



PANGEANET

INTERNATIONAL NETWORK OF INDEPENDENT LAW FIRMS

Annual Report

2025-2026





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BY CAROLIEN BREDERIJE

Word from the Chair

Dear friends and colleagues,

As I reflect on the past year, I am struck by how much energy, care and substance there is across this network. Pangea has always been built on trusted relationships, but over the last twelve months we have taken a very tangible step forward: we have become more connected, more professionalized and, I believe, more ambitious in the very best sense of the word.

This has been my first full year as Chair, and it has confirmed what I felt from the outset: Pangea is not simply a list of independent firms in different jurisdictions. Many networks claim that, but what I see here is increasingly real in practice: it is steadily becoming something more than that. A living, working community of lawyers who know one another, trust one another, and are increasingly able to serve clients across borders with real confidence. More and more so, Pangea is behaving like a single, demanding, high-value client that we collectively serve every day.

“
IN A MARKET WHERE MANY LEGAL NETWORKS MAKE SIMILAR CLAIMS, THAT DIFFERENCE MATTERS, BECAUSE CLIENTS DO NOT NEED SLOGANS; THEY NEED RESPONSIVENESS, JUDGMENT, SEAMLESS COLLABORATION AND THE REASSURANCE THAT THE LAWYER ON THE OTHER SIDE OF THE BORDER IS SOMEONE WE WOULD TRUST WITH OUR OWN CLIENT RELATIONSHIP.”

THE RHYTHM OF THE NETWORK

Over the past year, I have seen that spirit in action time and again. I saw it in Washington, where our 2025 AGM combined strategic discussion, business development and genuine friendship in a way that few networks manage to achieve. I saw it again second hand around the IBA, where our 2025 Pangea@IBA Meet & Greet in Toronto created another valuable moment to reconnect, introduce colleagues and keep the Pangea conversation alive between AGMs. And I am already looking forward to doing just that again in Copenhagen with our upcoming Pangea@IBA Meet & Greet on October 6th, 2026 at Øl Haven Microbrewery Bar, from 16h30-19h30 (mark your calendars and book your flights and trains!).

These touchpoints matter: they make it far more likely that, when a client needs help in another jurisdiction, the first instinct is to reach out to a familiar Pangea colleague rather than to a directory. Referrals and collaborations never come from a directory alone; they come from repeated contact, from shared experiences, and from the confidence that grows when members see each other not once a year, but consistently over time.

BUILDING THE STRUCTURE BEHIND RELATIONSHIPS

One of the most encouraging developments this year has been the continued professionalization of the network behind the scenes. Strong relationships remain our foundation, but relationships alone are not enough if we want to keep growing in a deliberate and sustainable way. The support structure around the Board and our members has therefore become increasingly important, and I would like to acknowledge the role Alexia and Samira play in making the network more effective in practice.

Alexia's support to the Board has helped turn good ideas into follow-through, while Samira's support to members and Board alike is making it easier to navigate the day-to-day life of the network, whether on practice groups, events, coordination or simply knowing where to turn. That operational support matters more than it may seem. Across many conversations this year, members have made clear that what distinguishes a strong network is not only the quality of its firms, but also the consistency with which the network functions.

WHAT MEMBERS ARE TELLING US

It is about making sure that communication is clear, that members feel supported, and that initiatives do not stall. In that respect, this year has marked real progress. Several members put it beautifully in different ways:



Pangea is increasingly seen not as “a board” or an abstract structure, but as a set of real working relationships; as a place where people are accessible, where incoming matters are treated with genuine attention, and where the right answer can start with a simple phone call to someone you know and trust.

That same spirit comes through in the feedback we have received from across the network. The annual 360 interviews were designed to listen carefully to what members value, where they see opportunities, and where we still need to improve. The message coming through was reassuring and demanding in equal measure: members value the quality of relationships, the openness of the Board, the increasing flow of meaningful cross-border work, and the sense that Pangea is a serious business network. Some described the network as giving them the feeling of having “offices” in other jurisdictions through trusted partners; others spoke of Pangea as a “single, extremely important client” that deserves their best attention. A fuller report on the 2025/2026 360 interviews appears later in this report (see Where we stand pp 22).





A SPECIAL WORD ABOUT THE BOARD

I would also like to share some words about my fellow Board members. Board service in a network like ours is substantial, often unseen work. It means listening, connecting, following up, encouraging participation, addressing delicate issues where needed, and constantly balancing growth with quality. I have seen first-hand just how much commitment my fellow Board members bring to this task, and I am deeply grateful for it. Their work is not performative; it is practical, thoughtful and consistently directed at strengthening the value of Pangea for members and their clients.

That is exactly the right challenge. A network like ours should never become complacent. We are not trying to be the biggest network in the market, and we should resist growth for growth's sake. But we should absolutely aim to be one of the most trusted, most engaged and most practically useful international legal communities in our segment.

LOOKING AHEAD

That means staying selective, staying candid, and continuing to invest in the things that make members actually use the network: personal familiarity, visible expertise, practical touchpoints between meetings, and a culture in which people genuinely want to pick up the phone to one another. I am also particularly pleased that the network is developing a stronger year-round rhythm. Practice groups continue to mature, Pangea NeXt is helping us build continuity across generations, and our in-person touchpoints beyond the AGM are proving their value.

Looking ahead, there is plenty to be excited about. We can look forward to our next AGM in Madrid on 4-7 June 2026, which promises another excellent opportunity to deepen relationships, share ideas and keep building this network with intention. We can look further ahead to our AGM in Helsinki in 2027, knowing that Lieke will build on the strong foundation we have laid together. And we can look forward to continuing the work—sometimes visible, often behind the scenes—of making Pangea ever more relevant, more connected and more valuable to each of our firms.

WHAT MAKES PANGEA WORK

If there is one thing I would underline at this point in our journey, it is this: Pangea's strength lies not only in the jurisdictions represented around the table, but in the willingness of its members to invest in one another. That investment can take many forms: sharing a client opportunity, hosting a practice group, bringing younger colleagues into the fold, supporting a secondment, joining a Pangea@IBA event, or simply responding quickly and thoughtfully when another member asks for help. Those small and large acts of commitment are what turn a network from a brochure claim into something real: a set of firms that behave, in practice, as if they shared one (demanding) international client.

Thank you to all of you for the trust, the energy and the generosity you continue to bring to Pangea. And thank you, in particular, to my fellow Board members and support team, and to the many members who quietly do the work of strengthening this network every day.

Warm regards,



Carolien Brederije
*Partner at BUREN (The Netherlands)
Chair & Global Ambassador*





ORGANISATIONAL CHART

2026 Board members



Carolien Brederije

Chair & Global Ambassador

BUREN (The Netherlands)
c.brederije@buren.com



Dr. Nils Wigglinghaus

Vice Chairman & AGM Director

Brandi Rechtsanwälte (Germany)
nils.wigglinghaus@brandi.net



Richard Cox

International Development

Browne Jacobson (UK)
richard.cox@brownejacobson.com



Oliver Fritschi

Treasurer

Probst Partner AG (Switzerland)
oliver.fritschi@probstpartner.ch



Eric Vendt

Practice Groups

Whiteford LLP (USA)
evendt@whitefordlaw.com



Søren Stig Langlække Hansen

Strategy & Development

Andersen Partners (Denmark)
ssh@andersen-partners.dk



Mikael Åström

Network Communications

MAQS (Sweden)
mikael.astrom@maqs.com



Antonio Marimón

International Development

Marimón Abogados (Spain)
tmarimon@marimon-abogados.com



IN CONVERSATION

One year of chair(wo)manship



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



Carolien Brederije
Partner at BUREN (The Netherlands)
Chair & Global Ambassador

N Hej Carolien, how's your day so far? Any urgent Pangea Net business on your desk? 13:45

Nils, you bet. 13:48

There is tons of it. I spent a lot of time today for our network. It's amazing how much time one can spend on this – but it's also fun! 13:49

N Ok. What did you do today for the network? 13:53

Something's always happening like one member had a question about membership, we talked to the host of this year's AGM to attend to organizational matters, we chatted amongst board members on navigating new jurisdictions, etc. 13:56

Ok. 13:56

N Are you getting settled in your new position, yet? 13:57

Yes, I think so. 14:00

I mean I have been in the network for a long time and I know most members very well, so I didn't feel "new" like in "new-new". But being the Chair of this network is different. 14:02

N In which way? 14:02

Well, for me it's always been about communication. That means internal communication to the members, the practice groups – but also external, increasing our visibility on LinkedIn for example. But also, we have – a few years after we first all met in Dublin – redefined and fine-tuned the strategy for the future of the network and that was very helpful as it touches every aspect of the network. 14:07

N What was the most challenging situation you had as a chair so far? 14:08

There are so many different things I am attending to. To get all this together in line – that's quite a challenge. 14:09

Although – we're a very good and diverse team on the board so it's not that all the work rests on me. Plus, I can of course always rely on the tremendous help of Alexia and, since last year, Samira! 14:11

N Can you name a highlight and a low light of your first year as chair? 14:12

Yes, getting our new Italian member on board certainly was a big high-light. On the other hand we had some issues with a member we had to deal with, which was necessary, but certainly a low light. 14:14

N So, looking forward, what are you mostly looking forward to – Pangea-related? 14:16

The AGM in Madrid will be a big thing, and I am looking forward to it a lot. 14:18

Then we have a couple of interesting meetings ahead, such as the IBA drinks reception in Copenhagen during IBA week. 14:19

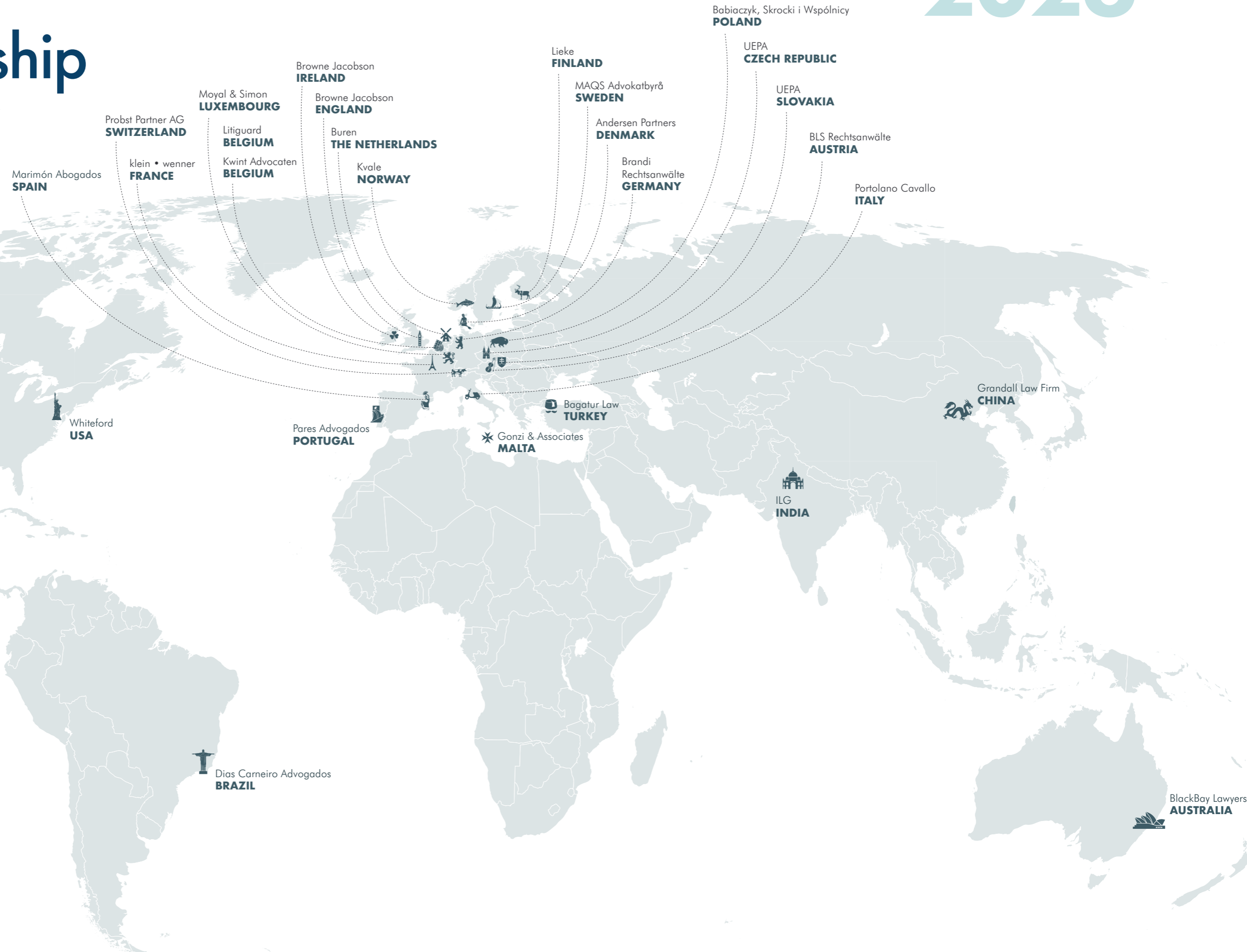
I am really looking forward to hosting that together with Jens Foerderer, our former chair! 14:20

Hej Carolien, thank you for your time – and thank you for your service for the network and its members. 14:22

N As a board member I also say thank you because you put in so much time and pure Dutch power. 🇳🇱 14:23

My pleasure, Nils. Talk to you later. 14:25

Membership overview



NUMBER OF MEMBERS IN 2026

27




News from our members





ANDERSEN PARTNERS

Denmark

Partner growth 
Two new lateral partners.

Rankings 
Recognised in both Legal 500 and Chambers.


Practice expansion 
Strengthened insolvency capabilities alongside broader capacity growth.


Office opening 
New Aarhus office, enhancing regional coverage and client access.



BROWNE JACOBSON


England and Ireland

Partner promotions 
9 new partners, 6 legal directors; additional promotions across senior levels.

Rankings 
Chambers UK 2026 – Band 1 in 39 practice areas, 100+ individual rankings; Legal 500 UK – 29 Tier 1 rankings.

Strategic hires 
Strengthened AI, data protection, life sciences, financial services, real estate and insurance practices; expansion of international litigation and arbitration.

Office expansion 
Significant growth in Cardiff (new 9,500 sq ft office), Manchester and Dublin (including dedicated Employment practice).

Growth metrics 
Record turnover of £148 million; 196 partners and over 1,300 staff.


BUREN

The Netherlands

Partner appointments 
Rutger van Thiel (Corporate Notarial), Corinne Schot (Banking & Finance), Yongmei Evers Cai (China/cross-border). Carolien Brederije and Tim van der Maas joined via Valegis integration.

Rankings 

- Chambers Europe & Global: ranked in Corporate/M&A, Tax, and Litigation (China-focused capability).
- Legal 500 EMEA 2026: ranked across Corporate/M&A, Dispute Resolution, Employment, Banking & Finance, Tax, Real Estate, Restructuring & Insolvency.


Strategic expansion 
Valegis Advocaten joined BUREN (effective 1 January 2026), adding strength in Employment, Corporate, Commercial, Franchise and IP.


Market position 
Entered Dutch Top 50 (rank 46), with strong growth and diversity indicators (#4 gender equality).





DIAS CARNEIRO

Brazil

Partner appointments (lateral) 
José Paulo Marzagão (Real Estate; Legal 500 “Lawyer of the Year”), Jessica Nunes de Queiroz, Maria Carolina Gelmetti Gimenez (Real Estate), and Victor Henrique Baptistin (Project Finance, Banking, Capital Markets).

Rankings 
Recognised by Legal 500, Chambers, IFLR1000, and Leaders League; multiple individual top-tier rankings.


Practice expansion 
Real Estate expanded to include Real Estate Business and Transactions.

Pangea integration 
Secondment of IP/IT associate Camille Sanchez to BRANDI (Germany), reinforcing operational ties; further secondments planned (including Italy) and openness to hosting Pangea colleagues.



GONZI & ASSOCIATES


Malta

Partner promotion 
Dr Augusto Quintano was promoted to Partner and leads Financial Services.

Rankings 
Chambers FinTech Guide (firm and Dr David Gonzi); Chambers Global & Europe 2026 (General Business Law; Corporate/Commercial individual recognition).

KLEIN • WENNER


France


Team growth 
Multiple associate hires across key practice areas.


Rankings 
Recognised in Legal 500 EMEA (IP/IT, Public Law, Construction, Employment, Tax) and Chambers France (HNW, Sports Law, Public Law, TMT/Data Protection).

KVALE

Norway


Partner promotions 
Bjørn Løtveit (Banking & Finance) and Christian Østlie (Corporate M&A).

Rankings 
Ranked in 14 practice areas (Legal 500), with EU & Competition promoted to Tier 1; continued recognition in Chambers including Construction.


Strategic priorities 
Strong focus on gender balance (38% female partners) and sustainable headquarters refurbishment to support future growth.


LIEKE

Finland

Partner promotions 
Helena Kalmanlehto, Alisa Montonen, and Panu Vasama were promoted in September 2025.

Rankings 
Strong presence in Chambers Global, Chambers Europe, and Legal 500 EMEA across multiple practice areas.

Strategic focus 
Elevated Data & Technology and Transactions to core focus areas alongside Energy & Construction and Dispute Resolution.

Thought leadership 
Contributors to major international publications (Chambers Global Practice Guides: Cybersecurity, Litigation, Construction, Renewable Energy; ICLG Arbitration Finland chapter).





MAQS

Sweden

Partner appointments

Karin Roberts joined as Partner and Head of Regulatory (Competition, FDI, export controls, compliance); Markus Mueller and Georg Jonsson joined as partners strengthening Banking & Finance.

Team growth

Reinforced Funds & Investments practice with senior associate Therese Virgin (Stockholm).

Rankings & recognitions

Ranked across all submitted practice areas in Legal 500, reflecting consistent full-service strength.

Office relocation

Stockholm office relocating to larger premises to support rapid growth and collaboration.

MARIMÓN

Spain

Rankings

Chambers 2026 – Tax (Band 1), Litigation (Band 2), new ranking in Corporate/Commercial (Barcelona); 5 practice areas and 11 lawyers recognised.

PARES

Portugal

Partner promotions

Maria Norton dos Reis promoted to Industry Partner (Tax); António Juzarte Rolo and Pedro Carreira Albano promoted to Equity Partners (effective 1 January 2026).



PROBST

Switzerland

Milestone

Celebrated its 30th anniversary in 2025, marking 30 years since Franz Probst founded the firm in Winterthur in 1995, with a series of events including a gala and Lake Constance sailing gathering.



Rankings & recognitions

Best Lawyers 2025 recognitions doubled (8 to 16 lawyers; 9 to 12 practice areas). Ranked Tier 4 in Dispute Resolution and Real Estate & Construction (Legal 500 EMEA 2026).

Office expansion

Lisbon headquarters expanded with an additional floor to accommodate continued team growth.

PORTOLANO CAVALLO

Italy

Rankings & recognitions

Top Tier rankings in Life Sciences & Healthcare and TMT (Chambers Global & Europe 2026; Legal 500 EMEA).

Practice strengths

Additional recognition across Data Protection, IP, Corporate/M&A, Compliance and Dispute Resolution.

Market position

Established as a leading Italian advisor for life sciences and digital media/technology sectors, with strong cross-border capabilities.

WHITEFORD

USA

Partner and team growth

40 new attorneys in 2025, including 16 partners.

Rankings

Chambers 2025 – 31 attorneys ranked across 15 practice areas.

Office expansion

New offices in West Palm Beach and Charlotte (2025); upcoming Louisville office (2026); East Coast coverage from New York to Florida.

International reach

Active matters in 40 countries across 6 continents.



HIGHLIGHTS

International Expansion Global Highlights



**Browne
Jacobson**

Richard Cox

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

In March this year the board met in Madrid to discuss the strategy for the future development of the network. The key outcomes 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.

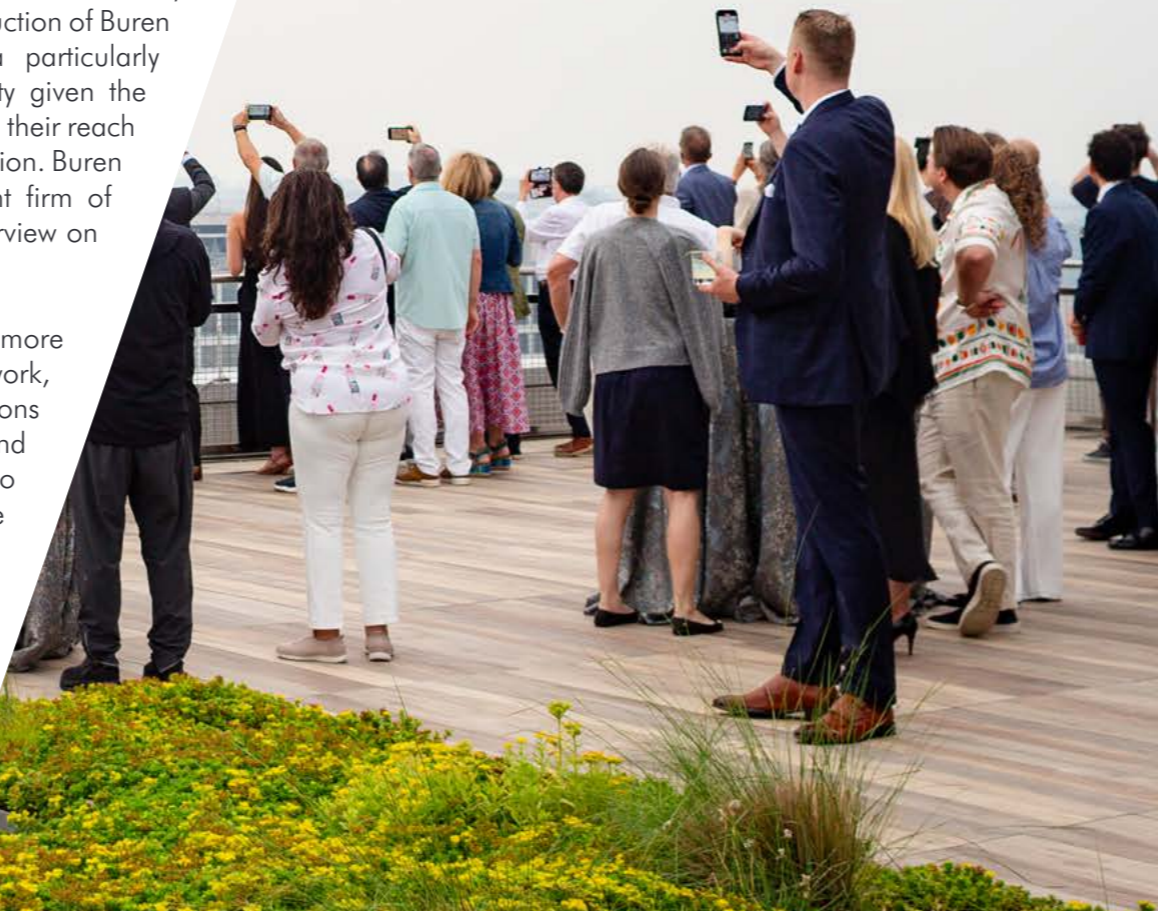
3

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 Carolien we are delighted that we have managed to continue to expand the network over the last 12 months with the addition of Portolano Cavallo and Buren (following the merger of Valegis with Buren, earlier this year).

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 Buren into the network is a particularly exciting new opportunity given the size of their practice and their reach into the Asian Pacific region. Buren is actually our Spotlight firm of the year - see their interview on pp.38-41.

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

PORTOLANO CAVALLO

The inclusion of Portolano Cavallo to the network is testament to the success of the strategy and our commitment to attracting quality new members – an internationally focused firm with offices in Milan and Rome and a representative office in New York. The firm has a leading reputation in technology, media, and life sciences and had existing good working relationships with a number of our existing members. Following a visit of a delegation of board members to Milan, Portolano decided to join the network this year.

MERGER OF VALEGIS WITH BUREN

Finally, the merger of Valegis with Buren has led to a great new Dutch member to our network. Buren obviously recognised the quality and strength of Valegis, one of the founding members of Pangea, in agreeing a merger of the 2 firms. Buren has an internationally focused business with long established connections into the Asian Pacific region with offices in Amsterdam, Beijing, The Hague, Luxembourg and Shanghai. This wider Asian reach will no doubt be able to help support our members and their clients in that region where we may not have existing member firms.

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:

Richard Cox
richard.cox@brownejacobson.com



WHERE WE STAND

Reflections from the 2025/2026 Member 360 Interviews



Carolien Brederije
Partner at BUREN (The Netherlands)
Chair & Global Ambassador

Over the past year, the Board sat down with many of you for in depth, confidential 360° conversations about how Pangea actually works for your firms. These were not standard surveys or tick box satisfaction forms; they were candid, partner level discussions about value, frustrations, expectations and ambitions.

They confirmed that Pangea is valued not only for collegiality and goodwill, but for real cross border utility: members repeatedly pointed to matters where trusted relationships within the network helped them serve clients more smoothly, more confidently and, in many cases, more profitably.

VALUE DEFINED BY REAL WORK

A clear message emerging from the interviews is that Pangea's value is best demonstrated in actual work, not in abstract positioning. Across the network, members consistently pointed to concrete matters -rather than general benefits - when asked where Pangea delivers most clearly.

Several described mid-size 5-50k matters as the "general type of work" they refer and receive and

emphasized that these files are often the ones that keep cross-border business relationships alive. Others highlighted multi-jurisdictional M&A, complex regulatory projects and arbitration enforcement as the clearest illustrations of the network at its best. One member put it simply: "Networks can generate leads, but effort is required; work does not 'fall from the sky'."

For most firms, Pangea has become an essential part of their international client work. Some described clients that began with a single inbound matter and developed into recurring, multi-year relationships. Others noted that only a small number of strong referrals had already justified the investment in membership, meetings and travel. Even newer members reported repeat cross-border mandates within a relatively short time.

Equally important, members stressed that value is not only about immediate revenue. One interviewee, reflecting on past experience in other networks, observed that financial return alone is not decisive; "understanding who firms are, what their skills are, and what type of work they do in their local markets requires time". That long-term mindset came through strongly in many conversations.

TRUST, STANDARDS AND THE QUALITY OF COLLABORATION

The interviews also showed that members have high expectations of one another, and rightly so. They expect responsiveness, commercial awareness, openness on fees, and confidence that a matter referred through the network will be treated with the same seriousness as any important domestic client relationship.

Some expressed this particularly well. One member described Pangea as a "single, extremely important client" that deserves the highest level of attention. Another said the network works best when it creates the feeling of having "offices" in other jurisdictions through trusted partners. Those remarks capture something essential: the network is most valuable when it is treated not as an optional extra, but as an integral part of how firms serve clients internationally.

At the same time, the interviews were not uncritical. Members also pointed to areas where the network must continue to improve: visibility of expertise, ease of collaboration, consistency of follow-through, and continued attention to quality and responsiveness across jurisdictions. That is important feedback. It shows that members increasingly see Pangea as something strategically important to strengthen, not simply something pleasant to belong to.

MORE THAN GOODWILL

Another strong theme was that relationships remain the foundation of the network, but relationships alone are not enough. Members value Pangea because it is friendly and personal, but also because it is becoming more structured, more reliable and more professional in how it operates.

This matters in a market where many legal networks make similar claims about trust, reach and collaboration. What came through in these interviews is that Pangea is increasingly proving those qualities through day-to-day execution: in the willingness to pick up the phone, in the confidence that referrals will be handled with genuine care, and in the practical usefulness of having trusted partners across jurisdictions.

That same logic also explains why practice groups, Pangea NeXt and year-round touchpoints matter so much. Members were clear that they value opportunities to deepen relationships, share practical know-how, involve younger colleagues and make the network more visible within their own firms. The strongest initiatives are the ones that do both things at once: strengthen relationships and make collaboration easier in real matters.

Taken together, the 360 interviews suggest that Pangea is in a strong position – and also in a more demanding phase of its development. Expectations are rising because members increasingly see the network as strategically important to their firms, not merely useful from time to time. That is a sign of maturity.

The message, in the end, is both encouraging and exacting. Pangea is strongest when members continue to treat one another not as distant names on a list, but as trusted partners in the service of their clients. That requires attention, consistency, openness and continued investment from all of us. The foundation is clearly there, and so is the ambition to build on it. The Board looks forward to continuing that work together with all of you, and to making this kind of listening and reflection an ongoing part of how we strengthen the network.

Thank you for the trust you place in Pangea, for the candour of your feedback, and for the commitment you continue to show to one another across the network. And, as always, if you have ideas, suggestions or concerns you would like to share, please do not hesitate to reach out to me or to any member of the Board.

Warm regards,

Get in touch:
Carolien Brederije
c.brederije@buren.com

WHAT OUR MEMBERS SAY

Success stories

FROM REFERRAL TO TRUSTED COUNSEL

A member firm referred a cross-border acquisition to a fellow member in a neighboring jurisdiction. The referring firm's client needed local expertise to close the deal. What followed was not "just" a handover. Both firms worked the file together, side by side, through due diligence and beyond. When the transaction completed, the questions kept coming: Product documentation, Data protection, Compliance, General terms, etc. The referred client became a shared client. One deal opened a relationship that neither firm could have built alone.

NEUTRALISING A CLAIM BEFORE IT GREW

A member firm's client found itself named as a defendant in proceedings before a foreign court. The member firm knew the jurisdiction but not the local procedure. It turned to a network partner with exactly that expertise. The receiving firm developed a procedural strategy that successfully challenged the plaintiff's ability to pursue the claim and the matter never escalated. The client was protected. Throughout the following year, both firms remained in close coordination. The referring firm looked after its client without leaving its jurisdiction.

ONE CLIENT. SIX JURISDICTIONS. ONE NETWORK.

A global consumer brand was preparing a product launch across multiple European markets. The legal questions looked different in each country. Rather than brief six separate firms with no connection to each other, the client's lead counsel turned to the network. Member firms coordinated directly, aligned their advice, and delivered a single coherent picture across jurisdictions. The client got consistency and the lead firm got to keep the relationship. PangeaNet made it possible.



THE STANDARD-SETTER

A group of major industrial players was forming an international association to set production standards across their sector. The antitrust exposure was significant. The lead counsel needed legal opinions across multiple countries, fast, and aligned. Rather than managing a patchwork of unconnected advisers, they coordinated through the network, and the client got the certainty it needed to proceed. Member firms delivered jurisdiction-specific opinions under a single framework. The network delivered something no single firm could have offered on its own.



THE MANDATE THAT OPENED A DOOR

A member firm received a referral that, on paper, looked like a single-scope engagement. A significant government client needed legal support for a specific international task. The work was complex and the firm delivered. But the real value came later. In the course of the engagement, the firm built a direct relationship with government lawyers that had not existed before. A referral became a foothold. A foothold became a longer-term advisory relationship at the highest level.

KEEPING THE CLIENT. WINNING THE MARKET.

A company based in one country was being acquired by a private equity firm based in another. The corporate team advising the target firm led the local side of the transaction. For the cross-border elements, they turned to a trusted network partner rather than an unfamiliar firm found through a directory. The transaction closed without friction and the client experienced no gap in service quality across borders. For the referring firm, that seamlessness was the product. The network is what made it deliverable.



VERBATIM

What our members say

“The matters that best illustrate the network’s value are the ones where we work intensely together toward a shared outcome, not simply hand the file over and walk away.”

MICHEL BEUTELS,
LITIGUARD (BELGIUM)

International tensions should not frighten us. They should bring us

CLOSER TOGETHER

MICHEL BEUTELS, LITIGUARD (BELGIUM)

“When I prioritize incoming matters, I treat Pangea as my most important client. Everything else follows from that mindset.”

SØREN STIG
LANGLØKKE HANSEN,
ANDERSEN (DENMARK)

“AROUND SIXTY PERCENT OF MY WORK INVOLVES CROSS-BORDER ELEMENTS. HAVING TRUSTED COLLEAGUES IN THE RIGHT JURISDICTIONS IS NOT A NICE-TO-HAVE. IT IS HOW WE SERVE OUR CLIENTS WELL.”

MIKAEL ÅSTRÖM,
MAQS (SWEDEN)

“Treat every incoming matter as the most important. That is the standard we hold ourselves to, and the standard we expect in return.”

ØYSTEIN LØKEN,
KVALE (NORWAY)

“We see clear medium- and long-term value. That is what matters.”

EDUARDO
TURKIENICZ,
DIAZ CARNEIRO
(BRAZIL)

“The Pangea difference is being able to tell a client: I know this person personally. I will see them again. That personal familiarity creates real accountability.”

JORAM MOYAL,
MOYAL & SIMON
(LUXEMBOURG)



WHEN WE JOINED, INBOUND REFERRALS WERE ALMOST IRRELEVANT TO US. TODAY THEY REPRESENT AROUND ONE THIRD OF OUR NETWORK ACTIVITY. THE QUALITY OF MEMBER FIRMS IS CLEARLY VISIBLE IN THE WORK WE RECEIVE. (...) WE COMPETE DIRECTLY WITH FIRMS THAT HAVE THEIR OWN OFFICES ABROAD. PANGEA MEETS THAT STANDARD. OUR MEMBER FIRMS ARE AT LEAST AS GOOD — AND OFTEN BETTER.

NILS WIGGINGHAUS,
BRANDI (GERMANY)



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 2026 IBA Conference in Copenhagen (Denmark)? 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.

2025 REFERRALS

THE NETWORK EFFECT

Keep the momentum going!



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

The headline story from 2025 is one we should all feel proud of: our firms are sending each other more work than ever before. That, more than any other metric, tells me our network is in genuinely good health.

In 2025

280

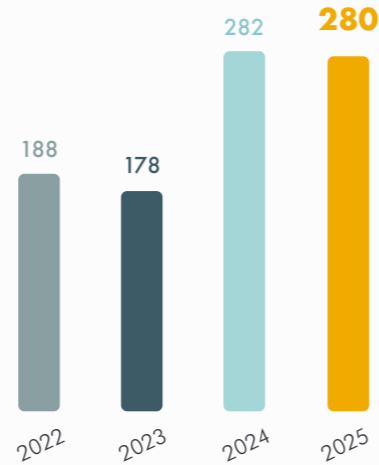
referrals between members

59%

increase in referrals since 2023

The figures speak for themselves. In 2024, we had recorded 282 referrals between member firms – already a 60% jump on the 176 recorded in 2023. In 2025, that number held at 280, consolidating what has become a consistently high level of cross-border collaboration.

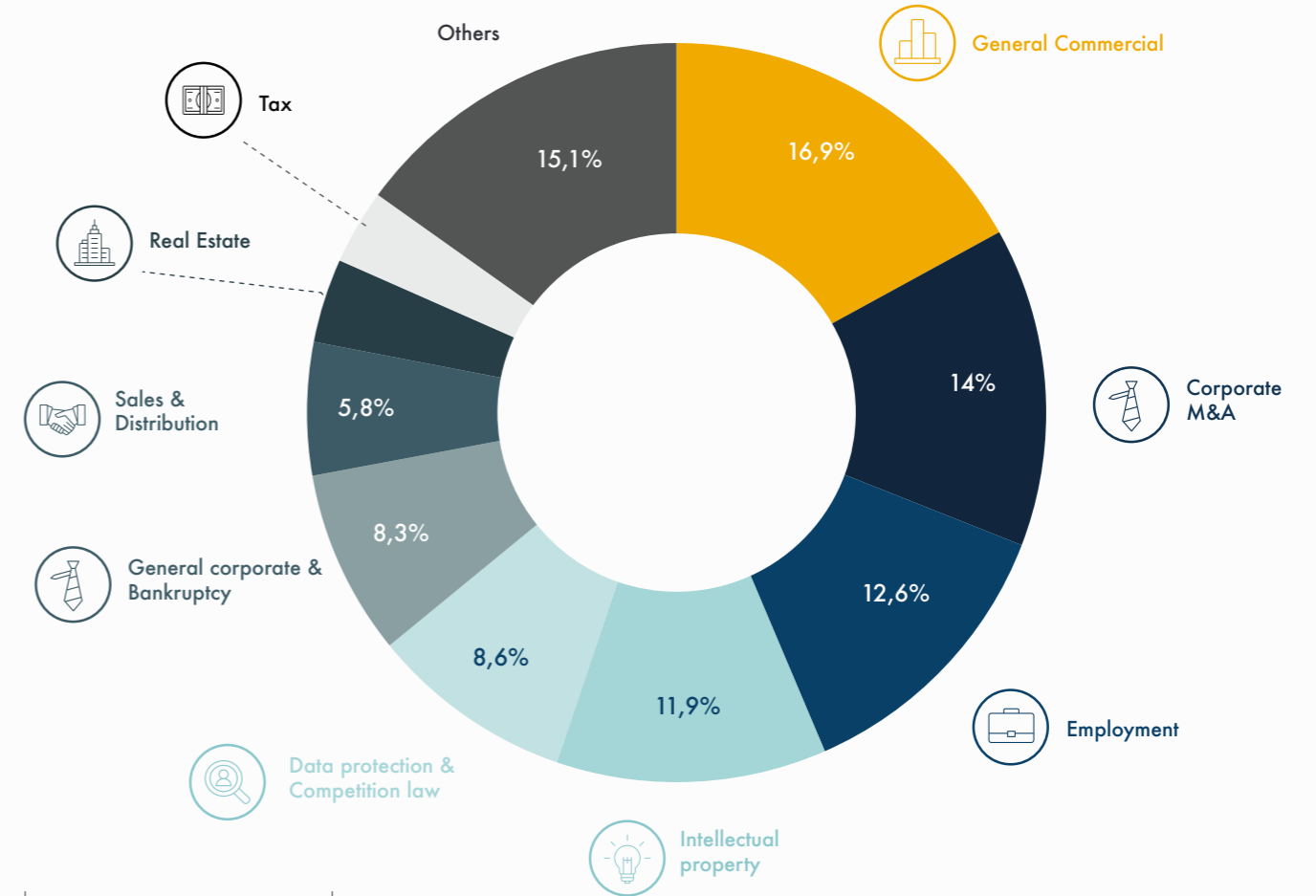
Number of referrals per year



This is not momentum by chance. It reflects the trust member firms have built in one another and the discipline we bring to working together across borders.

Equally encouraging is the spread of that work across practice areas – and this year brought a genuinely interesting shift. Breaking the trend of the past three years, General Commercial led the way with 16.9% of referred matters (up from 13.6% in 2024), followed by Corporate M&A at 14% (up from 10%), Employment at 12.6% (down slightly from 15.4%), IP at 11.9% (unchanged), and General Corporate and Bankruptcy at 8.3% (down from 24%). This redistribution matters. It tells us that referral activity is spreading more evenly across disciplines, reducing dependence on any single practice area and demonstrating the genuine depth of what our network can offer.

Referral activity across practice areas



3,647,405.27€

of total reported inbound value for 2025

INBOUND VALUE REPORTING: STRONG AND GROWING COMPLIANCE

We have also made significant progress with inbound value reporting. This year, 26 out of 26 member firms submitted their data. This strong participation gives us increasingly reliable insight into the financial impact of our referrals, beyond simply counting transactions.

The total reported inbound value for 2025 stands at 3,647,405.27€. The ambition is of course to reach 100% reporting, and I am confident we will get there next year.

100%

compliance in inbound value reporting



2025 REFERRALS

FIRM-BY-FIRM PERFORMANCE

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

For outbound referrals (sending referrals to others):

- Brandi generated an impressive 74 outbound referrals, up from 34 in 2024 - the standout outbound performer of the year
- Probst Partner AG sent 45 matters to network colleagues - matching their 2024 output almost exactly, a sign of reliable and sustained contribution
- Andersen sent 21 matters to network colleagues, down from 40 in 2024

For inbound referrals (receiving work from others):

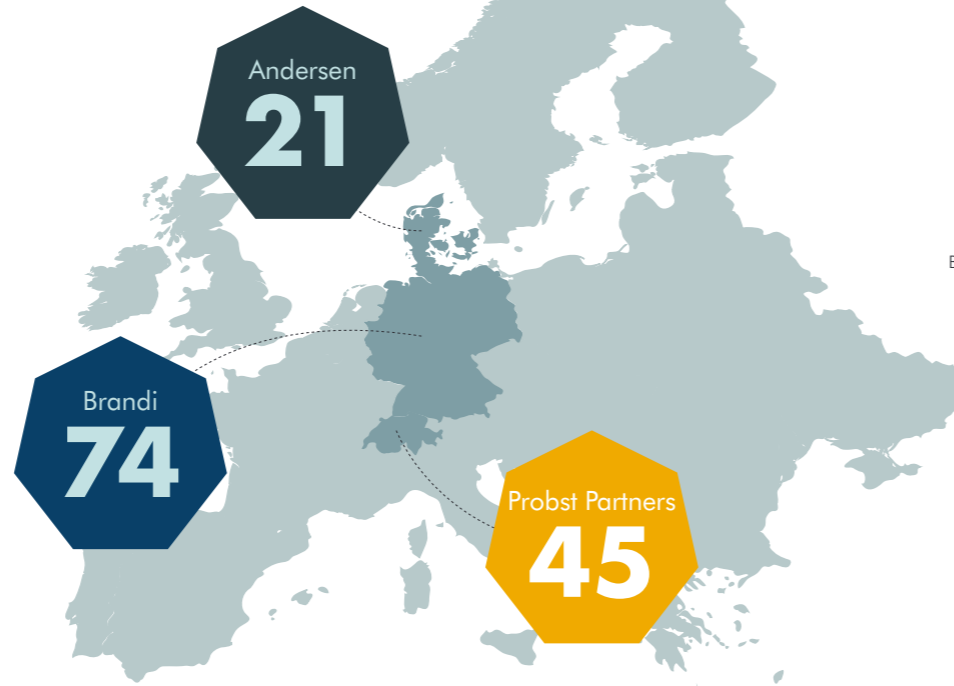
- Brandi handled 40 inbound referrals, making them the only firm to feature prominently on both the outbound and inbound lists, a remarkable result
- klein • wenner welcomed 25 new matters from our network (down slightly from 27 in 2024)
- Browne Jacobson received 24 matters
- Whiteford received 19 matters, while Buren (formerly Valegis Advocaten) and UEPA each received 17 (Buren down from 45 in 2024).

Of course, every referral counts, regardless of location, size or complexity.

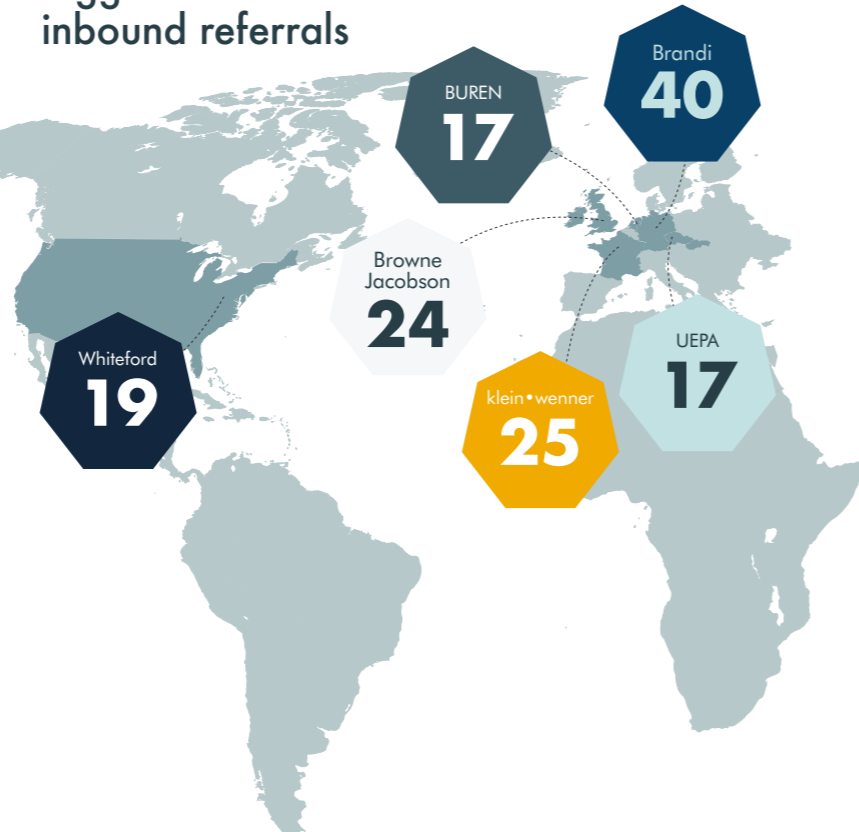
EASIER TRACKING, BETTER DATA

In 2025, the Board committed to building a referral tracking system purpose-built for Pangea Net – one that makes recording and monitoring referrals as simple as possible for every member firm. The goal was straightforward: remove friction, improve data quality, and give firms something genuinely useful in return.

Biggest contributors of outbound referrals

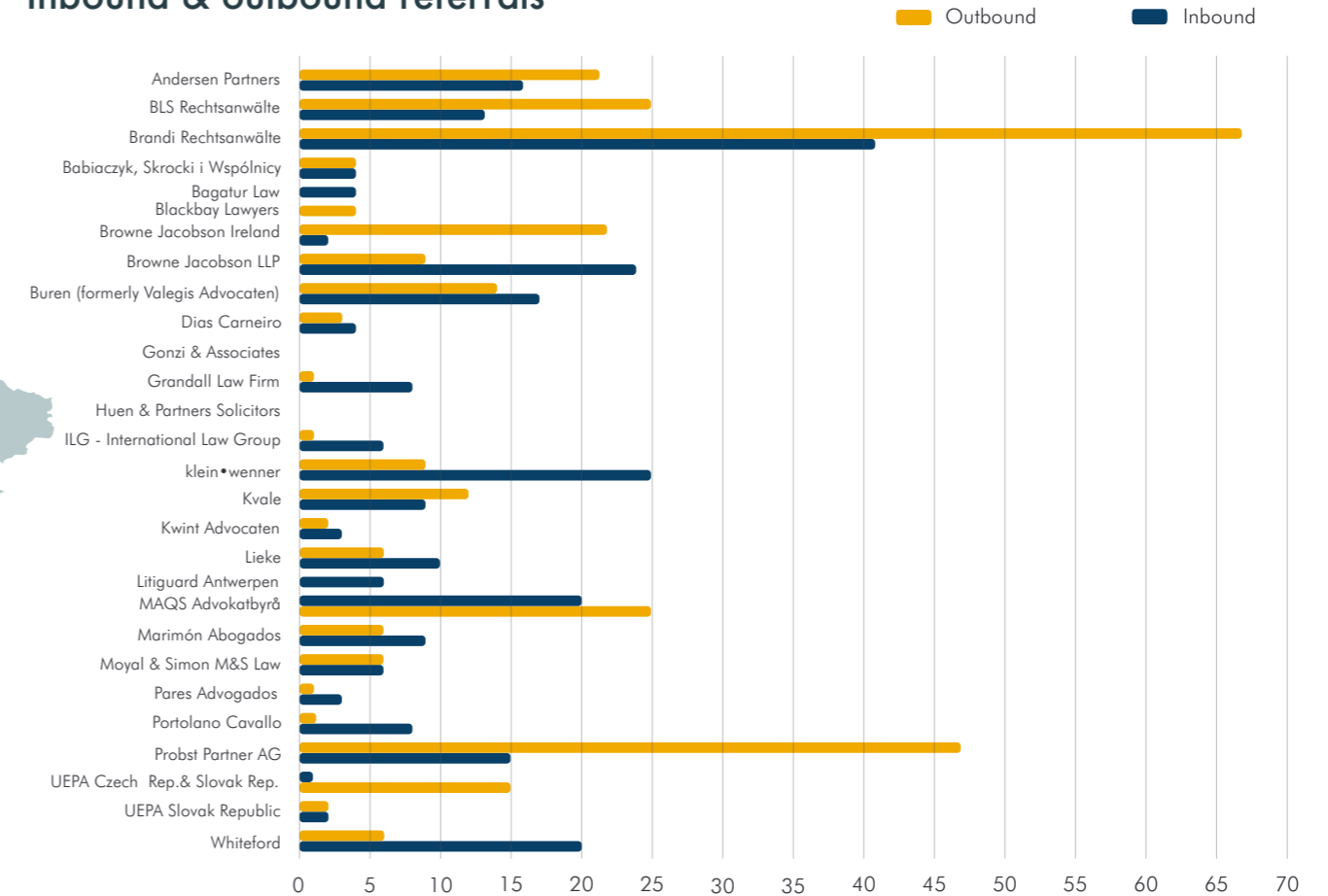


Biggest contributors of inbound referrals



* 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.

Inbound & outbound referrals



Part of that return is the individualized firm tracking report, which we now share quarterly. Each report gives your firm a clear picture of its referral activity – broken down by firm, practice area, and geography – so you can see at a glance which relationships are generating the most value and where there may be room to do more. We are still refining these reports, trying to make them as useful to you as can be.

LOOKING FORWARD

With our improved tracking systems now well in place we have even better visibility of referral patterns, allowing 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

I hope that you all can see the value of the continued referral reporting, as the reporting is of course the key element of all of the above.

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

As I'm stepping down as board member in Madrid, the "Referral Tracking Baton" will be handed over to another board member to be announced shortly after the AGM. However, if you have any questions or suggestions about the referral tracking process, please don't hesitate to contact me and Alexia (or the board member taking over).

Get in touch:

Søren Stig Langlække Hansen
ssh@andersen-partners.dk

Alexia Colson Duparchy
alexia@brightbrainsco.com

2026 Annual General Meeting



THURSDAY, JUNE 4TH

Partners & Pangea neXt

- 15:00** Arrival & Check-in (welcome packs, provide name badges, explain schedule and practice groups) at **Hotel Plaza Princesa**.
- 19:15** Meeting point in the lobby & transfer by coach. Meeting point in the hotel lobby to organise the coach transfer.

- 20:00** Arrival at **Cibeles Rooftop**. Cocktail dinner.
- 23:00** End of dinner & return to the hotel.

Companions

- 15:00** Arrival & Check-in at **Hotel Plaza Princesa**.
- 19:15** Meeting point in the lobby & transfer by coach to **La Manduca**.
- 20:00** Arrival at **La Manduca**. Informal dinner.
- 21:45** Walk to nearby area with bars for cocktails and music. We recommend **Amazónico bar**.
- 23:00** End of evening & return to the hotel.

FRIDAY, JUNE 5TH

Partners & Pangea neXt

- 09:00** AGM 2026 begins. Partners: Sala Chamberí. Next Generation: Sala Princesa.
- 11:00** 30 minute coffee break outside the meeting room.
- 11:30** AGM 2026 continues. Partners: Sala Chamberí. Next Generation: Sala Princesa.
- 13:00** Lunch break in the hotel. Cocktail.
- 14:30** AGM 2026 continues. External guest speaker session.
- 16:30** AGM 2026 ends.
- 19:00** Meeting point in the hotel lobby & coach transfer to **Prado Museum**.
- 19:45** Group photo outside the museum.
- 20:30** Private visit to the Prado Museum.
- 21:30** Dinner at the Prado Museum - AGM 2026.
- 23:30** End of the AGM 2026 gala dinner.
- 00:00** Return to the hotel or cocktail bar Harrison.

Companions

- 07:00** Until 09:00 Buffet breakfast at Hotel.
- 09:00** Meeting point in the Hotel lobby.
- 10:00** Guided tour of emblematic sites in Madrid.
- 13:00** "Best Spanish Chef Paella Competition, Tasting and Award Ceremony".
- 16:00** Back to hotel and free time.
- 19:00** From 19:00 same program as Partners & pangea neXt's program.

SATURDAY, JUNE 6TH

Partners & Pangea neXt

- 10:30** Meeting point in the Hotel lobby.
- 11:00** Tourist activity: guided tour of emblematic sites in Madrid (1h30).
- 12:45** Coach transfer to the restaurant.
- 13:30** Lunch at **Club de Campo de Madrid** a different option to escape the heat and enjoy a greener, more relaxed setting.
- 16:00** Coach transfer back to the Hotel.
- 17:00** Free time or cultural activity: time to rest, enjoy time in Madrid or visit the Royal Palace with prior reservation.
- 19:30** Meeting point in the Hotel lobby & coach transfer.
- 20:00** Arrival at Restaurant **Flamenco de Leones** starting with a flamenco show and aperitif, then dinner.
- 00:00** Open bar and DJ set at **Flamenco de Leones**.

Companions

- 07:00** Until 8:30 Buffet breakfast at Hotel.
- 08:30** Meeting point in the lobby & transfer by coach to **Segovia**.
- 10:00** Guided Tour of **Segovia** & lunch at typical Spanish restaurant until 15:00.
- 16:00** Back to Hotel & free time.
- 19:30** Meeting point in the lobby & transfer by coach to **El Campero** restaurant.
- 20:00** Dinner at **El Campero**.
- 00:00** Open bar and DJ set with the AGM group at **Flamenco de Leones**.

TO KNOW MORE

- Cibeles Rooftop**
www.azoteacibeles.azoteagrupo.com
- La Manduca**
www.lamanducadeazagra.com
- Amazónico bar**
www.amazonicorestaurant.com/madrid/
- El Campero**
www.restauranteelcampero.es/madrid/
- Club de Campo de Madrid**
www.cvm.es
- Flamenco de Leones**
www.flamencodeleones.es
- Prado Museum**
www.museodelprado.es

WHERE TO FIND

Hotel Plaza Princesa
C. de Serrano Jover, 3, Centro,
28015 Madrid





PRACTICE GROUPS YEAR IN REVIEW

Where Expertise meets Opportunity



WHITEFORD

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

The Pangea Net Practice Groups remain the lifeblood of our network, providing smaller, discipline-specific communities where attorneys who practice in the same area can come together to network, exchange information regarding substantive knowledge and best practices, and build meaningful professional relationships across borders.

Over the past year, these groups convened through a robust mix of in-person and virtual meetings, ensuring that engagement remained consistent and accessible regardless of geography. Beyond their role as platforms for knowledge sharing and collegial discussion, the Practice Groups served as a critical pipeline for cultivating Pangea Net’s next generation of leaders as several practice groups were steered by younger Pangea attorneys.

With eleven active practice groups spanning the full spectrum of modern legal practice - from traditional areas like Corporate and Commercial law to emerging fields like Legal Tech & AI - our network continues to create meaningful opportunities for cross-border collaboration and professional development. This year saw particularly strong momentum in cross-practice collaboration, with multiple groups joining forces for shared events that reflected the increasingly interconnected nature of legal work.



ARBITRATION PRACTICE GROUP

The Arbitration Group maintained connections among practitioners handling complex cross-border disputes, an area where Pangea Net’s international reach provides natural synergies for co-counsel arrangements and information sharing on arbitration centers, rules, and approaches across different jurisdictions.

COMMERCIAL PRACTICE GROUP

The Commercial Group’s flagship annual meeting took place November 12–13, 2025, in Lisbon, expertly hosted by Pares Advogados with fifteen members participating. The working sessions centered on artificial intelligence from multiple angles: Maite Andrevá of Marimón Abogados examined AI and copyright implications, Luís Alves Dias (CEO of Legau) explored AI’s impact on law firm business models, and Dr. Domingos Soares Farinho addressed AI, fundamental rights, and the EU AI Act.

A roundtable discussion allowed participants to candidly share their firms’ experiences with AI adoption—the successes, challenges, and lessons learned. Beyond the substantive program, the Lisbon gathering showcased the social fabric that makes our network special: a city centre tour, a welcome dinner hosted by Pares, and a memorable Tagus River boat trip. For Pares Advogados, still relatively new to the

network, the event provided an invaluable opportunity to deepen relationships, and several members identified concrete referral opportunities emerging from conversations over those two days.

CORPORATE PRACTICE GROUP

The Corporate Group continued its strong trajectory with a landmark collaborative event on March 12–13, 2026, in Vienna, hosted by BLS Rechtsanwälte. Breaking new ground, the group joined forces with the Real Estate Practice Group and neXt Group for a multi-disciplinary gathering themed “AI: Risk vs. Reward. A Lawyer’s Perspective.”

The program featured a keynote by Professor Nikolaus Forgó of the University of Vienna, followed by practical sessions examining AI’s role in daily legal practice. A particularly valuable cross-practice session explored real estate considerations in corporate transactions, demonstrating how practice group collaboration can illuminate the intersections of different legal specialties. This convergence of three practice groups at a single event reflected Pangea Net’s growing emphasis on breaking down silos and fostering integrated thinking across disciplines.



DATA, INFORMATION & CYBER LAW PRACTICE GROUP

The DICL Group maintained its disciplined bimonthly virtual meeting schedule throughout the year, rotating content development among member firms alphabetically to encourage broader participation and shared ownership. The group published a well-received newsletter on “Data Protection & AI”, addressing one of the most pressing intersections in contemporary practice.



12 practices groups

- Arbitration
- Commercial law
- Corporate
- Data, information & Cyber law
- Employment law
- Intellectual property
- Legal Tech & AI
- Pangea neXt
- Private Clients, Estate Planning & High Net Worth Families
- Real estate
- Renewables & Clean Energy
- Tax



The annual in-person meeting on October 3, 2025, in Barcelona, hosted by Marimón, drew nine members from firms including Brandi, Browne Jacobson, Lieke, Whiteford, Marimón, UEPA, and Litiguard. The Barcelona agenda addressed the implications of AI and upcoming EU data and AI legislation, followed by a particularly engaging comparative discussion of UK/US versus EU regulatory approaches and their likely trajectories. Members also shared experiences on business development, client expectations, and the realistic opportunities and limitations of cross-border cooperation in this rapidly evolving field.



EMPLOYMENT LAW PRACTICE GROUP

The Employment Group convened for its in-person meeting October 9–11, 2025, in Bielefeld, strengthening connections among practitioners navigating the complexities of cross-border employment matters. As workforce mobility continues to increase and employment regulations grow more intricate across jurisdictions, this group’s work becomes increasingly vital for members advising multinational clients.

INTELLECTUAL PROPERTY PRACTICE GROUP

The IP Group maintained its collaborative momentum, partnering with the Tax Group for a joint winter meeting in The Hague. This cross-practice gathering reflected the increasingly interconnected nature of intellectual property work, where tax implications of IP licensing and transfer are often as critical as the underlying IP strategy itself.

LEGAL TECH & AI PRACTICE GROUP

Under the leadership of Tim van der Maas, the Legal Tech & AI Group hosted an focused webinar on March 5, 2026, examining Legora - one of the market-leading AI tools already in use by several member firms. Rather than theoretical discussions,

the session provided practical insights: what Legora does, key questions to address before implementation, and real experiences from firms already using the platform.

Speakers included Pablo Ambrosy (Chief Digital and Innovation Officer at Portolano Cavallo), and Faiyaz Al Zami (Network Manager at Legora). The format, combining vendor perspective with candid user experiences, proved highly valuable for members evaluating their own firms’ technology strategies. The session embodied the practice group’s mission: helping member firms navigate the legal tech landscape collaboratively rather than each firm reinventing the wheel independently.



NEXT: CULTIVATING THE NEXT GENERATION

The neXt Group, exclusively for associates and younger attorneys, continued its quarterly Knowledge Sharing Sessions through autumn 2025, with virtual sessions in September and November. The group’s participation in the major Vienna gathering alongside the Corporate and Real Estate Practice Groups exemplified our commitment to integrating the next generation into the network’s leadership pipeline.

PRIVATE CLIENTS, ESTATE PLANNING & HIGH NET WORTH FAMILIES PRACTICE GROUP

Our newest practice group, launched in January 2026 under Sophie Borenstein’s leadership, immediately demonstrated its value with a session examining “5 Most Striking Facts” by jurisdiction. This comparative approach revealed fascinating differences in how various legal systems approach estate planning, wealth transfer, and high net worth client structures.

Participants quickly recognized significant cross-selling opportunities, particularly around alerting clients to potential issues, challenges, or opportunities that may arise in other jurisdictions. For a practice area

where wealthy clients frequently have international assets and family members, the network’s global reach provides immediate competitive advantage.

REAL ESTATE PRACTICE GROUP

The Real Estate Group joined the Corporate Practice Group for the landmark Vienna gathering in March 2026, contributing valuable perspective on real estate aspects of corporate transactions. This collaboration recognized that major corporate deals frequently involve significant real estate components, and having both specialties in conversation creates more comprehensive advice for clients.

RENEWABLES & CLEAN ENERGY PRACTICE GROUP

While the Renewables & Clean Energy Group (which may expand to formally include Construction law) had a quieter year in terms of large-scale events, the practice area’s importance continues to grow as clients face increasing regulatory pressure and business opportunities around sustainability and energy transition. This group is well-positioned for expanded activity in the coming year.

Let’s talk about GOODWILL

IP & Tax practice groups
on valuation and strategy

25 - 26 February | The Hague

Guest speaker: Irenah Klink (BASF)

TAX PRACTICE GROUP

The Tax Group maintained impressive momentum throughout the year, expanding its membership with four new participants from Luxembourg, the United Kingdom, Portugal, and the United States. The group’s disciplined approach – bimonthly virtual meetings consistently drawing six to ten participants – created a reliable rhythm for knowledge exchange.

The standout achievement was a comprehensive three-part webinar series on real estate acquisition taxation, held October through December 2025. This ambitious undertaking featured presentations from practitioners across ten jurisdictions – Spain, Poland, Portugal, France, the United Kingdom, Luxembourg, Germany, the United States, Brazil, and

Switzerland – offering members a rare comparative overview of how real estate acquisition taxes vary globally. The series demonstrated how our network’s geographic diversity translates into practical competitive advantage for member firms advising clients on cross-border transactions.

The Tax Group also partnered with the IP Practice Group for a joint winter meeting in The Hague, further exemplifying the collaborative spirit driving our practice groups forward.

Looking Ahead

The Practice Groups once again proved themselves dynamic and indispensable to PangeaNet’s identity. Through a rich calendar of in-person gatherings, virtual meetings, educational sessions, and innovative cross-practice collaborations, these groups provided meaningful value by creating close-knit communities where attorneys connect with peers, develop as leaders, and carry the spirit and mission of PangeaNet forward.

The trend toward multi-group collaboration—seen in Vienna with three groups convening together, and in The Hague with Tax and IP joining forces—signals an evolution in how we think about practice groups. Rather than isolated silos, they’re becoming an integrated ecosystem where connections across disciplines create exponentially more value than any single group operating alone.

As we look ahead, the continued growth and innovation of our Practice Groups will be vital to sustaining the momentum and community spirit that define this network. With strong leadership, engaged members, and a proven model for mixing substantive programming with relationship-building, our eleven practice groups stand ready to deliver even greater value in the year ahead.

Get in touch:
Eric Vendt
eventdt@whitefordlaw.com

Wish to know more
about our Practice Groups?

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





SPOTLIGHT - THE NETHERLANDS

Growing With Purpose: How Buren Is Shaping the Future of International Legal Practice

A conversation between Nils Wiggingshaus, Board Member of Pangea Net, and Paul Josephus Jitta and Carolien Brederije of Buren, the “old-new” Dutch member of Pangea Net.



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

It is April in western Europe - the sun is picking up power while the air can still be chilly outside - and the AGM in Madrid is still a few months away. However, it is the perfect time to shine a light on this year’s spotlight firm: Buren - the old-new Dutch member of Pangea Net.

How do we pick the spotlight firm each year? Well, that’s a well-hidden secret amongst the editors, but let me ask you instead: how can we NOT pick Buren this year? The firm merged with our long-time and founding member Valegis in January, our chairwoman Carolien is now one year in office and is incredibly engaged in many Pangea Net affairs - clearly the firm is currently hotter than the April-sun over Amsterdam!

Paul Josephus Jitta, managing partner of Buren, Carolien Brederije, employment law partner at Buren and Nils, member of the board of Pangea Net meet electronically to speak about Buren, Pangea Net and international legal practice in the year 2026. We observed their conversation...



HONEST, PRAGMATIC, INTERNATIONALLY
MINDED, AND SOLUTION-ORIENTED –
THAT BEST CAPTURES THE CHARACTER
OF BUREN

There is something refreshingly straightforward about the Dutch. Dutch professionals are known for being direct – sometimes even blunt – in their communication style. Early in the conversation, interviewer Nils raises this well-known characteristic, prompting Paul Josephus Jitta to smile and acknowledge that the reputation is largely deserved. Yet, Paul quickly adds, Dutch directness is not intended to offend. Rather, it reflects a culture of openness and transparency: people tend to say what they mean, without hidden agendas. Equally important, that directness is paired with a willingness to listen, discuss, and compromise in pursuit of practical solutions.

It is perhaps this combination – honest, pragmatic, internationally minded, and solution-oriented – that best captures the character of Buren.

A FIRM BUILT FOR INTERNATIONAL BUSINESS

During the interview with Nils, Paul and Carolien explain that Buren is a mid-sized independent Dutch law firm with a strong international focus. The firm offers fully integrated legal, tax advisory, and civil law notary services under one roof, enabling clients to benefit from efficient multidisciplinary collaboration. In practice, this means that during transactions such as mergers and acquisitions, Buren can seamlessly involve its own tax advisers and civil law notaries alongside legal counsel, improving coordination and responsiveness throughout the process.

You can tell that Paul is proud of this: this integrated structure – combined with the firm’s international orientation and mid-sized positioning – makes Buren unique within the Dutch legal market.

The majority of Buren’s international work has some cross-border aspect to it: assisting international clients doing business in or entering the Dutch market. Reflecting that international focus, the firm operates in approximately eight or nine languages internally – not as a marketing exercise, but as a genuine investment in cultural understanding and client service.

One of the strongest examples discussed with Nils is Buren’s China practice. The firm works with Chinese lawyers both in China and in the Netherlands and maintains offices in Beijing and Shanghai, with expansion into Shenzhen planned. This enables Buren to advise on inbound investments into the Netherlands, outbound matters to China, joint ventures, intellectual property issues, and litigation. These firms are real offices - and even under strict Chinese laws they might offer advice on these which most foreign firms are not allowed to do.

SPEAKING THE CLIENT’S LANGUAGE - LITERALLY!

As the conversation continues, Nils asks about the importance of language and cultural understanding in international legal work.

Buren organises much of its international practice through dedicated country and regional desks, typically led by professionals with relevant language skills and cultural expertise. These include a German/DACH desk and a Spanish and Latin America desk, alongside lawyers serving clients in additional languages, including Japanese.

For Buren, speaking the client’s language is more than a convenience – it is part of building trust and understanding.

Paul speaks from personal experience. Having studied Spanish and lived in Spain for a year, he now works professionally in Dutch, English, and Spanish, with some German as well. Much of his practice involves Spanish-speaking clients in both Spain and Latin America.

Nils, who adds that his Dutch is merely enough to always get a cold beer in the Netherlands and not to offend Dutch people (important for a German!), agrees: communicating in a client’s native language fundamentally changes the relationship and creates a deeper level of connection and understanding.

A NEW CHAPTER: THE MERGER WITH VALEGIS

The merger between Buren and Valegis, effective as of 1 January 2026, marks an important new chapter in the firm’s development. At the time of the interview, the integration process remains ongoing.

Discussing the merger with Nils, Paul emphasises that successful integrations are ultimately about people. From the outset, there was a strong cultural fit between the teams, alongside complementary practice areas and overlapping expertise. The merger also strengthened capabilities in areas such as intellectual property and franchising.

While the negotiations themselves were intensive, Paul describes the outcome as highly positive. Since the merger became effective, collaboration has progressed smoothly and the teams have integrated remarkably quickly.

Carolien Brederije notes that Valegis previously operated as a smaller and more entrepreneurial organisation, where decisions could often be made quickly by a limited group of partners. Buren, by contrast, has a larger and more structured



governance model involving boards and broader consultation processes – something that naturally requires adjustment.

Still, integration efforts have already shown encouraging results. An example frequently mentioned during the interview is the Buren ski trip, which played an unexpectedly valuable role in strengthening relationships across the combined teams.

Paul adds that although the initial enthusiasm surrounding the merger was important, the real integration only begins once people start working together within the new organisational structure. So far, the results have been extremely positive, including a strong first financial quarter despite the substantial time invested in integration efforts.

CONSOLIDATION AND THE SEARCH FOR THE RIGHT SIZE

The discussion with Nils also touches on broader developments within the legal market. According to Buren’s leadership, consolidation is becoming increasingly inevitable for many firms.

Smaller firms face growing challenges in remaining internationally competitive due to rising operational costs, increased technology investments, difficulties attracting young talent, and client expectations regarding international reach.

For Buren, growth is viewed as necessary – but only to a certain point. The firm deliberately aims to remain mid-sized, targeting an optimal scale of approximately 100 to 140 professionals, including lawyers, tax advisers, and civil law notaries.

For Valegis, the merger was also partly driven by concerns about remaining sufficiently relevant and future-proof as a smaller independent firm, particularly given increasing investment requirements in areas such as AI and technology.

THE IMPORTANCE OF PERSONAL RELATIONSHIPS IN PANGEA

When Nils asks what makes Pangea valuable as a network, Carolien immediately points to the importance of personal relationships.

Members consistently underline the importance of investing time in one another, attending AGMs and practice group meetings, and building genuine professional connections over time.

Carolien is clear in expressing her personal view that Pangea should never become merely a directory-based organization. Instead, the network should continue to focus on active participation and meaningful engagement between firms. Growth, she notes, should never become an objective in itself. Maintaining quality, ensuring strong jurisdictional coverage, and working with firms genuinely willing to invest in the network are ultimately far more important.

Looking ahead, Buren’s priorities within Pangea include increasing the firm’s visibility, strengthening relationships with fellow members, and actively participating in meetings, firm visits, and international events such as the IBA conference.

Carolien also highlights the importance of reciprocal visits between firms and mentions that Buren itself regularly hosts international events, including a breakfast meeting during the IBA conference.

A RESPONSIBILITY BEYOND BUSINESS

As the interview draws to a close, Paul reflects on the broader importance of international collaboration in today’s geopolitical climate. Referring to developments affecting democracy and the rule of law in various parts of the world, he stresses to Nils that internationally active lawyers carry a certain responsibility to maintain professional connections across borders and contribute to stability through cooperation and dialogue. Not as political activism, he emphasises, but simply as part of what it means to operate as a globally engaged legal professional.

It is a fitting conclusion for a firm that is growing thoughtfully, integrating purposefully, and building international relationships with clear intent – not despite its Dutch directness, but very much because of it.

The conversation closes with Nils thanking Paul and Carolien not only for spending their precious time with him today but also for Buren to add so much value to the network.



Paul Josephus Jitta
Managing Partner

Paul specialises in (inter)national corporate law. He mainly advises national and international companies on (cross-border) M&A transactions. He also litigates on corporate law and trade disputes, often on the termination of international joint ventures and partnerships.



Carolien Brederije
Partner

Carolien advises entrepreneurs, companies and institutions across a wide range of sectors on employment law, employee participation law and governance matters. She also regularly represents senior employees, executives and statutory directors in these fields.



Visit
our website



HIGHLIGHTS

A year-end financial health assessment



PROBST

Oliver Fritschi

*Partner at Probst Partner AG (Switzerland)
Board Member and Treasurer*

After a second year looking after Pangea Net's finances, I am pleased to report that the 2025/2026 financial year (closed on 31 March) came out balanced once again. Our two revenue streams, membership fees and AGM participation fees, covered our costs as expected. The specifics will follow at the AGM.

A good share of the credit goes to our colleagues at Whiteford, Taylor & Preston, whose careful organization of the AGM in Washington DC made the event both memorable and economical. A well-run AGM is a treasurer's quiet ally. There is, admittedly, a certain irony in reporting a balanced budget from Washington DC, a city better known for producing deficits than balancing them. In fairness, few capital cities could credibly deny that reputation.

Every law firm, however collegial or high-minded, is also a business. Hours must be cap-tured, invoices must go out, and revenue must at least equal costs, or the whole elegant structure quietly folds. A professional network like ours lives by the same principles, only spread across more borders and currencies.

Many thanks to every member firm for your trust and engagement. Please feel free to write to me with any question. See you at the AGM!

Get in touch:

Oliver Fritschi
oliver.fritschi@probstpartner.ch

To all our Pangea Members

A special thanks to our
3,500+ lawyers from 27 member firms.
You are the backbone of all we do
at Pangea Net.

Thank you!

SAVE THE DATES

Pangea@IBA Meet & Greet

Come network with the Pangea Net
delegation in Copenhagen (Denmark)
6 October 2026 at 16h30

AGM 2027

Helsinki, Finland
10-13 June 2027



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