

**Hudson  
Gavin  
Martin**

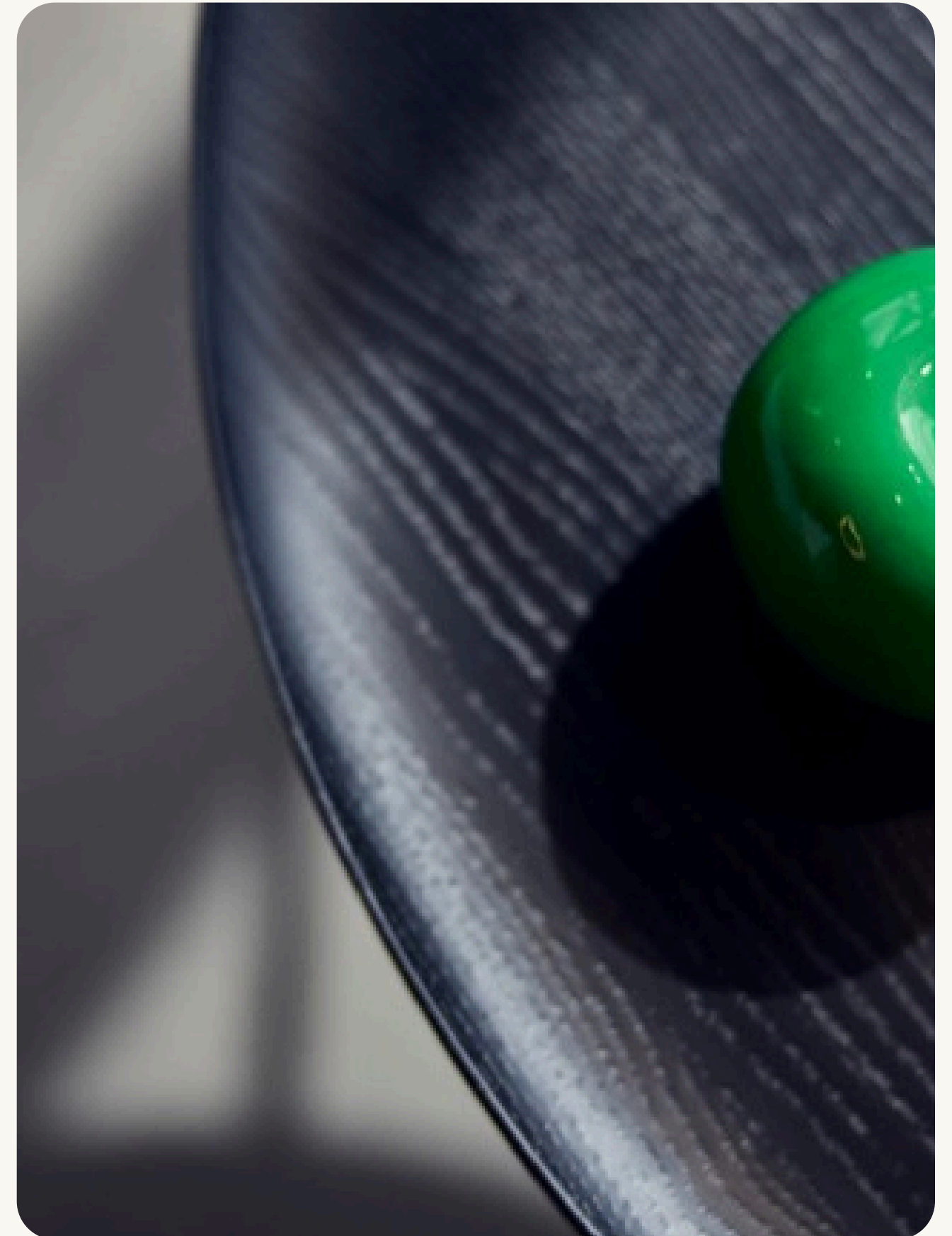
**CREATING  
GENUINE  
PARTNERSHIPS**

# WHO WE ARE

Hudson Gavin Martin is a corporate, commercial and dispute resolution law firm boasting the largest and most experienced legal team in the country focused on technology, media and IP.

We help clients of all sizes navigate the constantly changing world of business in the digital age, through extensive expertise across domains and industries. Our team of experts are ranked in the top tiers in the Legal 500 and Chambers & Partners directories for both Tech/Media/Telco and IP.

We strive to create genuine partnerships with the clients we work with. By working beyond the traditional scope, we aim is to be part of the solution for our client. Because of the focus we have, we find that we can identify opportunities and create connections that may not always be obvious on the face of things - unlocking the potential of innovation and leveraging it for growth and success. Whether it's a deal or dispute, you will have access to the expertise needed to drive the best solutions.



# FULL CAPABILITY, SPECIALIST INSIGHT

We help tech, media and IP-centric businesses and investors (as well as others doing deals, working on projects or experiencing issues in these areas) with their corporate, commercial, advisory and dispute resolution needs.

While any law firm can handle a corporate or commercial transaction, when it comes to issues (deals or disputes) in the tech, media and IP sector our deep understanding of the data, technology, and IP landscape is our competitive advantage, allowing us to offer insights above and beyond the norm.

For tech-focused clients, this extra layer of expertise is critical.

## Corporate & Commercial

- M&A
- Joint Ventures
- Commercial Contracts
- Competition
- Capital Raising
- Employee Share Schemes
- Corporate Governance
- Overseas Investment

## Litigation & Dispute Resolution

- Mediation
- Arbitration
- IP Tribunal Hearings
- Disputes & Enforcement
- Urgent Relief Action
- Commercial Litigation

- Film Financing
- Gaming
- Gamification
- Trans Media
- Digital & Social Media
- Content Development
- Talent Management
- Talent Acquisition
- Content Licensing
- Content Production
- Free Speech & Defamation
- Subscription Video-on-Demand
- Broadcasting Regulations
- Marketing & Advertising
- Access Agreements
- 'Over-the-Top' Services

## Media

## Tech

- Software Development
- Support & Maintenance
- Hardware Acquisition
- Cyber Security
- Software Licensing
- System Implementation
- Emerging Tech
- AI
- Crypto & Digital Assets
- Data Security
- IoT
- AR/VR
- Platforms
- eCommerce
- Cloud Computing
- Data & Privacy
- 'As-a-Service' Solutions

## IP

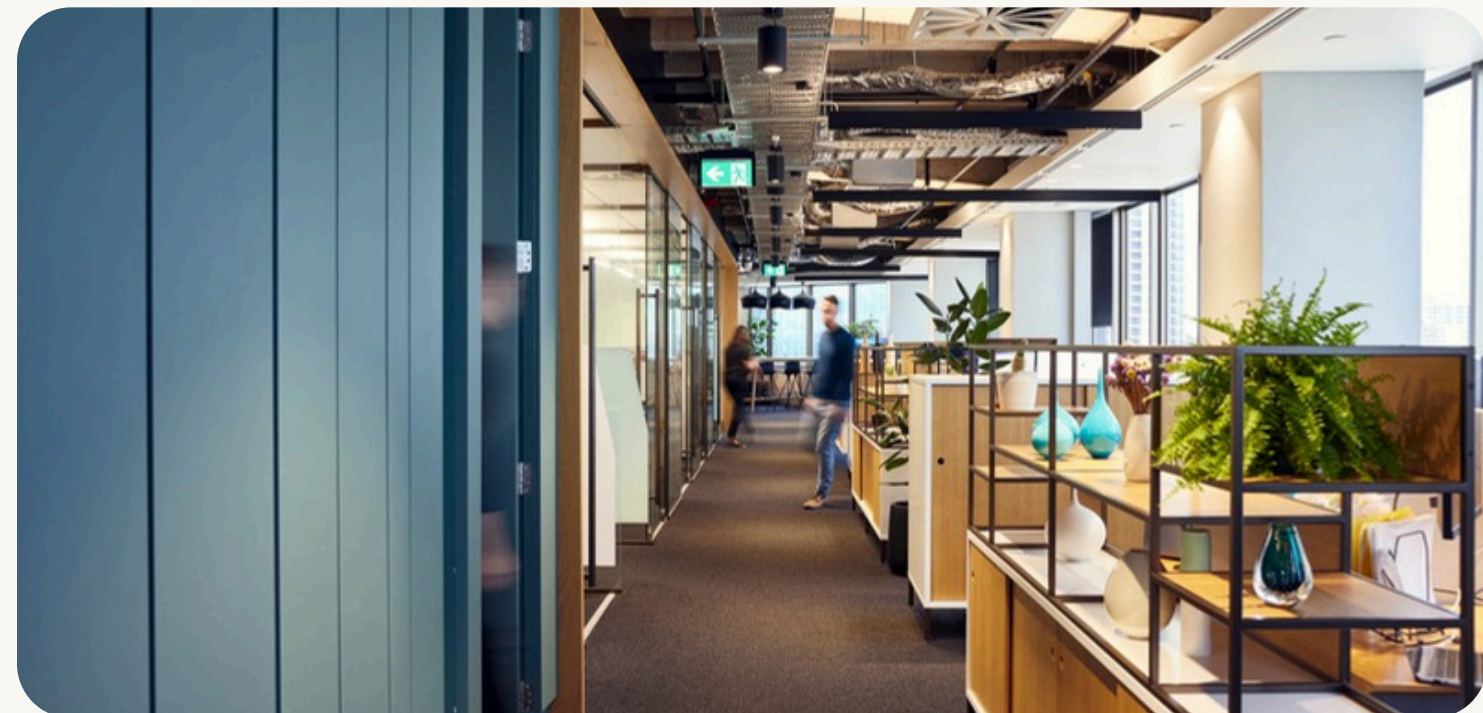
- IP Strategy / Advice
- Trade Marks Strategy / Advice
- FTO Searching & Opinion
- Trade Marks Registrations
- Patents Strategy & Advice
- Copyright Inc Industrial
- Registered Designs
- Brand Development
- Anti-counterfeiting
- Border Enforcement
- IP Enforcement
- IP Infringement Advice
- Confidential Information
- Advertising Approval
- Advertising Code Compliance
- Trade Secrets

# PROVEN EXPERIENCE

## FINTECH

We have a strong track record of delivering high-quality solutions for clients in the fintech sector. We often operate at the intersection of technology and financial services regulation - working with global and local fintechs, banks and advisors to help cut through the complexity inherent in this sector.

Examples of our recent work include:



- Strategic advisers to **Bank of New Zealand** on its multi-year open banking programme (including participation in New Zealand's industry-led 'API Centre' open banking project) and various API agreements, including with Worldline – one of the first significant open banking agreements in New Zealand, facilitating direct-from-account payment.
- Strategic legal providers to **Xero** for its contracting and commercial IP work in multiple jurisdictions.
- Advising a **global SaaS-based payment service provider** on regulatory requirements for the rollout of its products in the New Zealand market. We also advise this client on its sales contracts in the APAC region and supplier procurement matters in APAC and the US – acting as an extension of its in-house legal team. This work gives us a unique insight in to the commercial and regulatory issues applying to payments products and businesses.
- Acting for a **US-headquartered fintech company** on its establishment in New Zealand and the roll-out of its pre-paid digital wallet and B2B credit products (including advice in relation to structuring the e-wallet solution in accordance with NZ law).
- Advising a **large local government organisation** on its contractual arrangements in relation to an open loop ticketing and payment system.
- Advising an **international crypto asset exchange** on AML and other regulatory requirements relating to a new product launch.
- Advising **AplyID** (an electronic identity verification platform) on its contract terms, data protection/regulatory obligations and customer agreements.
- Advising **BlinkPay** (a Maori-led payments start-up) on its corporate structuring, privacy and other regulatory requirements, and arrangements with banks and billing providers in New Zealand.
- Assisting **Taxlab**, an online tax software system, with various capital raises and commercial agreements.
- Advising a **global technology company** with the launch of a service that serves retail transaction data to financial institutions to enhance customer experience.
- Advising a **global payment service provider** with comprehensive advice on the NZ regulatory environment applying to crypto and digital assets.
- Advising a **major FMCG company** on data sharing arrangements with third party loyalty programmes.
- Advising **multiple international fintech businesses** on the legal and regulatory issues with launching their products in New Zealand.
- Advising a **payments technology provider** on the contract to supply its services to one of NZ's main banks and the issues that arise in compliance with NZ banking regulation protecting against wide ranging outsourcing.

# PROVEN EXPERIENCE TECHNOLOGY & TELECOMMUNICATIONS

We advise on all aspects of technology, media and telecommunications-related transactions, including procurement, outsourcing, contracting, regulatory advice, intellectual property protection and dispute resolution.

Examples of our recent work include:

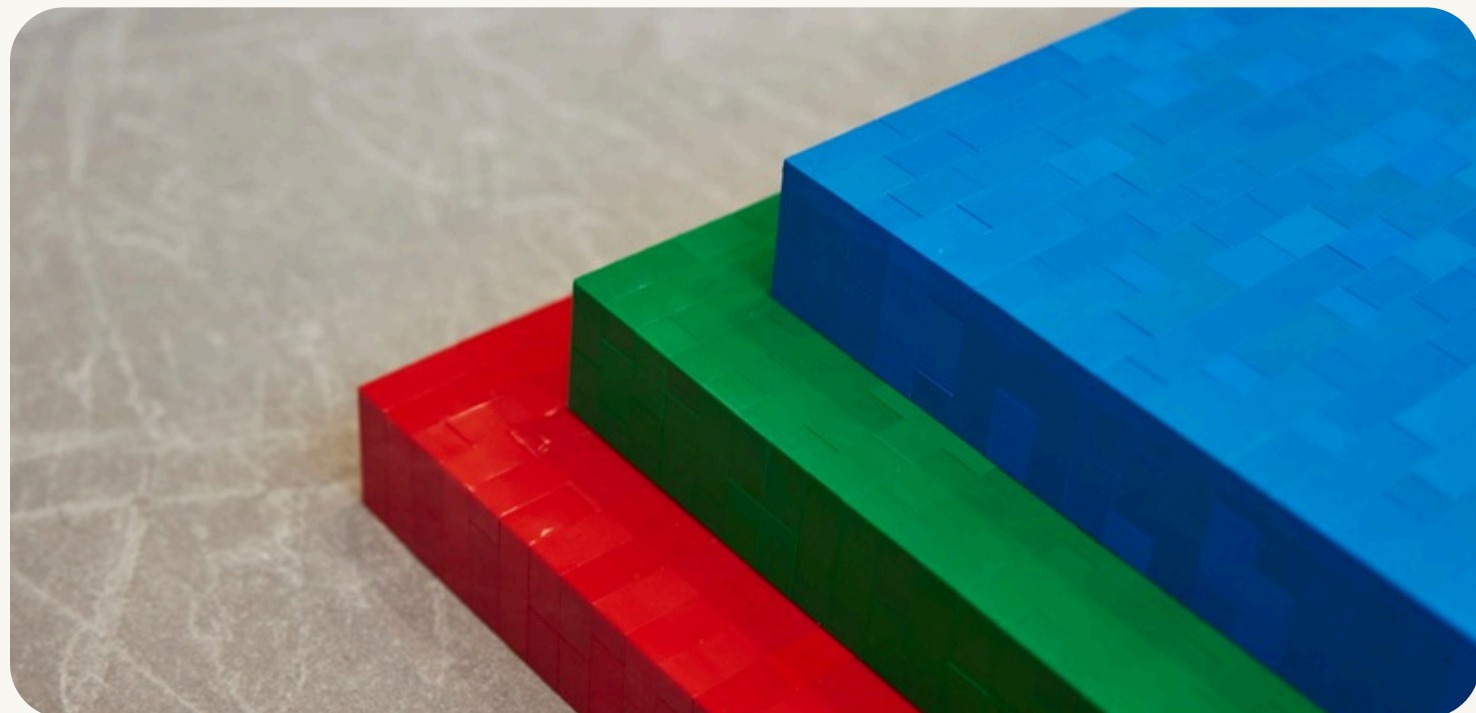


- Advised **TVNZ** throughout the entire procurement process from RFP stage to negotiating the licensing and services agreements with the successful vendor (a global technology vendor). We advised on all aspects of the transaction, in particular relating to data protection generally and ensuring all the protections were in place in the relevant contracts for the collection, processing and use of viewer information by the vendor.
- Assisted **a large infrastructure business** with the transition of one of the largest fleets of smart devices to a new cellular provider as the existing cellular network was retired.
- Assisted **Auckland Transport** with the arrangements to adopt an Open Loop public transport ticketing system for Auckland, and its participation in the proposed National Ticketing Solution for public transport in New Zealand.
- Strategic legal providers to **Xero** for its contracting and commercial IP work in multiple jurisdictions.
- Advised **a global SaaS-based payment service provider** on regulatory requirements for the rollout of its products in the New Zealand market. We also advise this client on its sales contracts in the APAC region and supplier procurement matters in APAC and the US – acting as an extension of its in-house legal team. This work gives us a unique insight in to the commercial and regulatory issues applying to payments products and businesses.
- Assisted **Air New Zealand's** internal team as they negotiated the implementation of some of their more substantial support and maintenance arrangements for differing aspects of the systems, and the development of a risk reward model that encouraged suppliers to be incentivised to innovate.
- Advised **a leading New Zealand telecommunications provider** on the procurement process for its new contact centre platform. We were engaged by this client because of our experience with agile methodology.
- Advised **two prominent public sector clients** on business-critical Enterprise Asset Management System implementations with the same vendor. The negotiations were run in parallel by the clients and covered a large number of data sets. Agile methodology was used for the system implementation, with a split services and licensing structure making the deals highly complex.
- Advised **a major New Zealand insurance provider** on SaaS arrangements for a platform-as-a-service (PaaS) and a finance platform.
- Advised **Foodstuffs North Island** on its trial of facial recognition technology in supermarkets (the first of its kind in New Zealand) and engagement with the Privacy Commissioner.
- Assisted **New Zealand's National Institute of Water and Atmospheric Research (NIWA)** with its purchase of multiple super computers.

# PROVEN EXPERIENCE INTELLECTUAL PROPERTY

We not only secure and protect IP assets but also recommend optimal structures and commercial agreements to safeguard assets, mitigate risks, and unlock the true value of this crucial yet often undervalued business asset against potential third-party exploitation.

Examples of our recent work include:



- Acted for **one of NZ's main telecommunications companies** on its re-branding exercise (brand clearance and overall strategy for protecting its new brand identity, including trade mark filings).
- Advised the Australasian subsidiary of an **All Terrain Vehicle manufacturer** on on branding and "ambassador" agreements (including commercial arrangements for vehicle sales in New Zealand, which protect the integrity of its brand).
- Acted for **one of New Zealand's leading Cloud Based software businesses** on a Domain Name Registry dispute, relating to the domain xerosign.com unfairly leveraging Xero's strong international rights and reputation.
- Advised an **FMCG** business on all aspects (including IP protection) on the launch of new product ranges and brands both in New Zealand and new markets. We conduct clearance searches and create a strategy to allow launch and to secure the brand in new territories.
- Assisted **various technology owners** on major and complex restructures of their businesses to enhance IP protection, provide administrative efficiencies and better exit and investment flexibility.
- Led the external legal and intellectual property efforts for **a utility suppliers'** high profile and bold re-brand of its subsidiary business and are currently prosecuting the applications and defending several oppositions brought by other large New Zealand TMT / utilities providers regarding that re-brand.
- Enforcement of confidentiality provisions in contractual arrangements with employees and contractors (**various confidential clients**). We defended a Canterbury manufacturer in a significant claim by an international business alleging misuse of confidential information.
- Assisted **a global game development studio** (which recently ranked at the top of Deloitte's Fast 50 Index) with the licensing of its trade marks and artwork for merchandise, cease and desist letters to protect its intellectual property and the preparation of agreements and disclaimers for the filming of its game tournaments.
- Assisted **an innovative start up** with the establishment of relevant corporate entities and appropriate inter-company licenses so that it could commence making its testing solution available.
- Advised **Black Knight Football Club** on the branding and commercialisation of its new Australian Premier League football team based in New Zealand, Auckland FC. The team is backed by American billionaire Bill Foley through his Black Knight Group, which already owns English Premier League club Bournemouth and has a major stake in French side, Lorient.

# PROVEN EXPERIENCE

## CORPORATE & COMMERCIAL

We offer extensive support for corporate and commercial transactions, primarily for tech, media, and IP-focused businesses. What sets us apart is our deep understanding of the core assets, operations, and risks of these types of businesses, enabling us to provide strategic advice on capital raising, investments, ESOPs, acquisitions, disposals, and joint ventures where technology and IP assets are key.

Examples of our recent work include:



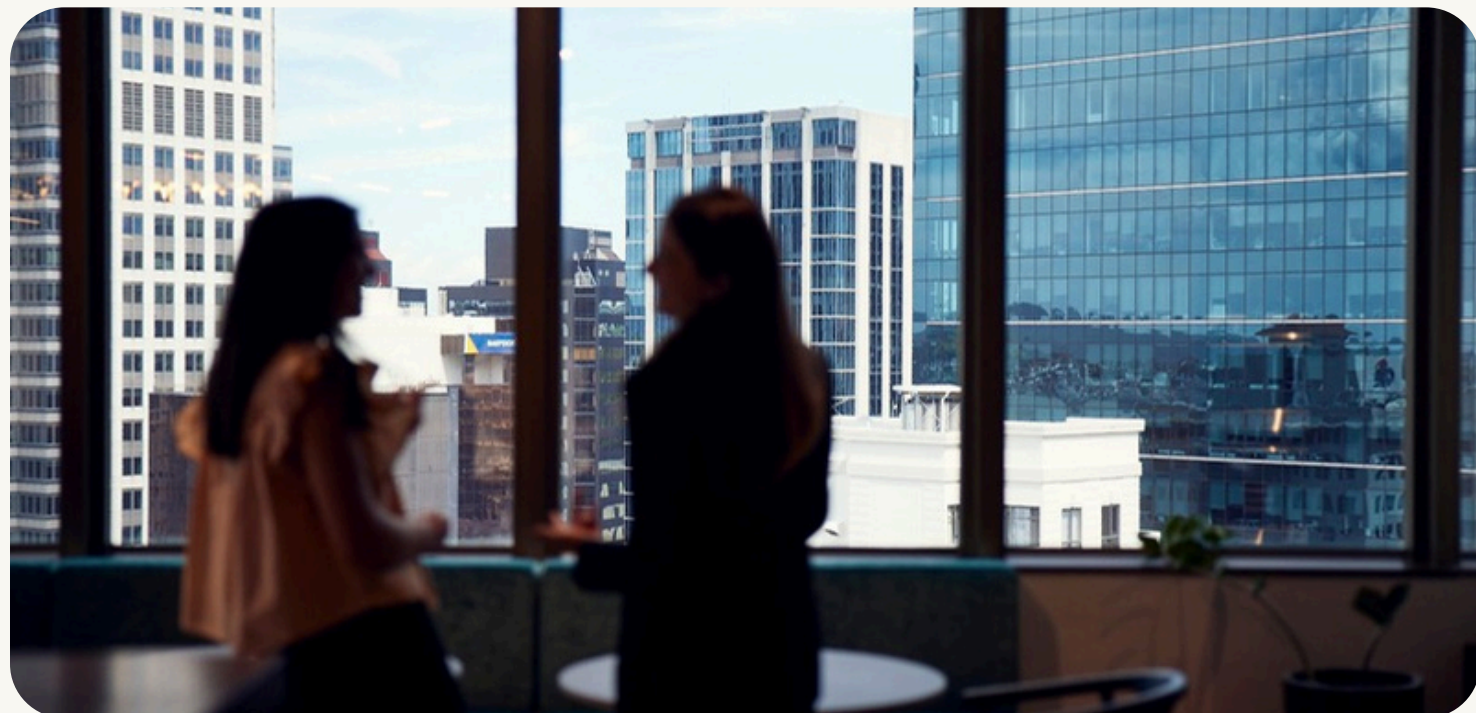
- Advised a **software company** providing crime prevention solutions on a \$30 million capital raise led by NZ's largest venture capital fund.
- Advised an **employee experience startup** on a capital raise with investments by Blackbird New Zealand, Icehouse Ventures and K One W One, with a view to 'productising' a services business through technology.
- Advised a **cloud based home environment solution** on multiple rounds of capital raising including investments by New Zealand Growth Capital Partners Limited and Aspire NZ Seed Fund.
- Advised a **large listed building and infrastructure company** on the potential acquisition of intellectual property in a barrier system.
- Advised on and negotiating the purchase by **Microsoft Corporation** of Greenbutton, the cloud-based high-performance computing business.
- Advised **Unity** on the technology, IP, data and privacy aspects of the acquisition of the assets of Weta Digital for NZ\$2.3 billion.
- Advised a **global industrial technology company** on the technology, IP, data and privacy aspects of the acquisition of a successful NZ business for US\$80m.
- Advised **ProMapp** on the acquisition of the group by Nintex.
- Acted in the sale of shares in Greentree to **MYOB**.
- Assisted a **leading global trading card game**, with its various capital raises, including through the Snowball Effect platform.
- Assisted an **online tax software system**, with various capital raises.
- Assisted a **large building supplies business** in its investment in an Artificial Intelligence technology that will enable more accurate estimation of building plans.
- Assisted a **large energy infrastructure supplier** on joint ventures with Amazon and Google to develop tools for internal use and to commercialise.
- Assisted on the establishment of a joint venture between **two of the largest businesses in NZ's Agri Sector** to enable the delivery of a data platform to enable better information at the finger tips of farmers so that they can make better business decisions.
- Advised **various NZ technology start ups** and a **couple of 'for good' businesses**, in relation to the IP ownership structure and the terms of service as they commenced business and entered the US and other markets.
- Assisted the founders of an **IT consulting business** in the establishment of an employee share scheme.

# PROVEN EXPERIENCE

## DATA & PRIVACY

We have extensive experience advising on privacy law compliance, cybersecurity, data breach management, and complex data agreements. Through our diverse global client base, we have particular expertise in international data protection regulation and compliance, and the transfer of data across borders. Our lawyers are experts in emerging technologies and emerging data privacy law, including relating to artificial intelligence, biometric technology, and consumer data rights.

Examples of our recent work include:



- Advised **a large international truck manufacturer and luxury motor vehicle manufacturer**, various international software developers and licensors, and various communications infrastructure suppliers on issues as varied as compliance with the Privacy Act, Unsolicited Electronic Messages Act, Crimes Act, Telecommunications Act, Telecommunications (Intercept Capability and Security) Act, Copyright Act, Spectrum Management, NZ's space regulations, financial services regulation, fair trading and consumer laws etc.
- Advised **a start up business** on an overhaul of their customer terms, privacy policy and data processing agreement. The work involved balancing data protection law risk in multiple jurisdictions with commercial imperatives, to make sure the terms and processes we put in place were both compliant and workable.
- Advised **a major energy distributor** on the procurement process for its Advanced Distribution Management System (ADMS). The work involved advising on the RFP and procurement documentation, including preparing the Master Services Agreement for the licensing, implementation and support of the ADMS solution, and assisting with parallel negotiations with two shortlisted suppliers.
- Assisted **a ride share business** with the establishment of its New Zealand business and the ongoing operation of that business including compliance with local laws, management of personal information collected about the drivers and the passengers.
- Strategic advisers to **Bank of New Zealand** on its multi-year open banking programme (including participation in New Zealand's industry-led 'API Centre' open banking project) and various API agreements, including with Worldline – one of the first significant open banking agreements in New Zealand, facilitating direct from-account payment.
- Strategic legal providers to **Xero** for its contracting and commercial IP work in multiple jurisdictions.
- Advised **a global SaaS-based payment service provider** on regulatory requirements for the rollout of its products in the New Zealand market. We also advise this client on its sales contracts in the APAC region and supplier procurement matters in APAC and the US acting as an extension of its in-house legal team.
- Prepared submissions on bio-metrics code and participating in the **Office of the Privacy Commissioner (OPC)** consultation.
- Assisted **a major NZ retail business** in its assessment and trial of facial recognition technology in-store (including engaging with the OPC).
- Advised **a number of multi-national businesses** in relation to compliance with NZ data breach notification requirements where NZ personal information was included (or potentially included) in an unauthorised disclosure.

# PROVEN EXPERIENCE

## IP LITIGATION

We not only secure and protect IP assets but also recommend optimal structures and commercial agreements to safeguard assets, mitigate risks, and unlock the true value of this crucial yet often undervalued business asset against potential third-party exploitation.

Examples of our recent work include:



- Acted for **Genesis** in relation to the enforcement (via injunction) of a colour mark against a competitor.
- Acted for **OneNZ** (formally Vodafone NZ), advising them on a strategic partnership with SpaceX to provide mobile coverage via low Earth orbit satellites. Our role involves advising on compliance, managing the compulsion of information under statutory powers, and facilitating direct interactions with SpaceX concerning the investigation.
- Acted for **One NZ** regarding numerous challenges to its brand (>50 trade mark opposition and cancellation actions) by New Zealand's primary television broadcaster.
- Acted for **Tesla** defending an appeal to the courts from a specialist tribunal in a product liability and consumer protection claim.
- Acted for **Globeride Inc**, a Japanese sports manufacturer and retailer, in an appeal to the High Court from a decision of the NZ Intellectual Property Office in a trade mark non-use revocation action.
- Advised a **US-based high net-worth individual** in a shareholder and directors dispute as part of the proposed sale of a visual effects company, and issues regarding a related new business.
- Advised **Zag**, a SAP reseller and implementer (now part of Accenture), in a dispute against PwC New Zealand relating to the roll-out of HR software for New Zealand Police.
- Advised a **state-owned organisation** in relation to a failed EAM solution implementation.
- Acted for **Pebblemill** and its director defending a claim brought by one of New Zealand's largest manufacturers/retailers of carpets and floor coverings alleging breach of confidence and breach of contract.
- Acted for **South Pacific Pictures** (a large New Zealand media producer) regarding various defamation issues.
- Acted for the **designers, manufacturers, and distributors of high-end outdoor furniture** in intellectual property infringement proceedings against a local furniture retailer that had copied a substantial part of its range of outdoor furniture items.
- Acted for **FIFA** with its enforcement activities during the Women's Football World Cup hosted in New Zealand and Australia.
- Advised **Stolen Girlfriends Club**, a significant New Zealand fashion brand, regarding infringements of trade mark and copyright and breaches of consumer laws by one of its significant resellers.
- Acted for **Frank Energy**, regarding challenges to its brand (trade mark oppositions) by Spark, one of New Zealand's largest telecommunications companies, and Franke the international hardware brand.
- Acted for a **global video management platform** against a government entity seeking to enforce take down orders relating to content hosted on its platform.

# HUMAN CAPITAL WILL ALWAYS BE A COMPETITIVE ADVANTAGE

From its earliest days, Hudson Gavin Martin has been driven by an absolute conviction that the best human practice is the best legal practice.

We place enormous importance on the calibre of those who work with us and for us. This has created a team of invested, authentic and talented people, who all share a passion for expanding our clients' horizons.

In return, we get to expand our own.



# SIMON MARTIN

## PARTNER

Media, IP and tech law resonates with Simon – he finds that his clients are on a mission to change the world, which for him, makes for an exciting working environment.

The signal feature of his work is collaboration. He loves solving problems collectively and mapping out the future for clients.

Simon has been involved in this specialist area of law since 1990, and is a founder of Hudson Gavin Martin. Simon's expertise covers a broad spectrum, from new tech joint ventures to commercial arrangements for telecommunications providers, and everything in between.

Simon is a highly ranked lawyer and well regarded within leading international legal directories. Chambers and Partners says that Simon, "takes great trouble to anticipate the needs of his clients and keep across the legal issues and developments which might be relevant to them." They go on to say that Simon is "a highly intelligent and commercial practitioner with deep technical knowledge who makes complex matters simple."



### Experience

Hudson Gavin Martin | 2007  
Bell Gully | 1997 - 2007  
Allen & Overy (UK) | 1995 - 1997  
Simpson Grierson | 1990 - 1994

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# ANDREW DENTICE

## PARTNER

Specialising in technology, data and commercial law, Andrew works with all sizes of clients (challengers and incumbents, customers and providers) at the cutting-edge of innovation. He is an expert in technology transactions, data protection and commercialisation, and regulatory issues applying to technology products and services. With technology developing faster than traditional legal frameworks, clients turn to Andrew for his specialist expertise in areas like fintech, crypto assets, SaaS and platform business models. Andrew relishes situations where complex regulation meets new technology and working with clients to navigate a way through those challenges.

Andrew serves as the key liaison for Xero, overseeing HGM's external review of Xero's technology and procurement contracts worldwide, and advising on a range of strategic tech, data, and IP matters. Beyond fintech, his practice extends to advising clients across various sectors on technology transactions, IP, corporate structuring, data privacy, commercialisation, and regulatory compliance.

Recognised as a Next Generation Partner in TMT by Legal 500 (where the latest edition notes he is "incredibly pragmatic"), Andrew is praised as a distinguished commercial and technology expert with profound industry insights.



### Experience

Hudson Gavin Martin | 2017  
Barclays Bank (UK) | 2013 - 2017  
Taylor Wessing (UK) | 2011 - 2013  
Bell Gully | 2005 - 2011

[andrew.dentice@hgmlegal.com](mailto:andrew.dentice@hgmlegal.com)

# EDWIN LIM

## PARTNER

Ed's main areas of practice are technology and IP development, commercialisation, protection and procurement. Ed has worked with businesses across various industry sectors for over 20 years - both customers and vendors - and has numerous clients offering technology solutions. He is in a unique position where he can leverage his qualifications in information systems design and development and other experience to provide technical, commercial and legal advice to clients on tech and other matters.

Ed is also the CTO at Hudson Gavin Martin where he is 'hands on' with the firm's technology roadmap and strategy, procurement and data and network security – this means he is across the technology issues that many businesses have on a day-to-day basis.

The Legal 500 said Ed's "commercial IT and IP work was regarded as excellent" by his clients and Chambers and Partners said that "he is praised by peers as an excellent practitioner and a genuine specialist."



### Experience

Hudson Gavin Martin | 2010  
Clyde & Co LLP (Dubai) | 2006 - 2010  
Bell Gully | 2000 - 2006

[edwin.lim@hgmlegal.com](mailto:edwin.lim@hgmlegal.com)

# ANCHALI ANANDANAYAGAM

## PARTNER

Anchali is an expert in all legal aspects of tech, media, and telecommunications (TMT). Over the last 23 years Anchali has advised both public and private sector customers and their suppliers alike on corporate and commercial transactions where TMT assets and infrastructure are at the core. Notably, Anchali has significant expertise and experience in technology and data driven transformation projects, telecommunications infrastructure, privacy and data protection.

Anchali has received global recognition for her work and expertise from internationally renowned legal directories, Chambers & Partners, Legal 500 and Media Law International. Her open and measured approach means that she is often sought out by clients to work on complex transactions and to represent them in difficult negotiations.

She is noted by clients as being not only "a trusted adviser with great technical knowledge and commercial judgement," but also "a relationship builder who can deal with people at all levels both within and between organisations". They go on to say, "she provides outstanding legal work product and a superb client experience".



### Experience

Hudson Gavin Martin | 2012  
Pacific Fibre Limited | 2010 - 2012  
Simmonds Stewart | 2008 - 2010  
Linklaters LLP (UK) | 2006 - 2007  
Bell Gully | 2002 - 2006

[anchali.anandanayagam@hgmlegal.com](mailto:anchali.anandanayagam@hgmlegal.com)

# JASON RUDKIN-BINKS

## PARTNER

Originally trained as a scientist, Jason has been a specialist in IP since 1998. His science background means he has a very real and deep understanding of the R&D and commercialisation path and enjoys the opportunity to roll up his sleeves and pitch in.

He also has an unquenchable passion for trade marks and knows that a brand has a much more important role than merely saying “Who made this?”. It is the foundation of trust in a business and the reason seemingly identical items can have vastly different success. People do not buy products, they buy brands – and without brands the world would be a dull, generic world.

Jason is featured in the rankings of leading legal directories. Chambers and Partners said that Jason is “flexible, good at canvassing options and making recommendations and responds nimbly to the commercial tendency to change direction or emphasis in a strategy.” In 2020 The Legal 500 identified Jason as a member of the Hall of Fame, saying that “he is very easy to deal with, responsive and accommodating.”



### Experience

Hudson Gavin Martin | 2007  
Russell McVeagh | 2005 - 2007  
Hammonds (UK) | 2001 - 2004  
Shell (UK) | 2001  
GlaxoSmithKline (UK) | 2000  
Gouldens (UK) | 1997- 1999

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# TIM MAHOOD

## PARTNER

Tim is a prominent commercial litigator with more than two decades of experience advising clients on Tech, Media, and IP disputes. He navigates issues crucial to their business strategies, operations, and transformative projects with expertise and insight.

In addition to being a highly sought-after litigator, Tim's clients frequently turn to him for counsel on a range of Tech, Media, and IP matters. These include privacy and confidentiality issues, data advisory, media law (covering defamation and broadcasting standards complaints), passing off, and consumer law (especially under the Fair Trading Act and Australian Commercial Law).

Tim possesses significant experience in Trans-Tasman commercial litigation and Tech, Media, and IP sectors, mainly within senior courts and arbitral bodies. He is a qualified practitioner in both New Zealand and Australia.

Tim is recognised as a top-tier intellectual property lawyer across major legal directories, including Chambers, Legal 500, WTR 1000, Doyle's Guide, and Best Lawyers. Clients praise him as “an outstanding litigator. Pragmatic, solution-focused and highly skilled. Top of his field.” and say “he strikes an excellent balance between commercial viability and legal robustness. He thinks through all the angles, but isn't afraid to land on an opinion or think outside the square to get to the outcome we're seeking”.



### Experience

Hudson Gavin Martin | 2015  
Griffith Hack (Aus) | 2012 - 2015  
NIWA | 2005 - 2012  
James and Wells | 1999 - 2005

[tim.mahood@hgmlegal.com](mailto:tim.mahood@hgmlegal.com)

# A FEW WORDS FROM OUR CLIENTS\*

“

*The firm provides advice that is straight to the point, practical, clear and comprehensive, and covers everything we need to know. They are helpful, strategic, and very user-friendly, with an appropriate level of informality that makes them feel part of our team.*

”

“

*The firm has a wide range of skilled lawyers who are able to bring their specialisations to the needs of each request. All the lawyers have consistently shown the same high levels of knowledge and work quality.*

”

“

*In a “very complex negotiation”, HGM “was able to navigate through the situation masterfully...I was pleased that they lived up to their reputation for clarity, transparency and pragmatic negotiation.*

”

## **HGM INSIGHTS**

Scan the QR code to see our latest Insights.

[www.hgmlegal.com](http://www.hgmlegal.com)

