



Connecting professionals around the world

International Practice Group, is an international association of independent firms, with a Secretariat, which meets clients'

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„WONDERFUL 2012 IPG AUTUMN CONFERENCE WARSAW“



CONTRIBUTION FROM LISA ROSEN & SILVANO SPITO, STUDIO SPITO & ASSOCIATI:

The 2012 IPG Autumn Conference was held in Warsaw, capital of Poland and one of the most important capitals of Europe that history has given us. It is a city betrayed by fate in the course of history, yet the people have been full of courage and patience in its painstaking reconstruction to bring its beauty back to glory. Courage, patience and, yes, also farsightedness have been

the traits of the founding and directing members of IPG, EuLex and Picatrex, who have been able, through two mergers, to create the current International Practice Group (IPG), a growing network which currently counts around 100 members from all over the world. That same courage, patience and hard work have been demonstrated by our Polish friends Ewa, Katarzyna and Piotr (above) in organizing an all-around amazing conference overflowing with interesting and enter-

taining events for all tastes! Dear Ewa, Katarzyna and Piotr, what to be said about your conference? It was an incredibly well-organized conference studied down to the last detail, starting with your branded umbrella that we received upon registration (... and which, fortunately, we did not need thanks to the fact that fate blessed us with good weather despite the fact that it was October in Warsaw and not in Sicily).

WONDERFUL 2012 IPG AUTUMN CONFERENCE WARSAW



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The conference kicked off early on Thursday to accommodate the avid golf and tennis-playing delegates in our group. The Tennis Tournament was held at MTC Morelowa Tennis Club, with several roofed courts in a very pleasant environment, with an attendant making sure that there were drinks and snacks available to everyone. Recognition was given to the best player of the tournament, one of our "younger" members, Michael Scerri, from Malta, who showed up the other participants with his cool strokes.

The Golf Tournament was held at the First Warsaw Golf and Country Club, the oldest in Poland, despite being built in 1991. An unfamiliar course with long and narrow holes, fallen leaves and rental clubs were a challenge for the ten participating players. The winner was William Finnecey from USA, who we assume won because he must play golf with the same passion he applies to dancing, or was it the jet lag and various other vicissitudes encountered along the way? During the course of the conference, the opportunity was given to other sports buffs to participate in athletic events early on Friday and Saturday mornings, before the start of the meetings. A pleasant jog around the Old City and an open air fitness session in a nearby park with local trainers were appreciated by a number of our brawny and energetic participants. The informal dinner on Thursday was held at the Ale Gloria restaurant where they served a typical Polish meal which all the diners thoroughly enjoyed. We cannot understand why the VIPs on

the ground floor of the restaurant (Polish politicians, actors, etc.) who were attending a book presentation did not come downstairs to meet the IPG VIPs! They must not have realized we were there! On Friday morning, the opening greetings made by the President, Mr. Friedhelm Gruber and by the hosts of our conference led the way to the day's work program. Maria Kulkawska and Mariusz Machcinski provided an overview on taxes in Poland, a topic of interest for members with clients interested in investing in Poland and a thought provoker for others. This was followed by an enlightening presentation on intercultural negotiations hosted by Michal Chmielecki, where we were encouraged to heed the need to always be wary of different communication styles and cultural conceptions throughout the world in order to avoid business blunders. The program continued after lunch with informative presentations on the part of the numerous candidates attending the conference, allowing the members to note the high quality of the firms requesting membership. The delegates then split into discussion groups for a technical session on intellectual property presented by Alexander Spiess, Nicolas Musy and Michel Mall (substituting for Hubertus von Poschinger who now owes him one!). Three groups were formed to allow accountants, tax consultants and lawyers to discuss topics of relevance to them. The much-appreciated speed networking session followed, allowing delegates to present the activities of their firms to the other delegates in an informal and fast-paced

setting. This activity was of great interest to all the delegates, and IPG's goal of creating successful work relationships among its members was facilitated. While the delegates were earning their keep, the spouses spent the day sightseeing around the city, including the visit to the oldest Warsaw Park set up by the last Polish King. At the end of a hard-working day for both the delegates and spouses, all conference participants enjoyed an educational tour of the Royal Castle given by competent guides. Did anyone catch why the King's bed was so short? Should we believe that the King slept sitting up like our guide explained to us? The tour was followed by the delicious Gala Dinner in the Kubicki's Arcades section of the castle which was accompanied by a professional live band playing both classical and popular modern music for dancing. The dancing was enjoyed by many, who refused to leave the dance floor even after the band stopped playing. The Village People's "YMCA" was the epilogue to a fun-filled evening in the Royal Castle. For a group of young and restless members who were just warming up, the evening continued with further clubbing in the city.... At the Members meeting on Saturday morning, conventional business matters were covered, including approval of the minutes from the Budapest conference and voting of the new candidates. All of the candidates requesting membership were voted in, including a candidate who from the prior conference had provoked animated debate among members.

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In the end, common sense prevailed, and as Socrates is cited to have pronounced in the fifth century B.C., "I am not an Athenian or a Corinthian, but a citizen of the world", just as IPG members proved themselves to be. We enjoyed a presentation by Johan Billiet on the location of our next conference, Brussels, and had a brief discussion on locations and dates of future conferences. The Accounts were reviewed and discussed, and Jens Langendorff presented us with the new (green) look of the IPG website, which will be rendered more interesting with representative pictures of our countries which we were asked to provide. The meeting continued with a presentation by Nicolas Musy informing members of the IPG China Discovery & Shanghai Expo trip planned for November 2013. We also were impressed by the statistics around a growing

middle class in China in the near future. Lastly, Federico Zardi of the Piemonte Agency for investment, export and tourism, described the different divisions within the Agency and how these could interrelate with IPG in creating investment contacts between our clients and Italian companies, ranging from firms in the city of Turin, the Piemonte region as well as from the entire "Bel Paese" country. In the afternoon, a relaxing guided sightseeing walk to the Old Town helped to remind us about historic events and topics people studied at school. Along the way, we encountered a pro-cannabis demonstration held by a loud crowd. It appears that we lost a number of IPG members for a while, but fortunately they showed up again when it was time to move on. Buses brought us to Wilanow, where we strolled through the English garden around the palace and

learned about lost and regained property throughout the tumultuous Communist period. Our Farewell Saturday dinner was held in the grounds of the Wilanow Palace, where traditional vodka shots were enjoyed by many. The smarter ones substituted water for the vodka, joining the hard core drinkers in a number of toasts. Throughout the evening, many of the guests participated in ambiguous Black Jack and Roulette games. We are happy to report that nobody lost their home, car or spouse. Upon saying our goodbyes, our hosts once again confounded us with yet another gift: a book on Poland to spark our interest in returning to this lovely country. Courage Johan, it's your turn now!

In bocca al lupo ! Lisa Rosen & Silvano, Spito Studio Spito & Associati



SPOUSE PROGRAM



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After an early start and catching my flight by a whisker, I managed to join the spouses program. We headed off on our first sightseeing tour in Warsaw on a bus, stopping first at the Palace of Culture and Science. This is the tallest building in Poland, the eighth tallest building in the European Union. From the top we got a very good view of the city.

Later we began our walking tour, starting in Krasiński Square. Situated in a corner of the square is the Warsaw Uprising Monument. We then went to Zamkowy Square and we made

a short deviation to see the local shops. We then went on to see the Royal Castle, the King Zygmunt III Column and the Old Town Square. As we walked along Krakowskie Przedmieście Street we were able to see the Mickiewicz Monument, the Presidential Palace and the entrance to the University of Warsaw.

After a short lunch break in the Sheraton Hotel we took a cab and headed off to Galeria Mokotów – a large shopping centre – what else could we do?

The next morning only two of us went to the spa. What an experience you all missed! It was super.

Many thanks to our hosts – we had a great time and I am looking forward to seeing you all at the next conference.

Angelika Backhausen

TENNIS TOURNAMENT



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It is my pleasure and honour to inform you about the IPG tennis tournament in Warsaw, Poland.

First and foremost I must admit that this was the best tournament yet; but then again, it always is.

The weather was unexpectedly wonderful, so we asked the organisation to change the court from inside to outside, where we played in the sun for five hours straight!

Luckily from the point of catering the organisation was most wonderful. All kinds of nice snacks and beverages were served court side. We enjoyed everything, varying from tea and sandwiches on the court, to a warm lunch and beers in the bar.

I would like to send out a special thank you for - and to - the professional tennis player that helped us out with everything. Not only did he keep track of the scores and filled out the score chart, he also participa-

ted in training between matches, teaching for example how to hit a perfect top spin forehand.

To be honest, the tips of the trainer worked out for me, as I lost my first match to Michael Scerri, but I was able to win the next two. Akos and Michel, as always, had the longest match of the day, (almost) ending in a tie break. I believe they still need to finish the match that they started together at the first IPG tennis tournament, three or four years ago. Michael became the overall winner at the end of a wonderful day of high level tennis by all the players, having lost none of his matches.

Instead of turning to the bar after three singles matches of one set each, we altogether topped the day off with a - or actually one-and-a-half - doubles match. Michael and Michel versus Akos and me. This was definitely the most fun, as everyone was competitive, but

in a very friendly way and with a team spirit.

I suggest to start off with the doubles next year. All IPG members are invited to join this tournament - which we jointly decided would better be called: "team building tennis event" or something alike - or to come and cheer us on. The level is good, but it is the fun that counts!

I hope to welcome you next time in Brussels, Belgium, on or next to the court, as I am sure the conference organiser will allow us to play tennis together once more and arrange even better conditions.

See you in Brussels, on behalf of the whole tennis tournament Warsaw 2012 players, Akos Menyhei, Michael Scerri, Michel Mall and

Jesse Hartgring

GOLF TOURNAMENT



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As usual some delegates came to Warsaw a day prior to the conference in order to participate at the IPG golf tournament held at the First Warsaw Golf and Country Club. Despite being built in 1991 in post-war Poland it is the oldest golf course in Poland. The Club is situated in Rajszew – 25km from Warsaw city center, in a scenic park area with many impressive trees, around a picturesque oxbow lake in the Vistula River.

Nonetheless the first impression of the golf course was a little intimidating because the reception area and the pro shop each were housed in containers better known from construction sites than from golf courses. Even the restaurant was situated in a tent usually used as weather protection for outdoor events. Eventually we were informed by the Manager that this is just a compromise. Unfortunately the clubhouse burned down recently and they have not started building the new one yet.

Not only were the long and narrow holes on an unfamiliar course using rental clubs a challenge for the ten participat-

ing players but also the fallen down leaves which sometimes made it hard or even impossible to find the golf balls. As in Budapest the greens were good and running true if the player was able to read the right line. Even with almost perfect weather for golf it took the player almost five hours to finish 18 holes.

Because William Finney (also known as Bill) got stuck in traffic he missed the coach to the golf course and had to take a taxi there. Anyhow - he came (late), he played (ok) and he won → again. After his victory in Prague Bill won the Warsaw IPG golf tournament with 34 Stableford points followed by runners up Jakob and Walter Hoetzl.

Duncan Stannett hit the longest drive on hole number 9. He had to take some abuse from Graham by announcing the drive was hardly longer than Beatrix Doppler's tee shot. Be that as it may, no other player was any longer and on the fairway as required for this contest.

There was also a nearest to the pin competition which was supposed to be on hole number

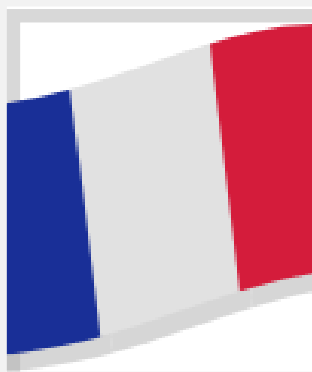
15. But since this was a par 4 impossible to reach with the tee shot, the first group chose hole 14 instead. Again it was Beatrix to write her name on the marker first and unlike the longest drive competition it remained on there to the end as no opponent was able to get closer to the pin than her 5 ft approach. Both Duncan and Beatrix were awarded a bottle of Champagne, the Austrian Golfers brought along just for this purpose.

Many pictures were taken which we hope to see on the website soon. Unfortunately not every highlight was captured like Friedhelm Gruber and Rafael Berdaguer trying to escape from more or less dried up lakes or Graham Wallace's hole 17 – a long par 5 – where he managed to hit a tree at every single shot all the way up to the green. Therefore he and his team mates were awarded with delicious sandwiches and cold beer delivered by the club staff.

We are all looking forward to the next tournament and more delegates joining us!

Jakob Hötzl





JOUANJAN & PARTNERS, (FRANCE)

Jouanjan & Partners is a French Firm of Tax Lawyers specialized in quality international tax advice. We service companies, trusts and wealthy individuals for tax advice & planning, tax litigation, corporate (re) structuring, mergers and acquisitions and individual tax planning. We also deal with complex international inheritance cases. We network with a firm of 9 French commercial lawyers to provide full legal services to our clients.

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MUSTAFA GURYEL LAW FIRM was established in year 2000 with Partnership of Advocate Mustafa Guryel, (practicing since 1965) and Advocate Gulboy Guryel and Advocate Harun Guryel. The Firm quickly grew to a boutique law firm with 3 Partner Lawyers and 6 Lawyers. The Vision and experience behind the Firm result in firm's lawyers to provide quick and satisfactory solutions to clients' needs. While our Litigators provide representation at all levels of courts in areas of law that clients need in their daily lives; our corporate, commercial and contract law specialists have been assisting Local and Foreign clients to establish their ventures on a strong foundations, followed by assisting them until they can continue on their own. The second office is established in Istanbul Turkey in 2011 with registered name "EGY consulting".

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ESTUDIO DR. RAUL DOLDÁN AMARELLI (URUGUAY)

Estudio Dr. Raúl Doldán Amarelli has been established in Uruguay since 1984, in the city of Montevideo, a strategic point in South America.

We are a firm of professionals providing services in the areas of tax planning, legal, notarial, accounting and auditing advice. The steady growth of our firm is mainly due to our clients' trust, forged by discretion, respect and confidentiality.

We have an important network of foreign correspondents and collaboration agreements with Local Firms, therefore allowing providing efficient services both at the national and international level. In compliance with national and international standards concerning professional levels of responsibility, our clients go through a Due Diligence report according to the regulations in force.

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Jaffa Simmons, PLLC is CPA firm located in Mesa, Arizona, USA. Jaffa Simmons assists clients with international, national and state and local tax planning and structuring. Jaffa Simmons can prepare all applicable US federal, state and local tax returns for corporations, S Corporations and partnerships. Jaffa Simmons can represent and assist clients with federal, state and local tax audits and correspondence with taxing authorities.

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The Ferner Hornung & Partners GmbH is located in the city of Salzburg. The civil law partnership was formed in 1994 and transformed into a limited liability company in 2001. It consists of six partners and fifteen employees. The Ferner Hornung & Partners GmbH is one of the biggest law firms in Salzburg focusing on civil law matters. It has long-standing relationships with many clients that it represents both in private and business matters. The firm is also specialised on the handling of international legal matters. All lawyers are authorized to represent clients in all Austrian courts. The law firm is operating supra-regionally all over Austria. The company stands out due to its partners that dispose of special knowledge in different fields of law.

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BELINA & PARTNERS (CZECH REPUBLIC)

Our law firm is a partial legal successor of Advokátní kancelář Kříž a Bělina s.r.o. (IPG member since 2008)

Our team is composed of 9 attorneys (3 partners, 3 attorneys and 3 junior attorneys). We provide legal services in all areas of Czech and EU law. We provide both long-term complete legal services (full legal services as the external legal departments of clients) and short-term legal services to Czech and foreign clients. Our clients are large Czech and global companies, medium enterprises, state authorities and also individuals.

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LEAD. LEGAL ADVICE DENMARK

LEAD is a strong team of Danish lawyers advising international companies on Danish law. The linguistic and cultural background of LEAD's experts enables us to advise clients in English, German, French, Italian, Spanish, Chinese and Russian with an in-depth insight and understanding of the clients' own (business) culture. Our main focus areas include: International trade law, Corporate and commercial law, Real estate, Employment law, Tax law (international and national) Transparent and straightforward pricing: We offer our clients packages at fixed rates. Our services include "One stop shop" for business establishments, Employment Law Packages, Global Mobility, Web check and Rent check.



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De Wolf & Partners is a business focused law firm, based in Belgium (**Brussels and Kortrijk**) but fostering a well-established and growing international activity. The law firm holds also offices in Luxembourg and Shanghai. Our core practice areas are corporate and commercial laws which are ideally backed by various practice areas used to work together as multidisciplinary teams to provide the **full-service capabilities** required. In addition, we are able to assist our German and Italian speaking clients in their native language in all legal matters. In the **Grand-Duchy of Luxembourg** our team advises companies in all their investment operations in Luxembourg. Our off-shore office in **Shanghai** allows us to offer stands at a crossroads of international law firms and local firm in China.



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“Oliveira Rego e Associados” is an auditing and consulting firm. We provide high quality services to our clients in auditing, accounting, tax returns, due diligence and general business consulting. In cooperation with our business partners we can also provide legal services. Our firm has been included in the List of Statutory Auditing Firms since our founding (1987) and on the List of Portuguese Securities and Exchange Commission since 1992. Our firm's partners, accountants and tax advisers maintain the firm's good reputation by professional development and compliance with relevant governing standards. The quality of our work is subject to periodic external evaluation by the official Portuguese Supervision Bodies. Our head office is located in the centre of Lisbon. For more information send us an email or visit our website. Thank you very much.

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TOTAL LEGAL SOLUTIONS (GREECE)

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Supported by an organized secretary desk, an extensive library and associates, practicing in the legal, technical and financial sector., “TLS” provides integrated services to clients from Greece and all its neighboring countries.

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Every four years, there are grand recurring events, such as the Olympic Games, the Paralympics, the football (soccer) world cup, etc. These events are fascinating and spectacular for spectators. All participants of these events have qualified themselves through specific qualifications. However, out of those many participants, only a few will win a medal, or respectively the title of being the best, and bring this achievement back home.

Please allow me now, to take a look back on the last four years (2009-2012) of IPG International Practice Group.

The year 2008 was leading the way for IPG. The members voted for a fusion with Picatrex Ltd., which was executed in autumn 2009. At this point in time we had about 65 members. In the autumn of 2009, a new strategic direction has been voted for, by the active participation of all members.

The new strategic direction meant to decrease the Management Committee in terms of personnel, as well as a change in name, the Management Committee was here from called the Board of Directors. In addition, members of fewer years of age motivated to become more involved in the Board of Directors.

In the following years a number of new members were welcomed to IPG, so that as of the end of October 2012, we count 98 members in total. The num-

ber of members always fluctuated, due to the memberships because of the needs of the business, a merger with a third-party, which was involved with other organisations, or other reasons.

In the last years, some long-standing companions and colleagues have passed away. Nevertheless, we have also found and gotten to know many new friends.

Next to the Board of Directors we now have the Ethics Committee, the Advisory Board, a Members Relationship Manager and still a lot to do, based on the variety of cultures among our members.

In the acquisition of new members we have made progress in terms of competence, performance and professionalism among others. The representatives of new members are now familiar and we have come to appreciate them in our community, also due to their qualitative and valuable work. Dear members, we are still striving to acquire new members together, to integrate them in our community, but who are also in accordance with our ideals.

In an economic point of view, the last years have been a little less successful and efficient than other periods in time. This trend, after having ever changing conditions in 2012, might continue and even worsen during 2013. This means that a continuously rising numbers of advisors will want to have a

piece of the cake, they may be successful or not, only time will tell. We – IPG – have tried during the last few years, with the help of an increase in the numbers of members, to achieve a strong positioning and are seeing a good chance in the market for all IPG members. However, we all have to be present for this event to occur, meaning active participation. A passive or negative attitude will not be beneficial when it comes to the challenges in the next years.

When taking a look at the next 4-year period, I expect little economic profits and in its stead I expect much middle standards and of course liquidations, bankruptcies, etc.

In my opinion, we will overcome these economic challenges successfully together and acquire new members, together. Your Chairman will not stand for a re-election in a missing yearly cycle or resign, but rather will step back at the right time, which might come as a surprise for some.

In the next two to three years, many things are left for us to do and therefore I invite you: “Let’s do it together”, I am certainly looking forward to it.

Thank you for your attention!

Friedhelm Gruber / Chairman

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Newsletter distribution

Finally, we would ask that you pass this newsletter on to all members of your firm who could usefully be aware of IPG. If you wish to supply the Secretariat with a general email address which acts as a distribution list for your firm then we would encourage you to do so. This way each firm can keep their internal distribution list up to date and the Secretariat can send newsletters, etc. to the widest possible number of people. If you have any questions please contact Ms. Aylin Redondo.

If you would like to contribute to the newsletter or if you have any comments, please feel free contacting us via the secretariat.

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