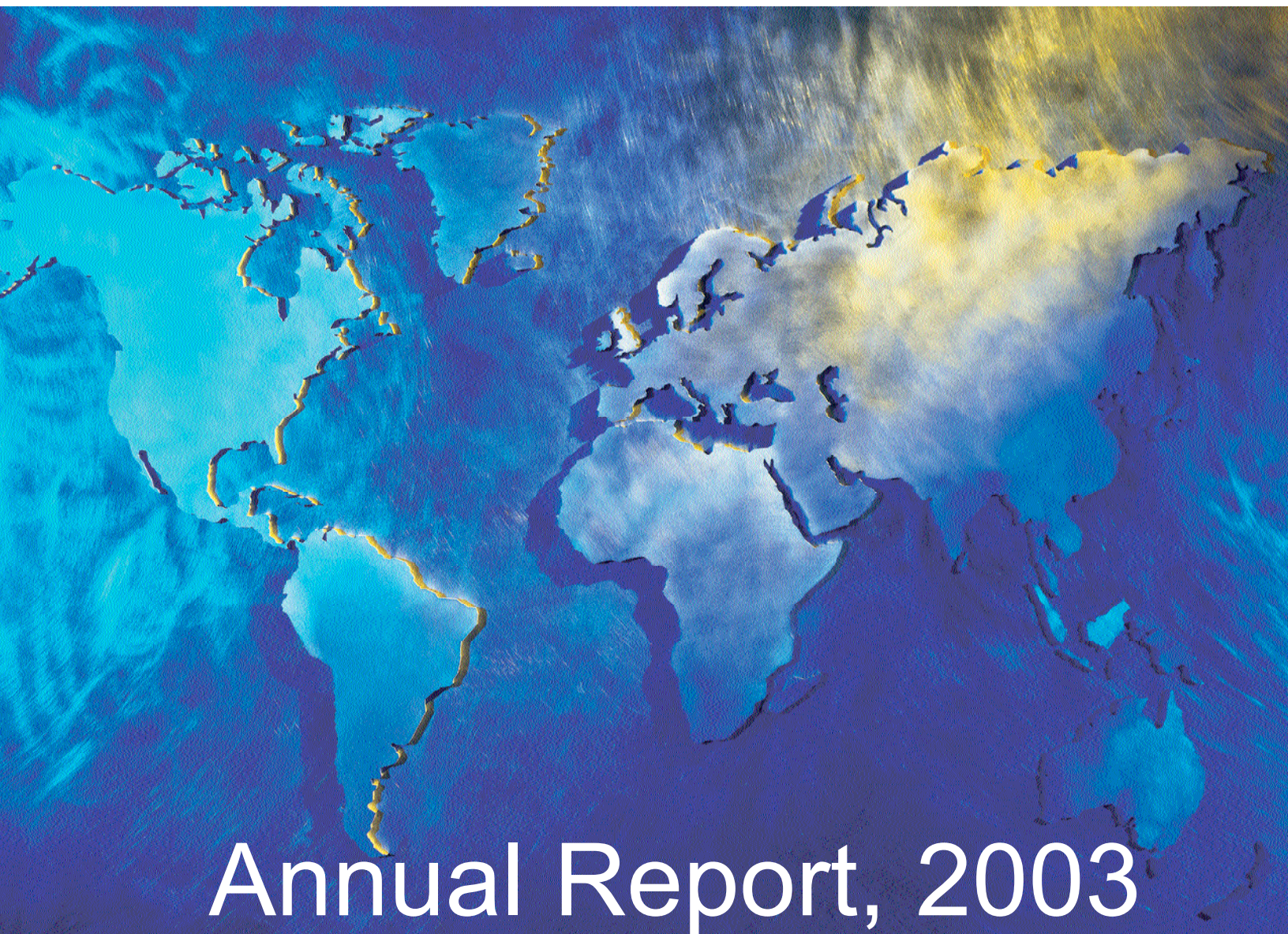


TAGLaw



Annual Report, 2003





TAGLaw

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2003



To Our Members

SETTING A HIGHER STANDARD

For the past five years, our goal has been to develop TAGLaw into a leading international legal network so member firms can provide their clients with excellent service in the global marketplace.

In 2003, TAGLaw achieved this goal and became one the premiere legal networks. We did this by setting high standards for membership and selecting firms with excellent reputations. Thanks to the high-quality service provided by TAGLaw's member firms, we have become one of the highest rated legal networks in the world.

To remain a global legal leader, it is vital to operate at peak performance and adapt to ever changing business trends.

For us, 2004 is all about seeking higher standards and improving everything we do. Strengthening the TAGLaw infrastructure so our members can better meet the challenges their clients face in a dynamic economic environment is the focus of our business strategy.

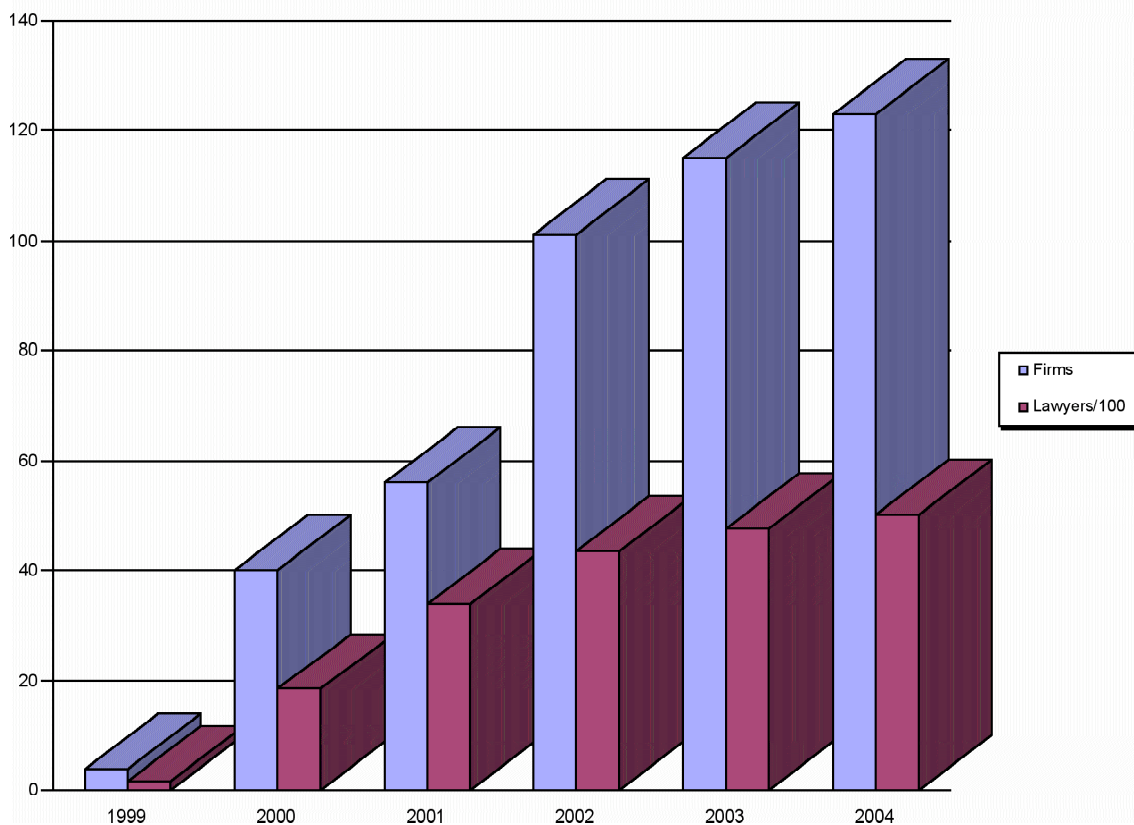
Peter Appleton Jones

TAGLaw Growth

From Startup to Standout

In January 1999, TAGLaw appeared on the scene of international legal networks, a newcomer in a field of more than 300 legal networks worldwide. Making its debut with just four adventurous firms at the end of its first month, a year later it had become a substantial presence with 10 times that many and well over 1000 lawyers. As reflected in the chart below, the young alliance continued to thrive, growing by roughly 50% per year in each of the next two years, topping 100 firms at the end of its third year in operation. On its fifth anniversary, TAGLaw is still showing its mettle to members and observers alike, maintaining its focus on providing value to member firms.

TAGLaw Annual Growth



	Jan-99	Jan-00	Jan-01	Jan-02	Jan-03	Jan-04
Firms	4	40	56	101	115	123
Lawyers	161	1844	3380	4352	4759	5098

An article in the October 2003 edition of *European Lawyer* magazine independently recognized TAGLaw's prominence in the field of legal alliances, noting that it had rocketed into the ranks of the "Big Seven" international networks. TAGLaw measured up as the third largest network when measured by jurisdictional presence and fourth largest when ranked by total number of law firms.

The opening paragraph from the *European Lawyer* article observed:

"In June of this year, TAGLaw, the privately run network of law firms, announced that it had just recruited six new members in countries as diverse as the US and Portugal, Denmark and Japan. More recently in July, a seventh new firm joined – in Iraq. Together, these firms added more than 100 lawyers to the organisation's growing body of legal advisers. As recently as 2001, TAGLaw, which was founded in 1998, had a comparatively modest network of 85 law firms in 50 locations. Now, with these latest additions, it boasts 122 law firms in 245 locations – with the promise of more to come by the end of the year."

The complete article can be found on the worldwide web at the following URL:
<http://www.taglaw.com/secure/archives/articles/europeanlawyerforginglinks1003.pdf>

Region	Lawyers	Firms
Asia Pacific	422	12
Europe	1195	43
Latin America	463	20
MiddleEast - Africa	110	7
North America	2908	41
Total	5098	123

Current Totals	
Countries	70
Total Firms	123
Total Offices	248

The Challenges of Maturity

While the first challenge facing the fledgling alliance five years ago was to establish credibility and a strong growth path, the challenges facing the newest member of the “big seven” are somewhat different. As the chart on the preceding page indicates, the TAGLaw membership includes firms with home offices in 70 countries around the globe. These countries represent a large majority of the world’s major commercial centers. Now, we must find good firms in the remaining 20 countries with significant commercial activity, and we look to our members to help in selecting the best candidates.

A less visible but equally important challenge is that of making sure that all the lawyers in our member firms are aware of their TAGLaw membership and of the competitive advantages they gain through TAGLaw. In 2004 we will start a program to help members promote TAGLaw within their firm.

Growth in Specialty Groups

The main purpose of TAGLaw Specialty Groups is to assist members in finding experienced practitioners in their respective specialties, in a particular country or jurisdiction, when the need arises. Additionally, Specialty Group members exchange information through the Specialty Group sections in the TAGLaw members' web site, through TAGLaw mailing lists and through meetings at TAGLaw conferences or other professional meetings. Specialty Groups generally have two co-chairs from different law firms who, assisted by the TAGLaw staff, oversee the development of the TAGLaw Specialty Groups to benefit their members.

In 2003, TAGLaw added an additional three specialty groups to the network. They are: International Trade & Customs, Firm Administrators Group and the Firm Marketing & Business Development Group. Based on much positive response from members in 2003, we have already recruited nearly two dozen members for a White Collar Crime Specialty Group, which will be activated in the first quarter of the year. In addition, sufficient interest has been expressed in an Oil & Energy Specialty Group that we expect to be up and running before the Costa Rican conference in May.

The seventeen currently active Specialty Groups have a total enrollment of more than 1100 members. However, since some lawyers belong to more than one specialty group, only 806 lawyers (or roughly 15% of the membership) currently belong to Specialty Groups. Is this an appropriate figure? Yet another challenge of network maturity is to learn how to leverage Specialty Groups as an asset for member firms.

Network Snapshot

New Members

2003 saw new members being added in every region of the world, and in 2004, TAGLaw has already welcomed new firms from Mexico and Sweden. A list of the new members follows:

AUSTRALIA: BRISBANE - Carter Newell

An innovative full service firm that won the The Prime Minister's Employer of the Year Encouragement Award for 2000 in acknowledgement of their ground-breaking program for hiring the handicapped.

CANADA: ATLANTIC - Boyne Clarke

Boyne Clarke is one of Atlantic Canada's largest law firms, serving all major practice areas. It has experienced one of the fastest growth rates amongst Atlantic law firms.



CHINA - SHANGHAI - Lehman, Lee & Xu

Established in 1992 as one of the first private law firms in China, the firm now has over 100 experienced lawyers representing both foreign and Chinese clients. The firm handled about one billion dollars of Foreign Direct Investment last year, a significant share of the growing Chinese involvement in globalization.

CZECH REPUBLIC - Cermák Horejs Myslík Law and Patent Offices

Established in 1990, the firm runs the country's top IPIT practice and is also widely recognized for its commercial law practice.

DENMARK - Norsker & Jacoby

Norsker and Jacoby has been in practice for more than 100 years and is widely recognized for the quality of its commercial and corporate law practice.

DOMINICAN REPUBLIC - Headrick Rizik Alvarez & Fernandez

Founded in 1985, Headrick Rizik is recognized by Chambers as one of the top firms in the Dominican Republic with a strong focus in foreign investment, banking and intellectual property.

IRAQ - I&D Iraq Law Alliance

The firm is a partnership between the distinguished Iraqi attorney, Mr. Fadel Al Qadi and attorneys from the leading Egyptian law firm Ibrachy & Dermarkar, including Mohamed El Roubi who moved from TAGLaw member firm Ibrachy & Dermarkar in Egypt to be the Managing Partner in Baghdad.

JAPAN - South Toranomon Law Offices

Mickey Nakano, formerly the TAGLaw contact at Hayabusa Kokusai, has joined the distinguished and venerable firm of South Toranomon Law Offices to lead their international practice.

LATVIA - Loze & Partners

Located in the central business district of Riga, Loze & Partners' international practice includes M&A, Corporate, Real Estate, Banking & Finance, Intellectual Property, Employment & Immigration, Litigation & Arbitration and Tax.



NORWAY - Kvale & Co.

With significant strength in over a dozen practice areas, and in particular its Petroleum and Energy Law practice, Kvale & Co is one of Norway's most well respected firms.

PORTUGAL - Barrocas & Alves Pereira

One of Portugal's most highly-regarded firms, Barrocas & Alves Pereira has an extensive international practice and has offices in Angola and Mozambique.



THAILAND - Tilleke & Gibbins International Ltd.

In addition to its Bangkok headquarters, century-old Tilleke and Gibbins has offices in Hanoi and Ho Chi Minh City, Vietnam, giving TAGLaw members the confidence to do business throughout much of Southeast Asia.

UNITED ARAB EMIRATES - Emirates Advocates Attorneys & Counsellors At Law

The firm is one of the oldest and largest law firms in the United Arab Emirates with a major practice in corporate and litigation law.

USA: MASSACHUSETTS - Riemer & Braunstein LLP

With a 70 year history, Riemer & Braunstein specializes in meeting the needs of financial institutions, individuals, and corporations and businesses of all sizes.

New Members since January 2004

MEXICO - Gonzalez Calvillo, SC

Founded more than 15 years ago, González Calvillo, S.C. is one of the fastest growing and most highly regarded law firms in Mexico and has an impressive international client list.

SWEDEN - Advokatfirman Lindahl

In the closing days of 2003, four partners from Holm Advokatbyrå moved to Advokatfirman Lindahl, one of the largest firms in Sweden. Among the partners who moved was Magnus Hybinette, who has been the Swedish TAGLaw contact since the early days of the network.



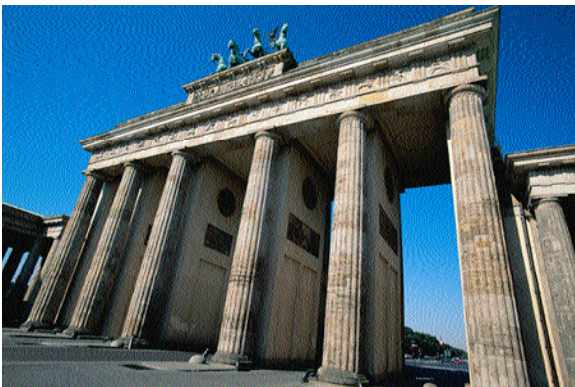
Member Successes

Network in Action

TAGLaw firms continue to derive valuable benefits from the network. Members use TAGLaw to impress and service their current clients, help their firms win large multi-jurisdictional business and also to raise the quality of their practices based on interactions with other members and information garnered at the TAGLaw conferences and meetings.

Africa/Middle East

Perhaps the biggest news to come to TAGLaw from the Middle East this year was the formation of a new law firm in Iraq by TAGLaw member Mohamed el Roubi. The firm I&D Iraq Law Alliance (IDILA) was formed to take advantage of the opportunities that would come from reconstruction in Iraq. In fact, Mohamed cites as one of the firm's main goals their effort to assist the reconstruction efforts of the country by acting as local counsel for international companies engaged in the effort, and also to assist in the reconstruction of the Iraqi legal field. They are doing this by contributing their own expertise, and by hiring and training young Iraqi lawyers in such complex practice areas as project finance and oil and gas transactions. On a strong TAGLaw note, IDILA's first client in Iraq was referred by a TAGLaw member.



Europe

Lang & Rahmann, the TAGLaw member from Düsseldorf, Germany, has been a member from the very beginning of the network. After five years of being in TAGLaw, the firm has been able to develop significant relationships with other member firms from around the world. Evidence of that is the scope of its referrals in 2003 as the firm

received referrals from all corners of the globe – AsiaPacific, Africa, Europe, North America and Latin America. One of the unique referrals included dealing with a company that had delivered a faulty packing machine. The machine was no ordinary machine – it was about as big as a house and was designed to wrap plastic around carpets.

Latin America

TAGLaw's firm from Argentina, Negri, Teijeiro & Incera Abogados, has weathered some tough years of economic crisis in the country, but paradoxically has recently benefited from the tough times. In 2003, the international effects of the crisis helped bring in some new business. The firm saw a "mini-trend" of business flowing into the



firm as TAGLaw members from the United States needed to act on behalf of their clients with interests in Argentina.

North America

Beckley Singleton, TAGLaw's member firm from Nevada, recently outshone its largest competitors in the state to win the business of a growing, multi-million dollar, international diamond-grading organization based in Las Vegas. And the firm did it with a little help from its TAGLaw neighbor to the north, Kirton & McConkie. The diamond-grading company was looking for a law firm in Las Vegas to act as the company's outside general counsel but Beckley Singleton realized it did not have the breadth of intellectual property experience this client was seeking. As a solution to that challenge, Beckley Singleton's lead partner on the case contacted Kirton & McConkie who have a distinguished IP practice. The two firms made a successful joint presentation to the client, and Beckley Singleton was retained as the outside general counsel with Kirton & McConkie being chosen as the intellectual property counsel.

Though there was an abundance of collaboration among TAGLaw firms in North America, one example of a simple but useful form of support is especially interesting. Dominic Fulco of TAGLaw member firm Reid and Riege needed to undertake depositions in Phoenix, Arizona for a case pending in Connecticut. He contacted Jones Osborn II of TAGLaw member Osborn Maledon, PA in Phoenix. Jones put him in touch with his assistant JoAnn Mariscal, who found a process

server to serve subpoenas and a court reporter to use for the depositions. Dominic then spent three days at Osborn Maledon's beautiful offices in Phoenix taking depositions.

The staff at Osborn Maledon made him feel right at home, providing service as good as if he were at his own office. The staff assisted in the delivery and pick up of documents, made copies for depositions and arranged for the copying of a substantial volume of documents. The day Dominic arrived back in Connecticut, two boxes of copied documents were delivered to his office.



In December of 2002, Ryan Swanson & Cleveland of Seattle, Washington fielded a call from a publicly traded fashion specialty chain with stores across the United States. The chain asked Ryan Swanson & Cleveland whether they would be interested in submitting a proposal to be designated as the Preferred Provider of Estate Planning Legal Services to their approximately 250 managers and executives across the United States.

Through some rapid action and helpful cooperation of TAGLaw members in more than 20 states, Ryan Swanson was able to present the potential client with a list of high-quality firms across the U.S. that would be able to help the retailer's managers plan their estates.

The manager was so impressed with Ryan Swanson's ability to use TAGLaw to match up law firms in every one of their store locations that Ryan Swanson beat the competition and the roll out started in January 2004.



Developments

Conference Report

Attendance at TAGLaw Conferences this year was record-breaking, due in part to the excellent programs and the attractive venues. In the spring, the weather in Orlando didn't cooperate quite as much as we hoped but members still found plenty of opportunities for networking and entertainment at Universal Studios. Berger Singerman, the host firm for the conference, was there in good numbers and made sure that everybody felt truly welcome.

In London, the conference was held just around the corner from host firm Boodle Hatfield. The TAGLaw member's offices are located on the same street where the firm had its beginnings in 1722!

Two of the guest speakers at the conference were especially distinguished. The opening speaker, Lord Slynn of Hadley, has served for many years in the European courts and was persuaded to come by Michael Renouf, Managing Partner of Crosby Renouf. Lord Slynn provided an insightful look at legal cases in European courts that are setting precedents across the continent in sometimes unpredictable or unsettling ways.

Another speaker at the conference, David Mellor, came at the invitation of Chris Putt, Managing Partner of Boodle Hatfield. David Mellor, a former cabinet minister, expounded on the evolution of the European Community's political and institutional structures. One of the liveliest moments of the conference came at the end of his presentation. Mellor provided an interesting – and somewhat prickly – counterpoint to Lord Slynn's favorable commentary on EU institutions, taking a few kicks at the European Council. But Ursula O'Dwyer, Co-Chair of the EU Law Specialty Group and partner at Crosby Renouf, rose to the occasion and defended the continual evolution of the institution, earning a hearty round of applause for her efforts.

2004 Conference Plans

For the 2004 conferences, members may want to brush up on their Spanish. TAGLaw will host its first spring conference outside of North America, venturing south to the beautiful and inviting country of Costa Rica. Host firm Oller Abogados has produced a special, video invitation for TAGLaw members that can be found in the Members' Section of the TAGLaw website.



A number of gifted speakers are lined up for the Costa Rica conference, including Dr. Oscar Arias Sanchez the former president of Costa Rica and 1987 Nobel Peace Prize Laureate; Brad Hildebrandt, Chairman and Founder of Hildebrandt International; and Alejandra Cobb, External Relations Manager for Procter & Gamble's Global Business Center.

The network will meet again in October in Madrid, Spain where TAGLaw and host firm B. Cremades y Asociados will regale members with the attractions of this renowned cosmopolitan city.

Regional Meetings

More regions began collaboration this year and joint efforts have proved to be profitable for many members. In the first half of 2004 there are a number of Regional Meetings planned around the world. Some of the dates and locations are included below:

European Regional Meeting: January 30, 2004 – Amsterdam, Netherlands
Midwestern Regional Meeting: January 30 -31, 2004 – Kansas City, Missouri
Western Regional Meeting: March 26 -27 – Vancouver, British Columbia
Southeast Regional Meeting: May 14 -15 – Raleigh, North Carolina

Advisory Board Changes

The TAGLaw Advisory Board members play influential roles in the way the network develops. Aside from the responsibility of reviewing and approving membership applications, they are often consulted on strategic decisions affecting the network, policy matters and conference agendas. The excellent service of all the members of the Advisory Board is one reason why TAGLaw has reached the level of performance and reputation that it enjoys today. Their wisdom and insight has helped TAGLaw to grow to be one of the largest, and we believe the best, legal networks worldwide.

However, as TAGLaw reaches its fifth anniversary, it is making changes in its governing body and specialty groups. The changes are born of a desire to make sure the network stays fresh and relevant by seeking contribution from new voices. So it was with a mixture of reluctance and expectation that we saw Mike Maine of Baker & Daniels and Bruce Smith of Paull & Williamsons conclude their terms on the Advisory Board in 2003. Both members had served on the Advisory Board since the beginning of the network and have made significant contributions to developing TAGLaw to its present position of prominence.

Succeeding them on the board are Jeff Heuer of Jaffe, Raitt, Heuer & Weiss in Michigan; and Simon Ward of Piper Alderman in Adelaide, Australia. We thank Mike and Bruce and look forward to their support from the “back benches” as they continue to be active TAGLaw members.

TIAG

The International Accounting Group, the sister accounting network to TAGLaw, continues to grow, with most of the current recruiting emphasis taking place in the United States. There are now more than 40 firms in the network and the momentum is growing as high-quality firms continue to join. Recent additions include firms ranked among the most prominent in Florida, Georgia and Louisiana and the leading forensic accounting firm in New Jersey.

Some referrals have already taken place between the two networks and more are expected in 2004 as the number of firms increases and members of both networks begin to identify opportunities for collaboration.



Goals

The Year Ahead

TAGLaw is now five years old and one of the youngest and most dynamic networks. The focus of 2004 is about setting higher standards and improving everything we do. TAGLaw is now a strategic extension of many firms' practice. In 2004, we want to make it a strategic extension of every lawyer's practice. We have set four goals for the year ahead.

1. Recruiting New Members

There are still some important jurisdictions where TAGLaw does not yet have members. We plan to recruit members from at least 12 new jurisdictions in 2004, bringing us closer to a final goal of 140 – 150.

2. Improving Specialty Groups

2004 will see an increased emphasis on the current specialty groups and the beginning of rotation for co-chairs in some practice areas. New specialty groups will be started, including Oil & Energy and White Collar Crime.

3. Creating Marketing Materials

To help members promote TAGLaw within their firms and to external constituents, we will develop new marketing materials, including press kits, more newsletters, and TAGLaw fact-sheets.

4. Website Development

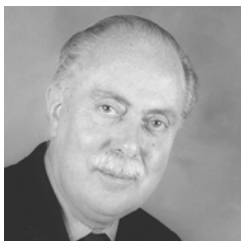
In early 2004, TAGLaw added to the website a feature that allows members to update and revise information about their firm. TAGLaw staff will introduce this intuitive update program to all firms by mid year.

The Last Word

The last five years have seen great progress in TAGLaw. We now have more than 120 firms with increasing levels of collaboration. Let us keep up the good work and look to the next five years to be even better.

Advisory Board

2004



Peter Appleton Jones
The Appleton Group, Inc.



Jeffrey Heuer
Jaffe, Raitt, Heuer &
Weiss, P.C.
Detroit, MI, USA



Gustavo J. Reyna
d'Empaire Reyna
Bermúdez Abogados
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Roger Myklebust
Ryan, Swanson & Cleveland, PLLC
Seattle, WA, USA



Robert Sattin
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Hartford, CT, USA



Martin Preslmayr
Preslmayr Rechtsanwälte
Vienna, Austria



Michael Sippitt
Clarks Solicitors
Reading, UK



Christopher Putt
Boodle Hatfield
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John Velenturf
Rassers Advocaten En Notarissen
Breda, Netherlands



Simon Ward
Piper Alderman
Adelaide, Australia