW VOICES, NEW OPPORTUNITIES

Spotlight on our new members from Portugal, Brazil & Norway



By Dr. Nils Wigglinghaus
Partner at Brandi Rechtsanwälte (Germany)
Vice Chairman & AGM Director

An interview with Pares (Portugal)



João De Freitas e Costa
Partner at Pares Advogados (Portugal)
New member since 2024



António Gaspar Schwalbach
Partner at Pares Advogados (Portugal)
New member since 2024

Nils: António, João, welcome to Pangea Net! First of all let me ask you: where are you right now?

Thank you for the warm welcome! We are currently based in Lisbon, on Avenida Alexandre Herculano, very close to Avenida da Liberdade, one of the city's most iconic avenues. Our office is modern and welcoming, providing an inspiring and collaborative work environment.

Nils: Tell us about your firm – when was it founded, how has it developed since?

Pares Advogados was founded in 2011, and since then, we have grown from a small team of 15 lawyers to a renowned firm with over 40 professionals. We have focused on continuous development and training of our team to meet the complex needs of our clients.

Nils: How many lawyers (partners/associates) do you have and how many do you think you will have in five and in ten years?

At present, we have 12 partners and 32 associates. While we don't adhere to a specific target number, our focus remains on investing in emerging talent and deepening the specialization of our practices.

Nils: That's quite an impressive development? I know many firms struggle with finding new young professionals – you don't seem to have that problem – can you give us and our members a hint: how do you do that?

Thank you for your kind words about our development! At Pares, we focus on creating an environment where young talent feels valued and can thrive.

By promoting a positive work environment and investing in personal and professional development, we've been able to build a reputation as a firm where ambitious lawyers want to grow.

Furthermore, we recognize the importance of flexibility and work-life balance in retaining top talent. To this end, we offer the option of remote work once a week and allow our team members to have Friday afternoons off, provided they have fulfilled their responsibilities. These initiatives not only enhance productivity but also contribute to employee satisfaction and well-being. People can't be happy at work if they are not happy at home, and to be happy at home one must have time to his/her wife/husband and kids and friends.

Nils: What's your main areas of law?

Our main practice areas include corporate, commercial, tax, real estate law, public law, and litigation. We also have a strong presence in labor law.

Nils: How did you come across Pangea Net? There are various networks out there – what made Pangea Net the right pick for you?

João: We discovered Pangea Net through António Schwalbach who joined Pares one year ago. António recommended Pangea Net and we quickly understood that Pangea Net shares our values and goals. Pangea Net's commitment to excellence and international collaboration was a determining factor in our decision to join.

António: In my case, I have been aware of Pangea Net since 2021. Beyond having an impressive scooter gang (which I had the pleasure of witnessing in action in Poznan, Poland, in 2022), I truly believe that Pangea Net shares the same values as Pares. Therefore, it was an easy recommendation.

Nils (laughing): I do remember the scooter gang in Poznan, I was part of that gang, too! Which Practice Groups are you most interested in?

We acknowledge that some practice groups are more active than others. Nevertheless, we firmly believe that every practice group plays a vital role, as they enable our lawyers from diverse areas of expertise to establish meaningful connections with colleagues from other law firms.

António: Not to show favoritism here, but the Tax Practice Group clearly knows what's good – they'll be heading to Lisbon in April. Great minds think alike, right?



Nils: Which member state will be most interesting for you to meet in this year's AGM?

João: Our representative, António, has been entrusted with the important mission of meeting all members attending the AGM. It's no small feat, but I'm absolutely sure he's up to the challenge. Should we inadvertently miss connecting with anyone, we'll gladly arrange a business meeting in Lisbon to ensure we don't miss the opportunity to collaborate.

Nils: How would you describe the current economic situation in your home country? What are the biggest issues?

Portugal has shown remarkable economic resilience and recovery, with the tourism sector leading the way. The country offers a dynamic business environment with increasing investment opportunities. The government's commitment to fostering innovation and supporting SMEs through enhanced access to funding is creating a vibrant landscape for tech companies and startups. Structural reforms are streamlining public sector efficiencies and improving regulatory frameworks, making Portugal an attractive destination for foreign investment. The country's strategic focus on digital transformation and technological advancement ensures sustainable growth and global competitiveness.

In summary, Portugal presents a promising landscape for investors, with robust economic sectors and a clear vision for the future. The commitment to innovation and growth makes it an appealing destination for international businesses.

Nils: Last but not least – tell us something about yourself – what besides law is it you like to spend time doing?

João: Besides Law, I love sports, gym, travel, wine and beer and spend time with my family and friends.

António: Outside the legal field, I have a passion for Portuguese history and a love for sports, especially running and biking. I also cherish spending quality time with my family and exploring different countries around the world.

João and António: Wonderful. Thank you for your time!



MEMBERSHIP - NEW VOICES, NEW OPPORTUNITIES

An interview with Dias Carneiro (Brazil)



Eduardo Turkienicz
Partner at Dias Carneiro Advogados (Brazil)
New member since 2025



Nils: Dear Eduardo – as a German football fan I would love to discuss football with you as our new Brazilian member, but “unfortunately” we’re a business network, so maybe we’ll come to that in the end (laughing). But let me start out by asking: are you personally interested in football and if so; which Brazilian clubs are you following the closes?

Eduardo: I’m a huge football fan, as most Brazilians. It is still our nations’ favorite sport. I was born in Porto Alegre, in the southern tip of Brazil (very close to Uruguay and Argentina), and root for the local club Gremio (the most important club outside Rio and São Paulo). As a German, you may remember that we won the World Cup in 1983 against Hamburg (laughing). Ronaldinho Gaúcho, by the way, started his career in Gremio.

Nils: Dias Carneiro just very recently joined Pangea Net - welcome! You made it in just in time to be featured in this year’s Annual Report and we’re thrilled to have you on board. Please tell me – what made you make this decision now and why chose Pangea Net amongst the networks out there?

Eduardo: Thank you so much. We are very pleased with the support we have received so far and anxious to meet you all personally in DC. Our decision to join Pangea Net came after careful analysis of several networks. First, Pangea Net clearly has the international reach and the kind of law firm profile that we identify with. It also became clear to us, since our first conversations, that Pangea Net had the personal commitment and business approach that we were looking for. We believe that with this mindset and our experience in Brazil and the South American region, the road ahead will be very successful.

Nils: Tell us a bit about your firm – when was it founded, how has it developed since?

Eduardo: Dias Carneiro was established in 2002 as the Brazilian arm of one of the most important Spanish law firms. At that time, it was focused in assisting clients from the Iberian Peninsula who wanted to have a presence in Brazil. Energy, infrastructure, and financing were the main areas of concentration, and the firm also served as a hub for clients interested in investing in other Latin American countries. In 2013 the firm decided to follow its own path and since then it has grown to become one of Brazil’s leading midsize full-service law firms. The vast majority of our more than 100 fee earners (especially partners and senior associates) were trained in international universities, law firms and companies, strengthening our internationally oriented practice and enabling us to provide first class services to our clientele.

Nils: 4. How many lawyers (partners/associates) do you have and how many do you think you will have in five and in ten years?

Eduardo: As mentioned before, we have more than 100 fee earners, including partners, associates, and trainees (law students authorized to practice law by the Brazilian bar). We believe that to optimally serve the Brazilian market, and at the same time be prepared to face the economic fluctuations that we have all experienced in recent years, our number of lawyers should be within the range of 100-150 professionals in the next five years and 150-200 in ten years.

Nils: What’s the biggest challenge your firms faces these days or generally Brazilian law firms face?

Eduardo: I believe that we – as well as other Brazilian law firms – currently face two main challenges these days: the first is to quickly respond to the abrupt economic and regulatory changes that the world has been going through lately; and the second is to show our clients how we differentiate ourselves from other law firms in the highly competitive Brazilian legal environment.

Nils: Tell us something about the Brazilian economy these days – knowing that these days are crazy for practically everyone – what’s the “big picture” about Brazil?

Eduardo: The Brazilian economy is at a crossroads. On the one hand, serious structural reforms and expense cutting measures should be urgently implemented, so that the size of our government may fit into our economy, therefore enabling our Central Bank to reduce interest rates and foster growth. On the other hand, the tariffs implemented by the Trump administration could create very interesting opportunities for us, if our government moves in the right direction. It is also worth noting that, if we do our homework, we could attract significant foreign investments in the energy, agricultural and infrastructure sectors.

Nils: I am sure you heard about Pangea Net’s practice groups – which ones are you most interested in and how does that align with your firm’s main areas of law?

Eduardo: We are very much interested in Pangea Net’s practice groups of Arbitration; Commercial Law; Corporate; Data, Information & Cyber Law; Intellectual Property; Renewables & Clean Power; Legal Tech & AI.

We can certainly contribute with our significant expertise in those areas in Brazil, but at the same time tap into Pangea Net’s worldwide knowledge .

Nils: Well thank you – for participating in this last-minute interview and for joining our business community and network Pangea Net. But let me close with a football question: your country has been home for so many football artists – regardless of the current issues of your national team (note: Brazil had just lost the prestigious duel with Argentina and fired their head coach a week before this interview was conducted) – who is the next Ronaldinho, the next Neymar we should all be looking for?

Eduardo: This is not our best moment (laughing), but Brazil always produces very good players. I believe you should keep an eye on Estevão (still playing for Palmeiras but already hired by Chelsea).

MEMBERSHIP - NEW VOICES, NEW OPPORTUNITIES

An interview with Kvale (Norway)



KVALE

Øystein Løken
Partner at Kvale (Norway)
New member since 2025



KVALE

Marius L. Andresen
Managing Partner at Kvale (Norway)
New member since 2025



Nils: Dear Øystein, dear Marius – First: a heartfelt welcome to PangeaNet!

Øystein: Thank you, we are grateful and humble to become the Norwegian member of the Pangea Net family!

Marius: We are very enthusiastic about joining Pangea as a formal member after a good few years of getting to know you better.

Nils: Where are you right now?

Øystein: I work from our Oslo office where we are strategically situated in the city's cluster of business law firms. This is the best period of the year for us, with high activity and spring's welcoming weather change.

Marius: I am also based in Oslo, and I also enjoy these days, where we are turning from short, cold and darker days into brighter, warmer and longer days for which the Nordics are known. In Tromsø, above the polar circle, and where we also have an office, in summer, the sun does not set...

Nils: Hu, I hope you guys still stop working at some point and get some sleep up there in the summer – after all lawyers are expected from dawn till dusk! Tell us about your firm – when was it founded, how has it developed since?

Marius: Kvale was founded in 1988 as a boutique law firm advising Norway's largest oil & gas and industrial firms, handling their high-stake legal disputes and matters, particularly in international arbitration. After consistent growth over almost four decades, we today provide assistance to Norwegian and international businesses within all disciplines of commercial law. When our name partner Anders Kvale set up shop, he was regarded to be among the very best lawyers in Norway.

His ambition was to build a business law firm that would be known for uncompromising quality. To this day, that remains our most important priority.

Øystein: The firm has in recent years expanded its presence in Norway and has today offices in Oslo, Ålesund, Bodø and Tromsø. The largest practice areas we have is commercial, corporate and M&A, energy, real estate/building construction, restructuring and insolvency, TMT & IP, competition and EU law and dispute resolution. We are proud to see that the strategy is working and that we take market shares from our peers.

Marius: Yes, competition is fierce, and as a fairly large, but still a medium sized firm to Norwegian standards, and to be relevant and to take our fair share of the market, we need to grow and develop. As the managing partner of the firm, I see it as my most important job to develop to make sure that the firm and the culture we pass on to the next generation is even better than it was.

Nils: Wow, that's impressive. How many lawyers (partners/associates) do you have and how many do you think you will have in five and in ten years?

Øystein: We are 42 partners and a total of 105 lawyers. A realistic expectation is that we will be approximately 130 – 150 lawyers in five to ten years.

Nils: How did you come across Pangea Net? There are various networks out there – what made Pangea Net the right pick for you?

Marius: I believe Pangea is the right network for us as you focus on bringing people and business together. There seems to be a down-to-earth and no-nonsense approach

to working together across borders. Also, I believe that the focus on the next generation is key to build success together.

Øystein: It is indeed difficult to navigate in the world of networks for law firms, and we have in the past experienced networks that did not work well. We were lucky to have our close friends in MAQS as frontrunner and they experienced that Pangea Net is a success history for them. They provided us with valuable insight, and it became more and more clear to us that Pangea Net is a network that truly works with highly reputable member firms and business minded focus. Also: after being guests at the AGM in Denmark in 2023, we concluded that the Pangea Net culture striving to foster business success with a personal, human touch is a perfect match for us.

Nils: That AGM indeed showed very well the true spirit of Pangea Net and what makes it different from other networks: it's the business idea PLUS the personal contact – both having a good influence on each other. Have you had a chance, yet, to look into the Practice Groups? Which would you be most interested in?

Øystein: Corporate, Employment, IP, Real Estate, Renewables & Clean Energy are areas that are a natural fit for us as it reflects core areas of our business. We will also encourage our associates to be active in Pangea next and of course market the other groups internally.

Marius: Traditionally, corporate and M&A has been important to build relations across jurisdictions. We have excellent capabilities and interesting clients across a broad spectrum of sectors.

Nils: Which member state will be most interesting for you to meet in this year's AGM?

Marius: I think the most important thing for the AGM will be to discuss global trade and cooperation. The geopolitical situation is, I believe, really challenging. Naturally, we will as always spend time with our Nordic friends as we share almost the same language and culturally and historically, we have so much in common.

Nils: Give us a little insight into the Norwegian economy. How would you describe the current situation and what are the biggest issues?

Øystein: Norway is experiencing economic growth; the employment market is strong, and the stock market has reached a record high. The current prevailing concern is the geopolitical situation we are all experiencing in Europe. The situation poses uncertainty, but also a lot of opportunities, particularly with respect to speeding up processes pertaining to critical infrastructure and natural resources.

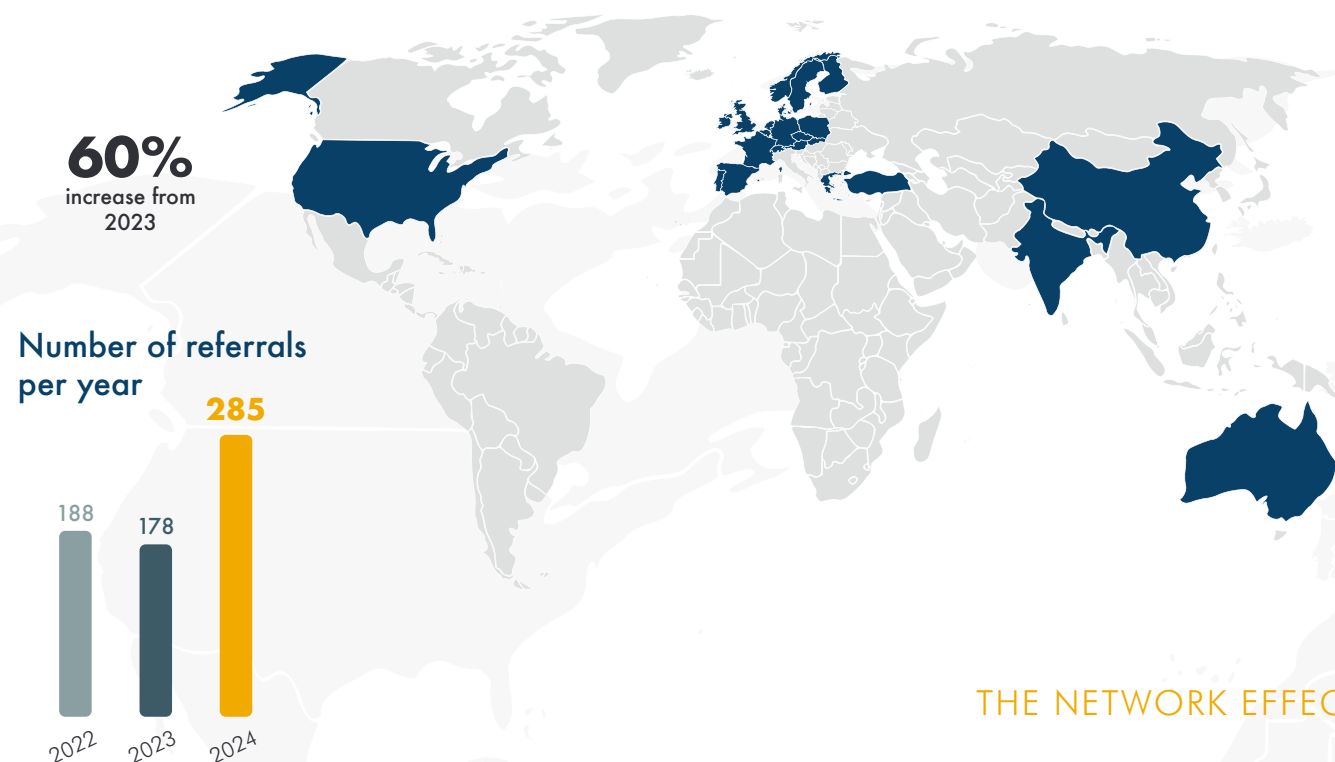
Nils: Last but not least – tell us something about yourself – what besides law is it you like to spend time doing?

Øystein: Being typical Norwegian, I spend my time focusing on work and family, vacations and weekends in our mountain cabin (yes, we Norwegians do have a hang up on cabins in the mountains where we ski and hike!) and going on endless walks with our Siberian husky.

Marius: It is probably fair to say that my job is both a passion and a lifestyle for me. That has infected my whole family. My wife is also a trained lawyer and working as a prosecutor. Our children have already grown up – and both told us they would never become lawyers, but while our daughter delivers on her promise and is studying medicine in Copenhagen, our son found out that law was a good and interesting choice. In the essence: Family life is a priority as well as spending time with friends.

Nils: Dear Marius, dear Øystein – thanks for taking the time for talking to us and we're all very much looking forward to meeting you and getting to and your colleagues even better in the years to come!

Get in touch:
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THE NETWORK EFFECT

How streamlined referral tracking is fueling our growth

92%

compliance in inbound value reporting

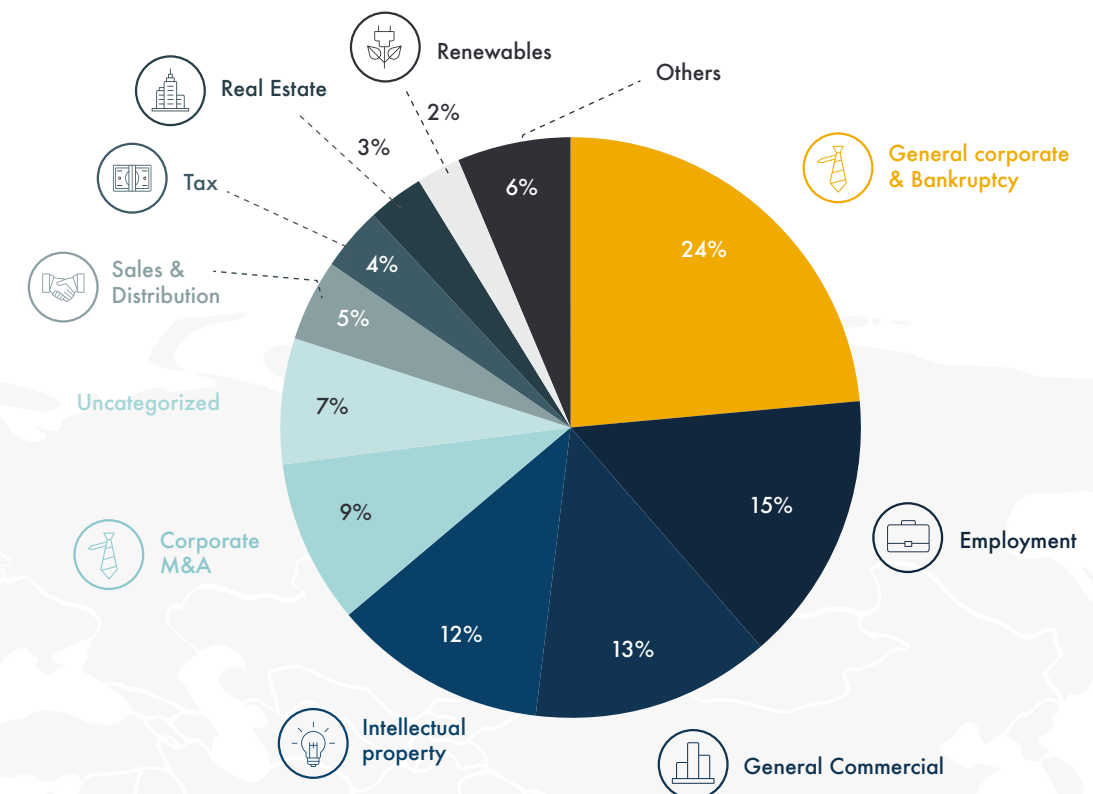
ANDERSEN | PARTNERS
Advokatfirma



Søren Stig Langløkke Hansen
Partner at Andersen Partners (Denmark)
Board Member in charge of Strategy & Development

When I look at our network's performance over the past year (2024), one thing stands out above all else: we are creating real business for each other at an unprecedented rate. This is the true measure of our network's health – and by this measure, we are thriving.

* Alexia has previously sent out more detailed instructions on how the inbound figures are to be calculated/registered, including for example when a new client (not just a single matter) has been referred. You can always reach out to Alexia or Søren in case you have any questions in this regard.



The numbers tell an impressive story. In 2024, we recorded 285 referrals between member firms, representing a remarkable 60% increase from the 178 referrals in 2023. This growth isn't just a one-year phenomenon – it's part of a consistent upward trajectory that demonstrates the increasing value we deliver to one another through cross-border collaboration.

What's particularly satisfying is seeing how these referrals are distributed across practice areas, and the stories they tell us about the flow of work and the importance of our Practice Groups. General Corporate and Bankruptcy work led with 67 referrals, followed by Employment (43), General Commercial (38), and Intellectual Property (34). This diverse spread reflects both market demands and our network's comprehensive capabilities across virtually all legal disciplines.

EASIER TRACKING = BETTER DATA

One of the Board's key initiatives this year has been to radically simplify how we track referrals. Gone are the days of year-end data entry marathons and the frustration of forgotten referrals. Instead, we've implemented a streamlined system that includes:

- Automated quarterly emails delivered directly to your inbox
- Pre-filled forms with your firm information
- Simple verification process (just correct anything that's not quite right)
- Everything handled directly through email – no more logging into the members zone!

The feedback we received from you has been overwhelmingly positive. As one CMO told Alexia: "Thanks so much for sending through the new referral tracker. Collecting this information monthly will be so useful going forward." Another partner cut straight to the point: "The new experience is user-friendly indeed."

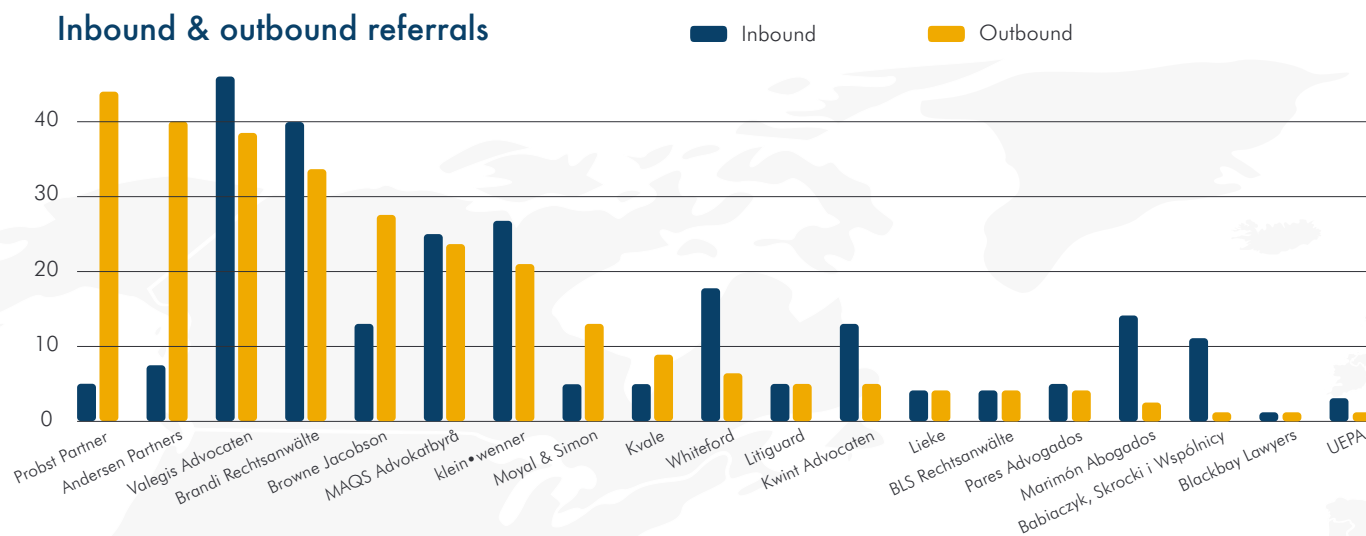
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THIS GROWTH ISN'T JUST A ONE-YEAR PHENOMENON – IT'S PART OF A CONSISTENT UPWARD TRAJECTORY THAT DEMONSTRATES THE INCREASING VALUE WE DELIVER TO ONE ANOTHER THROUGH CROSS-BORDER COLLABORATION.

INBOUND VALUE REPORTING: NEARLY PERFECT COMPLIANCE

We've also made significant progress with inbound value reporting. This year, 23 out of 25 member firms submitted their data – that's 92% compliance! This remarkable improvement gives us increasingly reliable insights into the financial impact of our referrals, beyond just counting transactions.

THE NETWORK EFFECT



FIRM-BY-FIRM PERFORMANCE

Looking at individual firm performance, I want to highlight some standout contributors:

For outbound referrals (sending work to others):

- Probst Partner AG generated an impressive 44 outbound referrals
- Andersen Partners sent 40 matters to network colleagues

For inbound referrals (receiving work from others):

- Valegis Advocaten received 45 matters
- Brandt Rechtsanwälte handled 40 inbound referrals
- klein • wanner welcomed 27 new matters from our network

Of course, every referral counts, regardless of location, size or complexity. Our newer members like Blackbay Lawyers, Pares and Kvale have already begun participating in the referral ecosystem, demonstrating the quick integration that our network facilitates.

PERSONALIZED FIRM REFERRAL INTELLIGENCE

One of the most valuable enhancements to our new system is the individualized firm tracking report that each member will now receive twice a year (June and December). These customized reports provide a comprehensive overview of your firm's referral patterns with detailed breakdowns by firms, practice area, and geography. These insights will help you identify which relationships are yielding the greatest returns and where untapped potential might exist.

LOOKING FORWARD

With our improved tracking systems now in place, we'll have even better visibility into referral patterns throughout the coming year. This will allow us to:

1. Identify opportunities for increased collaboration between specific firms
2. Better understand which practice areas generate the most cross-border work
3. Measure the financial impact of referrals more accurately
4. Support our newer members in becoming active referral participants

The systematic tracking and transparent reporting of referral activity sets us apart from other networks. It demonstrates that we're not just a social club or a logo on a website – we're a genuine business development platform that delivers measurable value.

So, keep those referrals flowing! Remember that every matter you send to a network colleague strengthens our collective value proposition. And with our new streamlined tracking system, recording these successes takes just seconds.

If you have any questions or suggestions about the referral tracking process, please don't hesitate to contact me and Alexia. After all, this is your network, and we're constantly looking for ways to make it work better for you.

Get in touch:

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Alexia Colson Duparchy
alexia@brightbrainsco.com

JOIN US

Partner with Pangea Net

Here are some ways you can partner with Pangea Net and transform your clients' international legal experience (and yours!)

MEET OUR DELEGATES

We are accessible, we are active, and our delegates are present at the main legal events around the globe. Will you be present at the upcoming 2025 IBA Conference in Toronto (Canada)? So will we! Get in touch and we'll invite you for our Meet & Greet event.

ATTEND OUR WORKSHOPS

Let us know that you are interested, and we will invite you to one of our upcoming free online workshops and webinars that are open to the public.

FOLLOW OUR NEWS

Check out our latest news on LinkedIn: [linkedin.com/pangeanet](https://www.linkedin.com/company/pangeanet)

JOIN US

Is your jurisdiction not yet covered by our network? Do you recognize your values in our dynamic, engaged, human-centric members? Then you might be ready to take the next step and get in touch with us to discuss your potential adhesion to our network.

Reach out and see whether our dynamic network of independent of law firms is the right match for your firm.

For more information on how to become more involved with Pangea Net:

please visit pangea-net.org or email Alexia Colson-Duparchy, our Global Network Officer, at info@brightbrainsco.com.

SUCCESS STORIES

The power of cross-border collaboration within the network



VALEGIS
ADVOCATEN

By Carolien Brederije

Partner at Valegis Advocaten (The Netherlands)
Board Member in charge of Communication & International Development

Interview with



Babiaczyk Skrocki i Wspólnicy

Maciej Olejniczak

Partner at Babiaczyk, Skrocki i Wspólnicy (Poland)
Member since 2008 (PangeaNet foundation)

Babiaczyk, Skrocki i Wspólnicy is a full-service law firm based in Poznań, Poland. Established in 1993, the firm offers legal expertise across corporate law, real estate, labour law, and litigation. Known for its long-term client relationships and practical advice, the firm supports both Polish and international businesses.

Carolien: Could you briefly introduce your firm and your area of expertise?

Maciej: We've been part of Pangea Net from the very beginning – since the first meeting in Milan in 2008. Personally, I focus on two areas: M&A and real estate. That keeps me fully occupied.

Our firm, however, is full-service and active in many areas of law.

Carolien: What kind of cross-border or Pangea-related work have you handled in the past year or two?

DID YOU KNOW?

Maciej Olejniczak is a partner of the firm with 25+ years of experience. He focuses on mergers & acquisitions and real estate transactions. Maciej has significant experience advising clients on complex deals and is a long-standing contributor to the Pangea Net community, promoting cross-border cooperation and team engagement.

Maciej: There was one larger project involving the sale of a professional school in Poland, owned by a German foundation. My colleague Tytus Niewczyk led the matter; I was supervising.

We also handled smaller matters – including Belgian referrals involving labour law, a restructuring and share transfer for a UK/French group via Klein • Wenner, and some commercial issues referred by Browne Jacobson.

Carolien: Would you describe those matters more as referrals or true collaborations?

Maciej: Mostly referrals, though in the case with Klein • Wenner there was a bit more interaction. But overall, there wasn't a matter jointly led by two or three firms – more parallel work, rather than deep cooperation.

Carolien: Do you think these matters would have come to you without the Pangea-Net connection?

Maciej: Definitely not. These were 100% referred through the network. Without Pangea, I wouldn't expect these clients to contact us at all.

Carolien: Have any of these clients turned into longer-term relationships?

Maciej: It depends. For example, the school sale was a one-off project. But in working with Jens on that deal, we've seen some spin-off work coming from the Polish branch – so there is potential for more. It really depends on the nature of the project.

Carolien: How do referrals usually reach you within the network?

Maciej: Usually it starts with an email or a WhatsApp message – something like: "Are you available?", "Do you have capacity?" and then things get going quite quickly. There's a lot of trust – clients usually don't question our suitability once a Pangea member makes the introduction.

Carolien: Have you also referred clients to other member firms?

Maciej: Yes. For example, we recently referred a long-standing Polish client to Andreas (UEPA) for advice on expanding into Slovakia or the Czech Republic. Andreas prepared an excellent comparison report.

We also referred another client to Brandi for the purchase of private real estate in Berlin – the client was very happy with Sebastian's work and mentioned it during a status call.

Carolien: What value do you see in the Practice Groups, beyond the AGM?

Maciej: I think they're essential. The best referrals happen when lawyers meet in Practice Group settings and connect directly – even if they never attend the AGM. For example, lawyers from our firm join the Tax Practice Group or Employment Law Practice Group even if they don't go to the AGM. That shows the depth of engagement and creates a real basis for long-term cooperation.

Carolien: Do you have any tips on how the network could improve or grow stronger?

Maciej: Nothing specific to add right now – the fundamentals are strong. I believe in the value of regular interaction, whether through AGMs or Practice Groups. That's what builds trust and makes referrals flow naturally.

Get in touch:

Carolien Brederije
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SUCCESS STORIES

Interview with



B | L | S
RECHTSANWÄLTE
ATTORNEYS AT LAW

Dr. Thomas Boller
Partner at BLS (Austria)
Member since 2023

BLS Attorneys at Law is a Vienna-based law firm with over 50 years of experience, offering tailored legal services to international and domestic clients. With a multilingual team and strong international connections through the Pangea Net network, BLS specializes in commercial, corporate, labor, insurance, and real estate law, as well as cross-border litigation and arbitration. Their commitment to quality and client-focused solutions makes them a trusted legal partner in Austria and beyond.

Carolien: How is your experience with the network so far?

Thomas: We are quite happy with the network. It has worked out very well so far – we’ve had several contacts and smooth collaborations with other member firms. The overall experience has been very positive.

Carolien: Are you active in any of the Practice Groups?

Thomas: Yes, I’m active in the Corporate Law Practice Group. I also recently took part in a Pangea neXt session, where I presented our firm and discussed two cases – one involving Austrian stamp duties, and another a collaboration with Probst & Partner.

Carolien: Which cross-border collaborations have you been involved in since last year?

Thomas: One major matter was referred by Brandi – an Irish real estate developer acquired an Austrian company that held a large horse-riding property. It was a complex share deal with multiple agreements, involvement of the land transfer authority, and zoning issues. Another case came from UEPA, involving an international retail chain headquartered in Germany but managed from Austria. We handled various corporate housekeeping and employment law matters, including director appointments and intra-group agreements.

DID YOU KNOW?

Dr. Thomas Boller, LL.M. has been a partner at BLS since 2009. He specializes in corporate law, M&A, finance, employment, and real estate matters. Dr. Boller regularly advises international clients on cross-border transactions and is actively involved in the Corporate Law Practice Group within Pangea Net.

Carolien: Do you think you’ll stay in contact with these clients?

Thomas: With respect to the real estate client, it’s hard to say. He is a very wealthy private individual and not the most responsive. He is rather looking for investment opportunities. But I expect he’ll return should he require corporate or real estate law advice again in the course of his venture. The retail client has turned into a steady relationship – we’re in touch almost every other week.

Carolien: Have you also been able to refer clients within the network?

Thomas: Yes. We’ve referred matters to several firms, including Valegis and Brandi. For example, we referred a German branch set-up and an insurance recovery case.

Carolien: How long have you been a Pangea-Net member?

Thomas: Just about a year – but it’s been a very active one! We had a strong start with the real estate transaction and several other connections since.

Carolien: Any tips or ideas on how the network could improve?

Thomas: It would be helpful to expand coverage in a few jurisdictions where there’s currently no Pangea Net representation. We sometimes handle matters involving countries that are not yet covered, so

broader geographic reach would make cross-border collaboration even more effective.

Also, I’d like to see the Practice Groups continue with regular in-person and informal activities. The Corporate PG meeting in London was excellent, including the padel tennis tournament, which really helped deepen personal connections. I’d definitely encourage repeating that kind of format.

Get in touch:

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SUCCESS STORIES

Interview with



**Browne
Jacobson**

Sian Rose
Principal Associate at Browne Jacobson (UK)
Member since 2008 (PangeaNet foundation)

Browne Jacobson LLP is a full-service UK and Ireland law firm with offices in Birmingham, Cardiff, Dublin, Exeter, London, Manchester, and Nottingham. Established in 1832, the firm offers legal services across various sectors, including corporate, education, government, health, financial services, and insurance. A Pangea Net member since 2008 (founding member)

Carolien: Can you tell us a bit about yourself and your role within Brown Jacobson and Pangea Net?

Sian: I've been with Browne Jacobson for almost 10 years now – I started as a paralegal, did my training there, and have been with the corporate team ever since and was recently promoted to Principal Associate. I joined Pangea Net three years ago, attending the AGM in Poland, and have been involved in the Pangea neXt initiative from the start. We were a small group then, but it has grown into something much bigger and more impactful which is very exciting and something I'm very proud of.

Carolien: What has been your experience with the Practice Group neXt and how has it evolved?

Sian: One of the biggest challenges has been changing the perception of networking as something only for partners. At Browne Jacobson, you are encouraged to build your own connections from an early stage in your career; this is an important part of our culture and we've tried to bring that same mindset to Pangea neXt. We appreciate the cost and time commitment for firms and, being mindful of this, have launched initiatives like quarterly knowledge-sharing sessions – these are online events with each being hosted by two Pangea firms and held over lunchtimes to mitigate clashes with fee earning work. Firms are given the freedom to present on any topic, provided the first 10 mins are a spotlight on the presenters' firms. This has been great as it helps foster relationships between the two hosting firms as they collaborate on the

presentation but also enables us to reach a wider audience than in person meeting necessarily would, given that there is really no cost for individuals to attend. We've also had some great presentations included from partners about their careers with top tips, legal insights, or even their firm's community work. These have been really well received, and I believe helped improve engagement with the firms in person meetings, for example, at the last in-person Pangea neXt meeting in London, we had 20 participants – which is significant given the travel, cost and commitment involved and a huge improvement from that first meeting I attended. It's clear that engagement is growing, and we're excited about what's to come.

Carolien: You're also involved in the Corporate Practice Group – how does that compare?

Sian: Yes, I co-chair the Corporate Practice Group with Mathias Schmid from klein • wanner. It's a bit more challenging – coordinating corporate partners isn't easy! Still, it's been a great way to build relationships across jurisdictions and when I was away on maternity leave, they told me how much they missed the structure I bring – so I must be doing something right. We've also had some great sessions whether that's sharing knowledge within the group or from external presenters providing invaluable insight on specific areas, including AI and corporate trends and predictions across various jurisdictions.

Carolien: Can you share a recent cross-border collaboration you or the firm worked on?

Sian: We've had several projects with Whiteford in the US over the years, which makes sense given how much cross-jurisdictional work there is between the UK and the US. One notable matter came just before Christmas: a Canadian client – a large group ultimately owned by a high-net-worth individual with major household-name brands – was

DID YOU KNOW?

Sian Rose is a Principal Associate in Browne Jacobson's corporate finance team, based in Nottingham. She specializes in mergers and acquisitions, private equity transactions, company reorganizations, and corporate governance arrangements. Sian has been involved in some of the firm's most high-profile transactions and is an active member of the Pangea Net network, including serving on the board of Pangea neXt.

acquiring a comic book distribution company that had gone insolvent. Whiteford reached out to us for support with the acquisition of the UK subsidiary, and we jumped in – literally the Friday before Christmas. That kind of responsiveness is only possible because of the strong relationships we've built through the network. Despite the deal falling through (a common outcome in insolvency cases), the client was impressed by both our support and Whiteford's recommendation. They've sent us additional instructions, promising more work to follow. This represents an exciting opportunity with a valuable client – one we secured entirely through our professional network.

Carolien: What's the added value of working within Pangea Net in these kinds of matters?

Sian: Trust and flexibility. With private equity clients, we often need specific fee structures, reporting styles or fast responses. Every time we've asked a Pangea firm to adapt – whether it's klein • wanner, Brandi, Whiteford etc. – they've gone out of their way to help. And it's mutual. For example, MAQS recently needed regulatory advice across multiple jurisdictions. Given the large number of jurisdictions involved, they asked if we could cap our fees per jurisdiction. Normally, this may be a little more difficult to achieve but because it was MAQS and we value that connection, we agreed.

Carolien: Have you also referred work to others within the network?

Sian: Given size of our firm, we regularly refer work around the network on a weekly basis, if not daily. A recent example would be when we recently coordinated a large multi-jurisdictional matter. The client had subsidiaries across Europe, and through Pangea Net he reached out to about ten firms. Everyone came back quickly with their quotes and input. That speed and cohesion made a real difference in the client relationship – it's not always about immediate turnover, but about the trust and confidence it builds. Having a great caliber of reliable firms throughout the Pangea network also meant that he was quickly able to find and contact the relevant firms with confidence instead of spending time researching and cold contacting firms.

Carolien: Any thoughts on how the network could improve further?

Sian: More engagement – especially in Practice Groups. I think there's great potential to build even more engagement across the Practice Groups. The energy we see in the Pangea neXt community shows how much value members find in exchanging ideas and connecting beyond the AGM's. It would be fantastic to see that same level of enthusiasm and interaction extended throughout all levels of the network – Practice Groups are a great space for that, and they have so much untapped potential to strengthen collaboration.

Get in touch:
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PRACTICE GROUPS - ANNUAL SUMMARY

The beating heart of Pangea Net



WHITEFORD

Eric Vendt
Partner at Whiteford LLP (USA)
Board Member in charge of Practice Groups development

It's been another exciting and productive year for the Pangea Practice Groups. Over the last twelve months these groups have come together, across borders, and with a spirit of collaboration that makes this network so much more than a directory of law firms. Our Practice Groups are the living, breathing engine of Pangea Net. They are where ideas are tested, friendships are forged, initiatives are pursued and where our future is shaped.

New horizons: launching and expanding Practice Groups

This year, we saw our Practice Groups not just maintain momentum, but set new standards for action and relevance. In February, we launched the Legal Tech Working Group – an initiative by Tim van der Maas (Valegis Advocaten, Netherlands) that sprang from lively debates in our Corporate Practice Group. The inaugural session “AI for Law Firms” was a gathering of minds from Microsoft, Thomson Reuters, Harvey, and every corner of our network, all focused on how artificial intelligence is reshaping our daily work.

The enthusiasm was palpable, and the conversations that began there are already rippling through our member firms.

We're also preparing for the launch of a new group dedicated to private clients, estate planning, and high net worth families. This is a direct response to the evolving needs of our clients and the vision of Sophie Borenstein (klein • wanner, France). I have no doubt this group will quickly become a cornerstone of our network.

Spotlight on Practice Group Activities

Let me share just a few highlights that capture the energy and diversity of our Practice Groups.

ARBITRATION PRACTICE GROUP

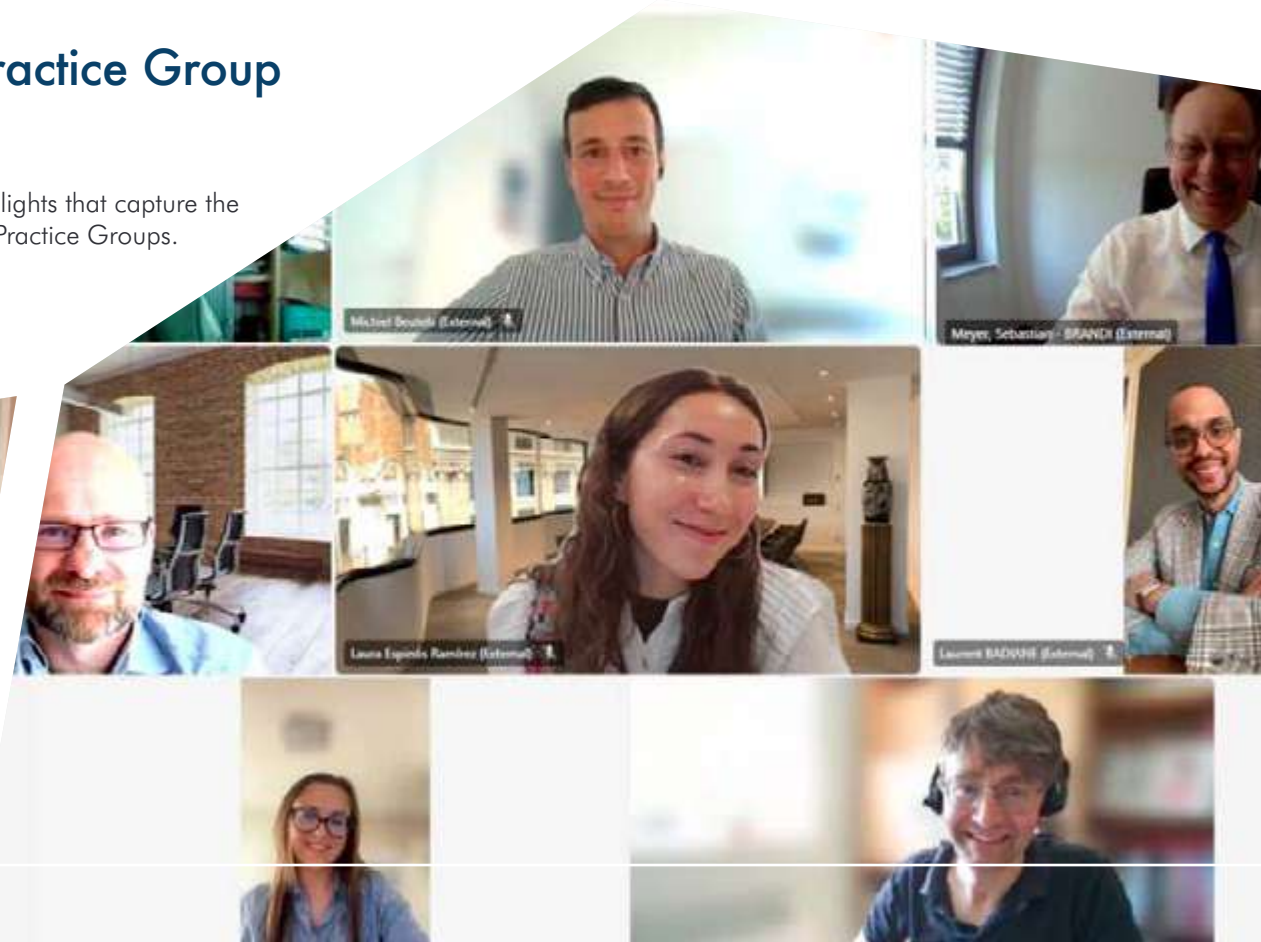
This year, our Arbitration team has been at the forefront of the debate on third-party litigation funding in the EU. Members from France, Austria, Germany, and the Czech Republic have been pooling their expertise, anticipating regulatory changes, and keeping an expert eye out for our clients.

DATA, INFORMATION & CYBER LAW PRACTICE GROUP

In May 2025, our Data, Information & Cyber Law group met online to prepare their next newsletter, focusing on the intersection of AI and privacy. These discussions – spanning Belgium to Poland, Switzerland to the UK – are a testament to our collective commitment to staying ahead of the curve and supporting each other in uncharted territory.

TAX PRACTICE GROUP

In April, our Tax Group gathered in Lisbon for two days of learning, laughter, and connection. The dress code? Jeans and sneakers – because when you're tackling complex tax issues and sharing best practices, comfort and camaraderie matter. Special thanks to António Gaspar Schwalbach and the Pares' tax team for making everyone feel at home (and well-fed!).



11 practices groups



Arbitration



Commercial law



Corporate



Data, information & Cyber law



Employment law



Intellectual property



Legal Tech & AI



Pangea neXt



Real estate



Renewables & Clean Power



Tax



ENERGY, NATURAL RESOURCES & RENEWABLES PRACTICE GROUP

Our ENR group met online in January and their proactive approach, including plans for joint participation in industry events, ensures we remain relevant and influential in this vital sector.

CORPORATE PRACTICE GROUP

November 2024 saw us in London, where Browne Jacobson LLP rolled out the red carpet for our Corporate Practice Group. From rooftop drinks to a farewell dinner at The Ivy, the event was packed with substance and style. We tackled the future of M&A, the realities of legal AI, and even squeezed in a padel tournament. It's this blend of hard work and genuine fun that makes our meetings so memorable.

COMMERCIAL PRACTICE GROUP

October 2024 took us to Helsinki, where Lieke Attorneys Ltd. hosted a Negotiation Skills Bootcamp™ that was as challenging as it was entertaining. Picture a room full of colleagues debating strategy, money, and trust – then bonding over a windswept tour of the city, huddled together under Lieke umbrellas. That's the Pangea spirit!

EMPLOYMENT LAW PRACTICE GROUP

Also in October, Kwint Advocaten welcomed us to Gent for our annual Employment Law meeting. We dove into the practicalities of generative AI in law firms, thanks to a thought-provoking session by Julien Steel of Henschman Lexis Nexis. And, of course, we enjoyed the best of Belgian hospitality – great food, great company, and the kind of conversations that last long after the event ends.

EMPOWERING THE NEXT GENERATION

A special mention goes to Pangea NeXt, our group for associate lawyers, who held a strong series of Knowledge Sharing Sessions throughout the year. NeXt is now extra energized by Anne-Sophie Bonhomme of klein • werner joining their Board. Anne-Sophie embodies the cross-border, cross-generational spirit that encapsulates Pangea.

Looking forward

If there's one thing this year has shown me, it's that our Practice Groups are more than just committees – they are communities. They are where expertise is shared, leaders are nurtured, and the next chapter of international legal practice is being written. As we welcome new groups and new members, I invite every one of you to get involved. Bring your ideas, your curiosity, your questions. This is your network, and together, we are building something truly special.

Here's to another year of excellence, innovation, and collaboration within Pangea Net's Practice Groups.

With gratitude,
Eric Vendt

Get in touch:
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evendt@whitefordlaw.com

PRACTICE GROUPS - NEWS

New Practice Group: Legal Tech and AI



VALEGIS
ADVOCATEN

Tim van der Maas
Partner at Valegis Advocaten (The Netherlands)

This year a new Practice Group was founded on Legal Tech and AI. We believe that especially AI will be of crucial influence on our firms in the near future. It is also one of few elements of our business which is not bound by jurisdictions.

We started with a survey among the members of Pangea Net on their interests in Legal Tech. The results showed that legal tech, and particularly the influence of AI, is important network wide. The responding member firms view Pangea Net as a platform where this can be further developed.

Based on this, we conducted an inspiring meeting about the exciting possibilities of artificial intelligence (AI) within the Pangea Members. The turnout was very good, with a large number of participants attending the online webinar. This demonstrates the growing interest and enthusiasm within our network for the application of AI. Following an engaging introduction by legal tech expert Jeroen Zweers, Thomson Reuters, Harvey, and Microsoft/Avanade gave impressive presentations. They shared their insights and experiences with AI, leading to lively discussions via email, new ideas and raised awareness. The webinar showed that AI can improve and innovate our work processes. Several offices within our network have already taken concrete steps to integrate AI into their daily operations.

They are actively engaging with AI tool providers to find the best solutions that meet their specific needs.

The next steps will be to further inform the members of Pangea Net about the possibilities that AI offers. We will organize regular updates and training sessions to ensure that everyone within our network is fully aware of the latest developments and applications of AI. We believe that this Practice Group can help firms to take important steps in the journey towards a future where AI plays a more central role in our services. We look forward to making even more progress in the coming years and collaborating on innovative AI solutions that make our work more efficient and effective.

Thanks, also on behalf of Mitchell van den Barselaar, for all your input!

Get in touch:
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Wish to know more
about our Practice Groups?



Go explore our website here or contact
Eric Vendt at evendt@whitefordlaw.com or
Alexia at alexia@brightbrainsco.com



STRATEGIC INITIATIVES

Building Bridges: strengthening initiatives at Pangea Net



Mikael Åström,
Partner at MAQS (Sweden)
Board Member in charge of Network Communications

For almost a year now, I've had the pleasure and privilege of being part of the Pangea Board. Before that, I shadowed the same group of individuals and gradually learned what it meant to diligently listen to the resounding echo of some 1500 lawyers that form the backbone of this great network.

How do they manage to sift through individual inputs and convert them into effective tools that benefit the network as a whole? Where will you find common analogies? How could one possibly digest an influx of great ideas and tasteful suggestions pertaining to network strengthening proposals? Surely, to absorb them all would not be practically possible nor viable in the long term. We are, after all, active in quite different jurisdictions.

However, I gradually saw the first (of many) aligned commonalities we shared that in turn slowly visualized a path ahead – one that would collectively strengthen our individual offers presented on respective home turfs, simply put: to be of service. To facilitate the achievement of client's goals. This will, unavoidably, result in the need to broaden such services to include jurisdictions and legal issues domiciled in countries unfortunately not perfectly coincided with our your law degree.

Que: call a friend.

It may sound perfectly simple and obvious. Reach out to a colleague overseas and get the job done. Client happy, lawyer happy. But unfortunately, I'm sure we have all suffered the result of "bad referrals" or "it wasn't so complex, can't

believe they managed to f*** that up" situations, when introducing your client to a fellow colleague abroad.

So that is what we have focused on for the past 12 months, and will continue to focus on during the upcoming 12. How we as a network can communicate better (and even more often), identify client needs more effectively and address cross-border issues quicker.

And how have we tried to improve these aspects?

For example, we have had practice group meetings and webinars to discuss cross-border common issues and examples. We have had closer discussions with a variety of members, seeking input on network related issues and suggested improvements and workflows. We have taken the time to travel and meet in person, shaken hands, actively introducing new connections and finding new opportunities... among many other things. If you put all these small but nonetheless significant steps together, we are of adamant they will cumulatively strengthen our collective benefit as a Pangea Network member.

Have we been successful? Well, that is ultimately up to you to evaluate. We believe we have made good progress, but at the same time, we humbly acknowledge that the task ahead is not by far completed nor unchallenged to say the least. We trust the upcoming 12 months will be as exciting and rewarding for our Network as the previous 12.

Get in touch:
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HIGHLIGHTS

Steady as She Goes: a year-end financial health assessment



PROBSTPARTNER

Oliver Fritschi
Partner at Probst Partner AG (Switzerland)
Board Member and Treasurer

As a lawyer who spent the last 12 months wearing a second hat as Pangea Net's Treasurer, I'm happy to report that my first year overseeing our network's finances has been both rewarding and (dare I say) enjoyable. Thanks to our dedicated crew and the collegial spirit across our member firms, keeping track of the numbers has been straightforward and steady. And thankfully, I haven't had to navigate any tariffs, trade wars, or other dramatic obstacles so far!

Serving as Treasurer also gave me a deeper appreciation for how Pangea Net operates – not only in spirit, but also in form. As many of you know, the network is structured as a Swiss Verein (association) under Swiss law, with its registered office conveniently located at my firm, Probst Partner. With that framework in place, I'm delighted to share that we closed the 2024/2025 financial year with a little extra in the tank. I'll provide more details during the AGM.

“

THANKS TO OUR DEDICATED CREW
AND THE COLLEGIAL SPIRIT ACROSS
OUR MEMBER FIRMS, KEEPING
TRACK OF THE NUMBERS HAS BEEN
STRAIGHTFORWARD AND STEADY.

Looking ahead, our goal is to keep our financial ship steady and ensure Pangea Net continues to sail smoothly. To all our members, a heartfelt thank you for your

continued support and commitment. You are the reason behind our ongoing success, and your engagement keeps Pangea Net thriving.

I'd also like to extend a warm welcome and a special thank you to our new members for joining us. Your presence has enriched our network with fresh perspectives and, I'm happy to report, strengthened our financial foundation as well. It's clear that growth brings both new connections and added stability – a true win-win.

Finally, I'm looking forward to another year of collaboration with all of you. If you have any questions or need any assistance, please remember that my door (and my inbox) is always open. Thank you once again for your trust, and I'm happy to meet you all during the AGM.

Get in touch:
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BEHIND-THE-SCENES

What it takes to organize a successful AGM



By Dr. Nils Wigglinghaus
Partner at Brandi Rechtsanwälte (Germany)
Vice Chairman & AGM Director

Hosting an AGM is quite a task. Since the network has been founded, 15 conferences have been organized, only in 2021 we did not meet physically due to the pandemic. Attending the AGM is one of the essential things, being a member of Pangea Net is all about. But it's also extra work for the hosting firm. Is it worth it? Is it even fun? What are the challenges? Nils, our AGM director, spoke with Ariel Arcadipane, marketing manager of the hosting firm of Whiteford in Washington in March 2025, a few weeks to go until the AGM.

Nils: Ariel, what is it that you do for Whiteford when you're not organizing AGMs for Pangea Net?

Ariel: I am the marketing manager of Whiteford, and I have been with the firm for 18 years. As marketing manager, I take care of our firm's events, run the website. Actually, this is sort of my second AGM. In 2012 we already hosted an AGM...

Nils: ... in Baltimore!

Ariel: ...yes! I wasn't in charge then as I am today, but I was on the team, and it was one of my first encounters with Pangea Net.

Nils: How does organizing an AGM for Pangea Net compare to other events you are organizing for the firm?

Ariel: The AGM is the biggest multi-day event. The biggest so far was our 75th anniversary – but that was just a one-

Interview with



WHITEFORD

Ariel Arcadipane
Marketing Manager at Whiteford (USA)

night event. The 90th just recently was a multi-day event but on different locations. The international dimension is wonderful – we are also involved with the World Trade Center Institute in Baltimore – I like to have more exposure internationally.

Nils: Whiteford chose to manage the AGM without hiring an external agency. Now that means that there is a lot of detail work on your table.

Ariel: Yes, we have once for a different thing hired an agency and that was almost the same amount of work for us. We still spent a lot of time.

Nils: So, what's the most challenging thing for you?

Ariel: There's two things: First: the budget. We knew that hosting an AGM in Washington is quite expensive so there is no room in the budget for hiring an external agency. Expectation management is also important. But the second most complex thing is: the hotel and rooms.

Nils: What was the most helpful thing – what would your advice be to firms considering hosting the AGM to reduce the work?

Ariel: Definitely: talk to those that have hosted it before. If you are in marketing like I am – whilst our lawyers have been participating in prior AGMs – I personally haven't so I wasn't completely sure what was expected. So, talking to others in my position that have already done it was a big

help. In particular the ones that just recently hosted it. Of course, you cannot compare hosting an AGM from one country to the next completely, but there is a lot of experience that can be shared. We have done that a lot and we have spoken a lot with Alexia, and you know that you and I spoke. That was all very helpful. And honestly: your guys visit today was also very helpful. That took away a lot of the stress because we could show you the venues and our ideas. We gathered feedback, going to make a few modifications here and there. I didn't really have doubts on this but now I am certain that we did well, and it is going to be a great AGM! And I will be happy to provide the help I received to anyone following! Just get in touch with me!

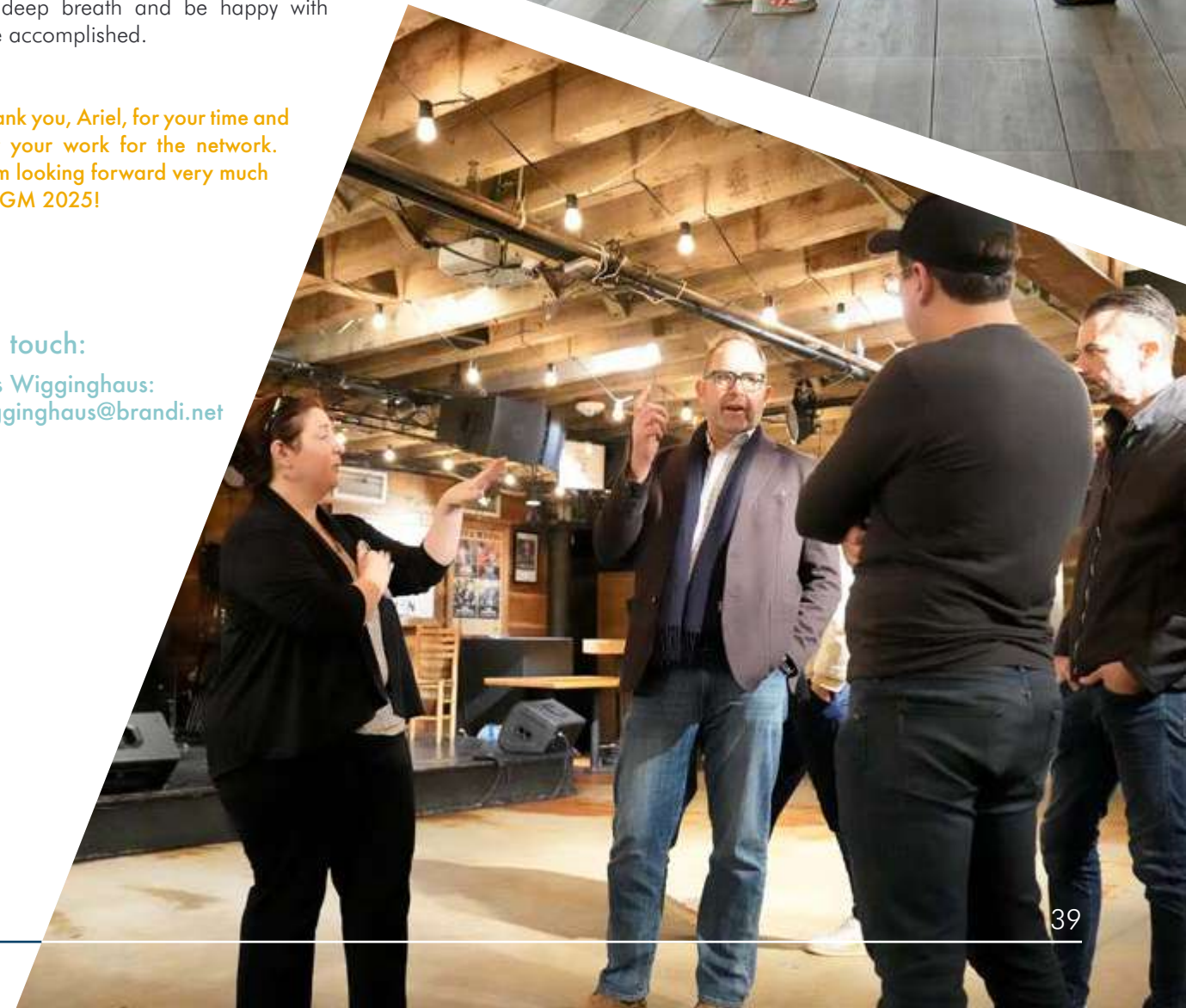
Nils: Thank you! I am sure, still, you being in charge for so much you will be under some stress when the AGM comes – when do you think will be the moment that your stress goes away and you can enjoy "your" AGM?

Ariel: I am sure that when the DJ starts playing music on Saturday night, I will be able to take a deep breath and be happy with what we accomplished.

Nils: Thank you, Ariel, for your time and also for your work for the network. And I am looking forward very much to the AGM 2025!

Get in touch:

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SAVE THE DATES

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2-7 November 2025

AGM 2026

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