

ashurst



Global Insurance
capability

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About Ashurst

Ashurst is a leading international law firm advising corporates, financial institutions and governments. Our core businesses are in corporate, finance, dispute resolution, and the development and financing of assets in the energy, resources and infrastructure sectors.

We currently have 27 offices in 16 countries and a number of referral relationships that enable us to offer the reach and insight of a global network, combined with the knowledge and understanding of local markets. With over 400 partners and a further 1,309 lawyers working across 10 different time zones, we are able to respond to our clients wherever and whenever they need us.

27 OFFICES

16 COUNTRIES



ADVISE
42
OF THE
FTSE 100

10 TIME ZONES

- Ashurst offices
- ◆ Faisal Adnan Baassiri Law Firm (In Association with Ashurst LLP)
- ◆ Indian Law Partners (Best Friend Firm with Ashurst)
- ADT Law LLC (Singapore Formal Law Alliance)
- ▲ Oentoeng Suria & Partners (Associated Office with Ashurst)
- ⊕ Guantao Law Firm (Joint Operation Office)
- ★ Guantao Law Firm

MORE THAN

30

BAND 1 AREAS OF LAW,
CHAMBERS DIRECTORIES
GLOBALLY, 2017

411

PARTNERS

1,647

LAWYERS

MORE THAN

50

OF THE WORLD'S
LARGEST COMPANIES
BY MARKET
CAPITALISATION

Ashurst Guantao Joint Operation Office in China

Ashurst has a Joint Operation Office (JOO) in China with leading PRC law firm Guantao. The JOO offers a one-stop shop service to both firms' clients combining international expertise with full PRC law capacity. Guantao's extensive PRC network complements Ashurst's global coverage in offering a seamless client service and a stronger market position.

Our clients

Our clients value us for being approachable, astute and commercially minded. As a global team we have a reputation for successfully managing large and complex multi-jurisdictional transactions, disputes and projects, and delivering outstanding outcome for clients. We understand that our clients often deliver services to customers and we are mindful of their needs and business goals.

Simply, we enjoy what we do and we believe it is our passion for what we do that helps us to provide industry-leading legal advice.

OUR INSURANCE CLIENTS INCLUDE:

Ageas	Insurance Australia Group
AIA	Just Retirement
Anz LMI	Latitude Life and Latitude General
Aon	Liberty International Underwriters
Avant	Marsh
Aviva	Munich Re
Berkshire Hathaway	Old Mutual/Skandia
Canopus	Pacific Life Re
Chesnara	Pension Insurance Corporation
Chubb	Prudential UK
CNP Assurances	Prudential US
Delta Lloyd	Punter Southall
Deutsche Bank	Resolution
Domestic & General	RGA
Equitable Life	SafeGuard
Generali	Sompo Nippokoa
Genworth Australia	Swiss Re
Gryphon Group (Guardian)	TAL
Hannover Re	Vida Caixa
HCF	Westpac Life/BT
Hollard Australia	Zurich Australia

Insurance and reinsurance

Ashurst's global insurance and reinsurance practice provides an innovative and commercial service due to our lawyers' deep understanding of the insurance and reinsurance markets and the applicable regulatory frameworks across numerous jurisdictions. Members of our team have worked for industry regulators as well as in-house for insurers, reinsurers and brokers, providing us with important industry relationships, a high degree of specialisation and commercial understanding.

The work we undertake is often cross-border and is supported by our strong international network of offices across UK, Europe, the Middle East, Asia, Australia and North America, allowing us to deliver an integrated and high-quality service on multi-jurisdictional matters.

We work extensively with government and the private sector to develop, implement and audit insurance strategies and arrangements for major projects, mergers and acquisitions and general corporate risks.

We advise on the full range of insurance and reinsurance matters including:

- M&A and transfers of insurance businesses
- Longevity swaps and other risk-transfer transactions
- Financial reinsurance
- Pensions captives
- Insurance regulation
- Reorganisations
- Structuring strategic industry relationships
- Distribution and agency agreements, including bancassurance and bancatakaful arrangements
- Competition issues and investigations/proceedings
- Regulatory capital and balance sheet management
- Compliance and risk management policies and procedures
- Directors' and officers' liability insurance and indemnities
- Broker retainers and tenders
- Drafting and negotiating contractual indemnity and insurance provisions
- Assisting with the development, implementation and auditing of insurance for major infrastructure projects, construction, acquisition, supply, maintenance and service contracts and for general corporate risks including board risks
- Insurance-linked securities
- Policy wording development and interpretation
- Development of template insurance clauses and user manuals to assist contract drafters
- Assisting with the lodgement of claims and insurer negotiations.
- Data protection



Awards

Insurance Team of the Year

LAWYERS WEEKLY AUSTRALIAN LAW AWARDS 2017

Winner Innovation in Legal Expertise, Insurance

FINANCIAL TIMES INNOVATIVE LAWYERS AWARDS ASIA-PACIFIC 2018

Winner of Financial Services Deal of the Year 2018 (in partnership with Prudential PLC and Deloitte)

GLOBAL SOURCING ASSOCIATION AWARDS

Shortlisted for the Insurance Team of the Year Award

LEGAL BUSINESS 2015

Shortlisted for Corporate Team of the Year

THE LAWYER 2015

Insurance M&A and portfolio transfers

Ashurst is a leading provider of legal advice in the corporate and M&A sectors and this expertise is supported by the extensive knowledge of our insurance team.

We regularly advise on the sale and purchase of insurance companies and portfolios, as well as on strategic investments in companies in the insurance sector. We also act for both managers and investors in relation to new insurance start-ups, and subsequent investor exits from those businesses.

Key experience of the team includes advising:

GENERALI

on the sale of Generali Worldwide and Generali Link to Life Company Consolidation Group

SWISS RE

on the acquisition of a book of business in Hong Kong from QBE, effected by reinsurance followed by portfolio transfer

AIA GROUP

on its AUD 3.8 billion acquisition of 100% of Commonwealth Bank of Australia's life insurance business in Australia (CommInsure Life) and New Zealand (Sovereign)

AGEAS

on the auction and subsequent joint venture and 20 year bancassurance arrangement with East West Bank, the Philippines

VARIOUS MAJOR INTERNATIONAL INSURANCE COMPANIES

various portfolio and business transfers including in Australia, Hong Kong, Korea, Japan, New Zealand and Singapore

AVIVA EUROPE SE

on the sale of 50% of life insurance company Pelayo Vida to Santa Lucía

AVIVA EUROPE S.E.

on the sale and purchase by Bankia, S.A., (as purchaser) of 50% of the insurance companies CAJA GRANADA VIDA COMPAÑÍA DE SEGUROS Y REASEGUROS, S.A., CAJAMURCIA VIDA Y PENSIONES DE SEGUROS Y REASEGUROS, S.A.

SACOMBANK (A MAJOR VIETNAMESE BANK)

on their 20 year exclusive life bancassurance partnership agreement with Dai-ichi Life

BERKSHIRE HATHAWAY GROUP

on its strategic relationship with IAG, one of the largest quota share reinsurances ever

AVIVA

on the sale to SantaLucía of Aviva Vida Pensiones, Unicorp Vida and Caja España Vida (joint ventures with Unicaja Banco group) and termination of bancassurance agreements

CHESNARA

on its firm placing and placing and open offer, and other UK legal matters, in connection with the €160 million acquisition of Legal & General Nederland

PUNTER SOUTHALL GROUP

on the sale of its actuarial, investment consulting and administration businesses, to Xafinity in consideration for cash and shares, and the simultaneous acquisition of HR Trustees from Xafinity

A CONSORTIUM OF INTERNATIONAL FUNDS

on the purchase of 100% of the share capital of the life insurance company Mediterráneo Vida from Banco Sabadell

PENSION INSURANCE CORPORATION

on the reorganisation of the group and the subsequent capital raising involving Reinet

ROYAL LONDON

on two parallel transfers of life insurance business relating to 3 million policies and assets of over £22bn

CHUBB (FORMERLY, ACE)

on its US\$28bn takeover of Chubb Corp., the largest M&A deal between two insurers - co-ordinating the Asia Pacific and Latin America aspects and international regulatory approvals and integrations

DUNAS CAPITAL

on the acquisition of the Inverseguros Group (including several investment services firms, a pension fund management company and an appraisal company)

CNP ASSURANCES

on the sale of 50% of CNP Barclays Vida y Pensiones to Barclays Bank plc

AVIVA

on the renegotiation of the bancassurance agreements related to Caja Granada Vida and Cajamurcia Vida (Banco Mare Nostrum)

NIPPON LIFE INSURANCE

on entering into a definitive agreement to acquire 80% of the outstanding shares of MLC Limited

AIA AND THE BOARD OF AIA

in connection with the US\$35bn acquisition of AIA by Prudential, advising principally in relation to liability issues

CANADA LIFE

on the acquisition of a £2.2bn book of annuities from the (first) Resolution group, via reinsurance and portfolio transfer

STONEPOINT CAPITAL AND PARIS RE HOLDINGS

on their acquisition of the reinsurance business of AXA Re

SHRIRAM CAPITAL

on the acquisition of an Indonesian general insurance company

DAI-ICHI LIFE

on its US\$1.2bn acquisition of Tower Australia Group

AVIVA

on its acquisition of Dao Heng Assurance and DBS Kwong on insurance and the long-term life and general bancassurance agreements with the DBS branch network in Hong Kong

AVIVA

on the sale of 50% of CXG Aviva to Abanca and on the sale of 50% of Aseguradora Valenciana to Bankia

LIBERTY INTERNATIONAL

on potential acquisitions of regulatory issues, product wordings and group structuring issues

GENWORTH

on potential acquisitions and its IPO

MUNICH RE

Portfolio transfers between Australian group insurers/sale of agencies

AIG GROUP

on the merger of IAL and CGU and internal restructuring

ANZ BANKING GROUP

on the joint venture between ANZ Life and General Insurance businesses with INGA

WESFARMERS

on the acquisition of Lumley General Insurance and Lumley Life

RESOLUTION

on its A\$3.45bn acquisition of AMP Life and related reinsurance arrangements

METLIFE

on European aspects of the transfer of a book of life insurance business to Monument

ALLIANCE BANK MALAYSIA BERHAD

on its competitive auction process in relation to its exclusive 15-year bancassurance agreement with Zurich General Insurance Malaysia Berhad and an exclusive 15-year bancatakaful agreement with Zurich General Takaful Malaysia Berhad



Organised, efficient,
proficient and above
all they put client and
performance delivery
first."

LEGAL 500 UK 2020

Risk transfer

Ashurst is ideally placed to advise on technically complex risk transfer transactions such as those involving a blend of insurance and non-insurance counterparties and “transformer” structures involving both reinsurance and capital markets structures. We have also been heavily involved on a number of innovative transactions involving pensions de-risking and the establishment of pensions reinsurance captives.

Key experience of the team includes advising:

EU LIFE INSURER

on a Solvency II quasi-reinsurance transaction to support LAC-DT

AN INTERNATIONAL REINSURER

on a cross-border VIF reinsurance, combined with annuity and historical claims reinsurances

A MAJOR AUSTRALIAN LIFE INSURER

in respect of various cross-border longevity risk transfer transactions

PRUDENTIAL

on a renegotiation of an existing annuity reinsurance agreement with a household name UK insurer

AN INTERNATIONAL REINSURER

on longevity reinsurance of a big annuity book, including deferred pensioners (and collateral arrangements)

A MULTINATIONAL

on a pension captive structure programme, involving buy-ins with frontiers and reinsurances to captives on a cross-border basis

A MULTINATIONAL

on a large pension buy-in in Canada

VIDACAIXA

on the VIF monetisation transaction, combining a quota share reinsurance and an annuities reinsurance, entered into with Berkshire Hathaway

AN INTERNATIONAL REINSURER

on a financial reinsurance with a UK household name insurer

AN INTERNATIONAL REINSURER

on a financial reinsurance transaction with a big Japanese life insurer

ONEPATH LIFE LIMITED

on technical legal drafting and prudential advice for a new quota share reinsurance treaty with a major international reinsurer

A MAJOR REINSURANCE GROUP

on the bid process in relation to a VIF monetisation reinsurance agreement for the individual risk life portfolio of a Spanish insurer (belonging to one of the five major life insurance groups in Spain)



"They're always very responsive and they make sure to cover all the bases properly, showing great attention to detail and levels of organisation."

CHAMBERS UK 2020

Regulation

The changes to insurance and financial services regulation are a key area in which we offer unrivalled breadth and depth of experience.

We advise on both prudential and product regulation, as well as on competition and corporate governance issues for insurers and reinsurers. And in an era of increasing enforcement activity, we regularly advise on regulatory investigations and any subsequent enforcement proceedings.

Key experience of the team includes advising:

A LEADING US LIFE INSURER

on regulatory considerations in establishing Australian operations

CPP

in response to a review of its sale practices by the FSA

VIDACAIXA

in relation to ongoing regulatory advice concerning the eligibility of underlying investments and matching to the insurance policy wordings

A NUMBER OF FINANCIAL INSTITUTIONS

on the structuring of credit funds and potential investments by French insurance companies in credit funds

MANULIFE

in relation to data protection regulation including in respect of intra-group data transfers and new product development

PRUDENTIAL

in relation to data protection regulation, including in respect of intra-group data transfers and new product development

ROYAL LONDON

on regulatory issues, including those arising on the transfer of policies from Co-Op

VARIOUS INSURANCE COMPANIES AND MEDIATORS

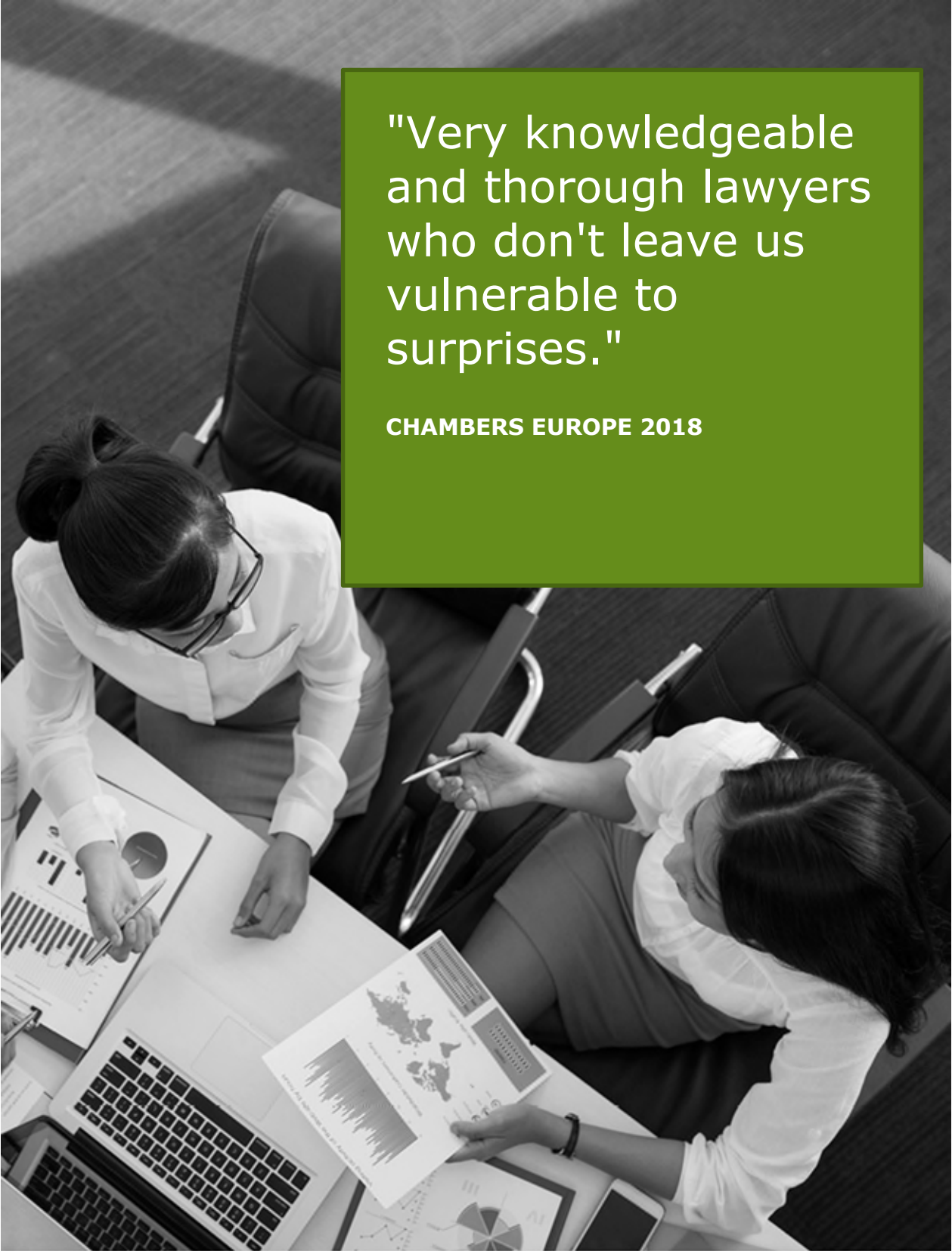
on regulatory matters concerning the setting up and closing down of their operations in Spain

PEAK RE

on its establishment in Hong Kong

A UK INSURER

on the reforms to the retirement market



"Very knowledgeable
and thorough lawyers
who don't leave us
vulnerable to
surprises."

CHAMBERS EUROPE 2018

Capital raising

Ashurst has pre-eminent global equity and debt capital markets practices and extensive experience in advising on ECM and DCM transactions of all sizes, across a diverse range of sectors and markets.

Our global ECM and DCM teams consist of local capital markets experts based in the major global listing venues, who work closely with our highly experienced US, UK and Asia Pacific capital markets lawyers. They have experience advising on IPOs, secondary offerings, rights issues, private placings and block trades, as well as advising on convertibles and equity derivatives transactions.

They also have experience advising on the issue of various types of regulatory capital instruments, including obtaining pre-issue approvals from local regulators.

Key experience of the team includes advising:

GRYPHON GROUP (GUARDIAN)

on the proposed capital structure from a Solvency II perspective and structuring generally

BARCLAYS BANK AND NUMIS

on **Sabre Insurance's** IPO, one of the biggest in the UK market in 2017

GENWORTH

in respect of its IPO, the first IPO of a monoline lender's mortgage insurer in Australia

VARIOUS LIFE INSURERS

on tier 1 and tier 2 capital raisings

TAL

in relation to capital raising

CHALLENGER

in relation to regulatory capital raisings

PACIFIC LIFE RE

in relation to Solvency II-compliant ancillary own funds

THE SYNDICATE

for the **e-Sure** IPO, which comprised Deutsche Bank, JPMorgan Cazenove, Canaccord Genuity and Numis Securities

IT/BPO outsourcing

Outsourcing and procurement are crucial business tools for any company looking to control costs, develop core strategy or maximise the efficiency of its support functions. The range of services being outsourced is more diverse than ever, while the enhanced accessibility of the global marketplace means that procurement is increasingly an international concern.

Ashurst's Strategic Sourcing Group will help you stay on top of this business sector. We have in-depth experience of advising both customers and suppliers at every stage of the sourcing life cycle. We typically assist on high-value, cutting-edge transactions, often with an international focus, consistently delivering benefits to our clients using our knowledge of established methodology and innovative solutions to meet the complex challenges these deals present.

Key experience of the team includes advising:

PRUDENTIAL PLC

on the outsourcing of its total facilities management requirements across its entire UK property portfolio to CBRE and its catering requirements across the same estate to Baxter Storey (a dual procurement which won Financial Services Deal of the Year 2018 at the GSA Awards)

STATE STREET BANK & TRUST COMPANY, LONDON BRANCH

on the outsourcing of Zurich Assurance Limited's fund accounting and administration requirements

AVIVA

on the provision of legal advice concerning the restructuring of shared services across seven European jurisdictions (including regulatory, corporate and tax analysis)

EQUITABLE LIFE

on its evergreen outsourcing of the administration of its policy portfolio to HCL Insurance BPO Services Limited

STATE STREET BANK & TRUST COMPANY, LONDON BRANCH

on the provision of fund accounting and administration services to AGI

IFDS

on its agreement to provide policy administration, payment and other financial services to Skandia Life and Skandia Multifunds

PENSION INSURANCE CORPORATION

in relation to the outsourcing of its mid and back office administration operations to The Northern Trust Company

CHESNARA/COUNTRYWIDE ASSURED

on outsourcings to Capita and Liberata



Clients have "found
their work to be
very sound,
commercial and
prompt. Obviously
the technical
expertise is
excellent.".

CHAMBERS ASIA-PACIFIC 2019

Insurance coverage

We have extensive experience in developing and implementing insurance strategies for infrastructure, construction, acquisition and service contracts, as well as for general corporate risks.

We are leading advisers on directors' and officers' insurance and related company indemnities. We assist with insurance due diligence and with the use of insurance to replace warranties in M&A transactions. We also assist with claim lodgements and coverage disputes with insurers.

Key experience of the team includes advising:

COMPANIES AND THEIR BOARDS

on the negotiation and placement of directors' and officers' liability insurance programmes, including advice as to programme structures

COMMONWEALTH DEPARTMENT OF DEFENCE

on a bespoke principal led marine insurance programme for future maritime acquisition and sustainment contracts valued at over A\$80 billion. One of the biggest marine placements ever in the global marine insurance market.

ENERGY COMPANIES

by preparing a report on the use of insurance to manage CSG environmental risks

LLOYDS BANK

in relation to a disputed claim as to coverage for losses arising from the Queensland floods in 2011

A PROSPECTIVE PURCHASER

of a fuel depot business with environmental insurance issues and warranty and indemnity insurance options for a proposed acquisition

CONFIDENTIAL CORPORATE CLIENTS

in respect of the placement of warranty and indemnity insurance policies in respect of various M&A transactions

LIQUIDATORS AND RECEIVERS

on preserving and accessing insurances available to companies and directors

TRANSPORT FOR NSW

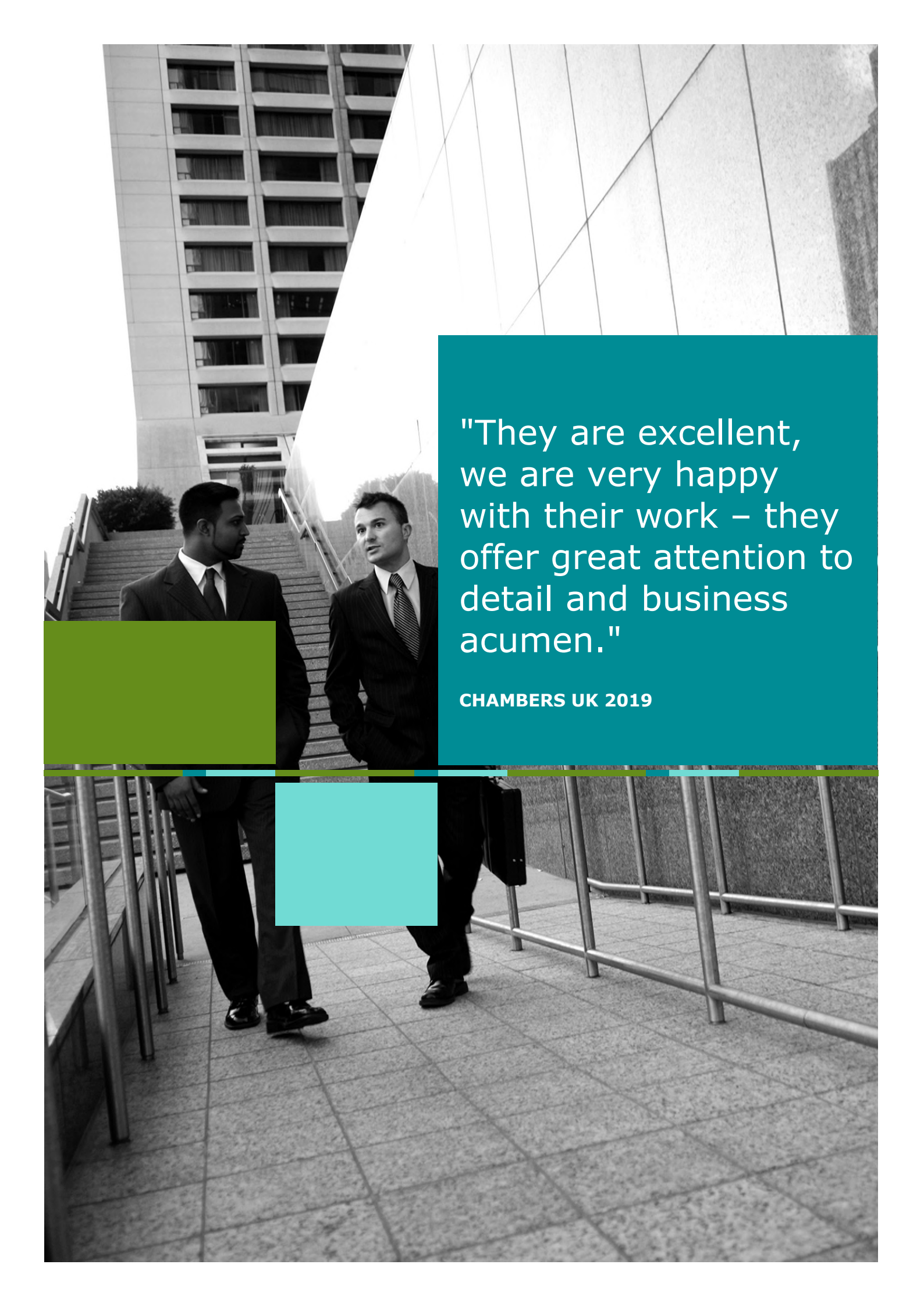
on insurance regimes for the Sydney Light Rail Project

COMMONWEALTH DEPARTMENT OF DEFENCE

on the development and implementation of an approved contractor scheme complex and strategic contracts

INTERNATIONAL BANKING GROUP

on the placement of global cyber insurance programme, including negotiating bespoke wordings and coverage.



"They are excellent,
we are very happy
with their work – they
offer great attention to
detail and business
acumen."

CHAMBERS UK 2019

Insurance tax

Our insurance tax team advises on the tax aspects of a range of insurance-related matters ranging from mergers and acquisitions to corporate restructurings (including portfolio transfers). We also advise insurers on the tax treatment of insurance and pension related consumer products.

Our tax team are experts in both direct and indirect taxes. We frequently advise insurers on VAT issues relating to their partial exemption status generally and on specific issues such as on the application of the VAT transfer of a going concern rules to transfers of renewal rights and have extensive experience of successfully advising on issues including disputes on both direct and indirect tax matters involving HMRC. We have been able to obtain favourable rulings from HMRC even if the initial response has been to deny the requested ruling.

Key experience of the team includes advising:

HASTINGS INSURANCE

on the place of supply of insurance services for VAT purposes

A CLOSED-BOOK LIFE COMPANY

on tax issues relating to the automatic vesting of pension policies and the lapsing and reinstatement of policies carrying waiver of contribution benefits

UBS WEALTH MANAGEMENT

on tax issues arising from transactions in structured life insurance products

BALOISE LIFE ASSURANCE

on the taxation treatment of offshore life assurance bonds

CHESNARA

on the tax aspects of the acquisition of Direct Line Insurance Company for £62 million

ROYAL LONDON

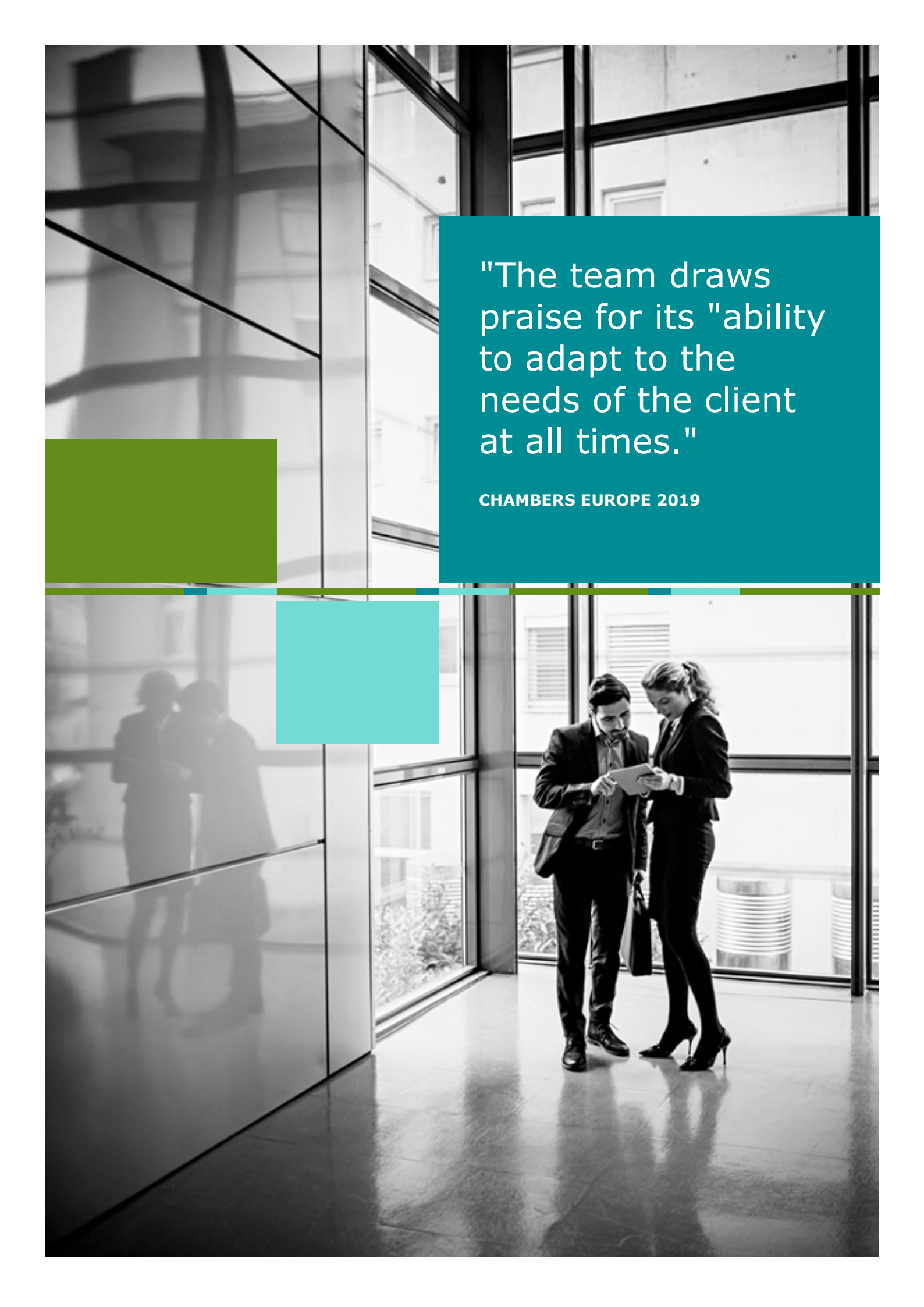
on two parallel transfers of life insurance business relating to 3 million policies and assets of over £22bn

BGC PARTNERS

on the tax aspects of BGC's acquisition of Besso Insurance Group, an independent Lloyd's of London insurance broker

CANOPIUS GROUP LIMITED

on the sale of a Lloyd's managing agency



"The team draws
praise for its "ability
to adapt to the
needs of the client
at all times."

CHAMBERS EUROPE 2019

Banking

Ashurst has a premier global finance team of over 75 partners, with extensive multi-jurisdictional experience. We are a market leader in leveraged and acquisition financing, advising on the structuring and implementation of cross-border and domestic transactions. We have significant experience acting for banks, borrowers and financial advisers on acquisition financing, fund financing, corporate lending and a wide range of other loan products on financings ranging from bespoke structured financing to mid-market and high profile multi-jurisdictional matters. The breadth of quality and experience in our team enables us to provide technical and commercial advice to meet the needs of sophisticated borrowers and finance providers.

We have an impressive track record of advising on innovative and high profile transactions in the insurance and reinsurance sector. Areas of specific expertise include:

- Acquisition/leveraged finance
- General corporate lending
- Reinsurance letter of credit facilities
- Funds at Lloyd's letter of credit facilities
- Funds at Lloyd's collateral deposit facilities
- Lloyd's syndicate overdraft facilities

Key experience of the team includes advising:

LLOYDS BANK

on financing of Aquiline Capital Partners' acquisition of the Equity Red Star business at Lloyd's

GLOBAL INSURER

on an innovative collateral deposit facility for Funds at Lloyd's purposes

LLOYDS BANK

on provision of a New York law Funds at Lloyds Letter of credit facility to Arch Reinsurance

NATIONAL AUSTRALIA BANK

on syndicated New York law revolving credit facility for a top tier Bermudian run off business

LLOYDS BANK AND BARCLAYS BANK

on a £400m Funds at Lloyd's letter of credit facility for MS Amlin plc

LLOYDS BANK AND RBS

on financing the acquisition of an Isle of Man life business by a Guernsey-based life assurance consolidator

INTERNATIONAL INSURANCE GROUP

on a holdco PIK facility from a credit fund lender

MANDATED LEAD ARRANGERS

on provision of \$1.7bn Funds at Lloyds Letter of credit facility for a leading international insurance group

LLOYDS BANK

on provision of a secured catastrophe overdraft facility to a Lloyd's Syndicate

MANDATED LEAD ARRANGERS

on provision of acquisition facilities for the purchase of a UK Life business by a private equity backed reinsurer

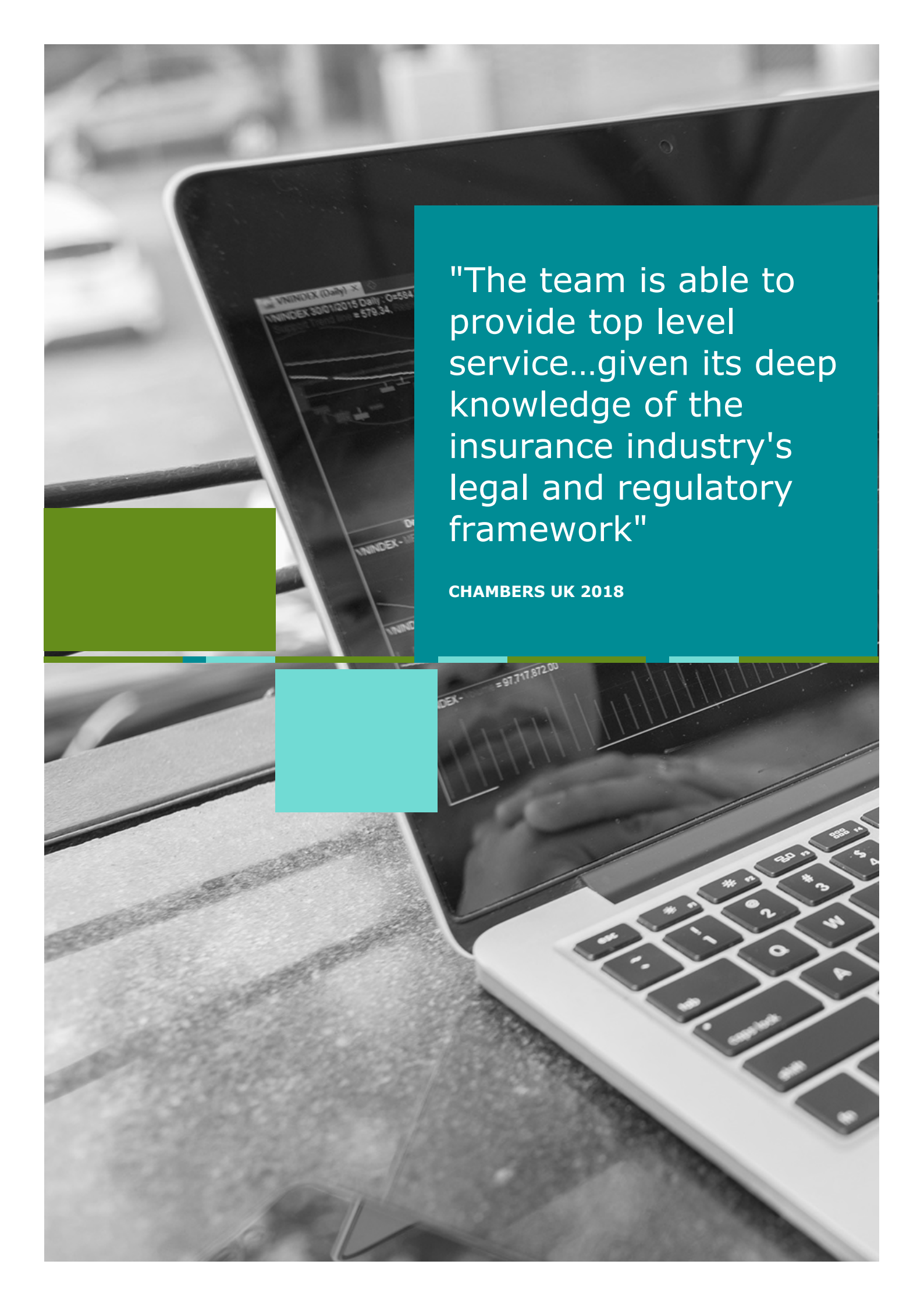
BARCLAYS BANK PLC AND ING BANK N.V.

on provision of an acquisition facility for the purchase of a book of Italian life policies by a German run-off acquirer

THE ROYAL BANK OF SCOTLAND

on provision of a collateralised reinsurance letter of credit facility to Hiscox Bermuda





"The team is able to
provide top level
service...given its deep
knowledge of the
insurance industry's
legal and regulatory
framework"

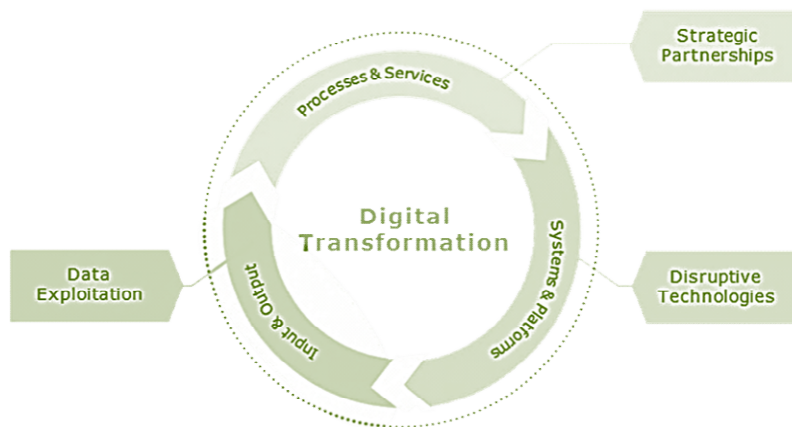
CHAMBERS UK 2018

Digital economy

Digital innovation is transforming every industry sector. Insurance is no different.

But moving to a digital operating model presents some unique challenges: integrating across business silos, changing a legacy culture (and often legacy systems), reassessing risk appetites and collaborating in novel ways with suppliers.

Through our work in supporting clients to implement and deliver their strategic agendas we have identified three core pillars of effective digital transformation: (1) compliant and consumer-tolerant **data exploitation**; (2) understanding and exploiting the right **disruptive technologies**; and (3) forging strong and collaborative **strategic partnerships**.



Getting these fundamentals right is a key success factor in driving digital evolution.

This is why we have built our Digital Economy team around these pillars. Individually, our Digital Economy partners are experts in their chosen areas; collectively they provide a compelling team, offering market leading understanding of the many legal, commercial and technological components to complex digital transformational projects.

Key experience of the team includes advising:

On Data Exploitation:

GLOBAL INSURANCE COMPANY

on its cyber security response plan and associated regulatory obligations

LLOYDS BANK

on its response to the UK Competition & Markets Authority's open API data access remedy

On Disruptive Technologies:

R3 CONSORTIUM

on its blockchain operations in China

A LEADING ONLINE BROKER

in relation to its use of AI algorithms and automated advisors


On Strategic Partnerships:

A MORTGAGE AND RELATED INSURANCE BROKERAGE FIRM

on establishing a digital-first brokerage platform by way of a JV partnership

JP MORGAN

on its investment in Smart Pension, a UK pensions master trust



"a rare combination of
technical excellence,
commercial mind-set
and pragmatism"

LEGAL 500 UK 2018



Ashurst Advance

**DRIVING INNOVATION IN LEGAL
SERVICE DELIVERY**

Ashurst Advance

Ashurst Advance is our "NewLaw" division, transforming client service by continually evolving our legal services delivery in order to provide real value and to help our clients to achieve their business objectives in a highly cost effective way.

Ashurst Advance provides dynamic solutions by innovating across three key elements of legal service delivery: process, resources and technology. We successfully combine the Ashurst Advance capabilities with our legal subject matter experts in one fully integrated team to offer legal excellence with efficient delivery.

Ashurst Subject Matter Experts		
Quality assurance, specialist expertise, clear commercial advice and proactive problem-solving		
PROCESS	Legal Project Management	Professional project management for successful delivery Our professional legal project managers apply market-leading project management discipline to your matters to make sure they are delivered successfully on time, and on budget, and with comprehensive management reporting.
	Legal Process Improvement	Optimisation of resources, time and technology Our legal process improvement specialists review, analyse and then optimise legal delivery workflow.
RESOURCES	Legal Analysts	The efficient alignment of resources using global alternative resourcing capability Our highly trained and flexible team of Legal Analysts, based in Glasgow and Brisbane, drive efficiency for our clients by undertaking recurring tasks, document intensive or process-heavy matters or elements of projects that do not need to be performed by qualified lawyers, including document review, contract management and negotiation, document preparation, due diligence, discovery support and many other workstreams. Our cost-efficient resourcing includes a managed legal services offering in South Africa, and a flexible resourcing platform.
TECHNOLOGY	Legal Technology	Using technology to improve performance Our in-house specialist team of Legal Technologists deploy the latest best-of-breed legal technology solutions such as contract automation, document review/AI, e-discovery, collaboration and document execution tools to improve speed, accuracy and consistency and deliver cost efficiency for clients.
	Digital products	Digital transformation Our dedicated Ashurst Digital Ventures team co-creates with our clients digital products offering innovative business solutions.

Benefits of using Ashurst Advance:

- **Efficient delivery:** by combining our legal subject matter experts with process specialists, lower cost resourcing and legal technology, and through dynamic allocation between them, we drive continuous cost efficiency.
- **Improved value:** we stay focused on your business objectives to deliver real value, whether through reduced time-to-execution, improved risk management, cost efficiency, business critical regulatory compliance, or improving your own customers' journey.
- **Quality assured output:** your usual Ashurst legal team will "own" your matter in the normal way, ensuring the high quality output which you expect from Ashurst

Key contacts



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E rehana.box@ashurst.com



Rehana Box is an outstanding practitioner and "the intellectual and technical skills she brings are second to none."

CHAMBERS ASIA-PACIFIC 2019



Adam Levitt
Partner, Insurance Co-head, London

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"He's very strong all round - technically excellent, commercially minded, organised and a strong communicator and negotiator."

CHAMBERS UK 2019



Christopher Bates
Partner, London

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"He provides hands-on commercial advice that is solution focused to deliver what the business needs in an efficient manner"

LEGAL 500 UK 2019



María José Menéndez
Partner, Madrid

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E mariajose.menendez@ashurst.com



Clients say that "She is no-nonsense and eclipses the other parties."

CHAMBERS EUROPE 2019



Nicholas Gardner
Partner, Chartered Tax Adviser
Advocate (Higher Courts Civil Proceedings, London)

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E nicholas.gardner@ashurst.com



Nicholas Gardner is "very responsive and thorough in his advice".

LEGAL 500 UK



David Futter
Partner, London

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Singled out for his experience advising on fintech transactions and "is a very effective negotiator".

LEGAL 500 UK 2019



Angus Ross
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Tracy Whiriskey
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"She has a lot of expertise and is very good at understanding our needs in particular situations"

CHAMBERS ASIA-PACIFIC 2019



Sarah Dulhunty
Partner, Sydney

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Sarah is valued by clients for her *"laser-like focus on the clients' interests"* and for being *"incredibly experienced and pragmatic."*

CHAMBERS ASIA-PACIFIC 2018



James Perry
Partner, Co-head, Financial Institutions Group, London

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One client reports: *"He provides excellent corporate advice and a balanced, measured view."*

CHAMBERS UK 2019



Nick Wong
Partner, London

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Nick Wong has *"deep knowledge"* of the *insurance financing space.*

LEGAL 500 UK 2017



Carloandrea Meacci
Managing Partner, Milan

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Clients appreciate that Carloandrea Meacci is *'very attentive to details and our needs. He leads the team and has substantial experience.'*

CHAMBERS EUROPE 2019



Detmar Loff
Partner, Frankfurt

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Detmar Loff of Ashurst has a *"high level of flexibility in developing individual solutions for the client."*

CHAMBERS EUROPE 2019



Hubert Blanc-Jouvan
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"Approachable and commercially savvy, with an excellent understanding of his jurisdiction and of what's happening on the market."

CHAMBERS GLOBAL 2017



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