

ALB CHINA 2017 TOP 15 IN-HOUSE TEAMS

中国十五佳公司法务团队

ALB has always been paying attention to the role and influence of in-house teams across the legal profession, and has, over the years, presented its list of top in-house teams from all industries. The complexity of the work of these teams, and their innovative thinking, outstanding achievements and profound industry influence have earned them broad recognition and admiration.

After one month of information gathering and research, ALB is proud to present the ALB China 2017 Top 15 In-house Teams based on self-evaluation, law firm recommendation and ALB editorial resources.

ALB始终关注着法务团队在法律行业中的角色和影响，通过历年的评选，ALB向业界呈现了来自各行各业顶尖的法务团队。这些团队的工作复杂程度、创新思维、取得的卓越成绩以及对行业的影响力均受到了广泛的关注及认可。

我们通过一个月的信息收集和调研，通过公司申报、律所推荐、以及ALB采访的方式选举出了以下15支公司法务团队。



Top 15 In-house Teams 15佳公司法务团队	Legal Team size 法律团队人数	In-house Team Location 法务团队所在地
Legal Affairs Department of 3M China 3M中国有限公司法务团队	26	Shanghai 上海
Legal Department of Aluminum Corporation of China 中国铝业公司法律部	133	Beijing 北京
Legal and Intellectual Property Center of BGI Group 华大基因集团法务与知识产权中心	25	Shenzhen 深圳
Legal Department of China International Marine Containers (Group) Co. LTD. 中国国际海运集装箱(集团)股份有限公司法律事务部	60	Shenzhen 深圳
Legal Department of China Vanke Co., Ltd. 万科集团法务部	167	Shenzhen 深圳
Legal Department of CITIC Capital Holdings Limited 中信资本法律团队	11	Shanghai 上海\Beijing 北京\ Hong Kong 香港\ New York 纽约\Tokyo 东京
Legal Department of Daimler Greater China Ltd. (DGRC) 戴姆勒大中华区投资有限公司法务部	49	Beijing 北京
DBS Bank China Legal 星展银行中国法务团队	10	Shanghai 上海
Fosun Group Legal Department 复星集团法务部	29	Shanghai 上海
Legal Department of JD.COM 京东集团法务部	79	Beijing 北京
Legal Department of Meituan-Dianping 美团点评法务部	53	Beijing 北京\Shanghai 上海\ Shenzhen 深圳
Legal Department of Qualcomm (China) Holding Co. Ltd. 高通(中国)控股有限公司法律部	11	Beijing 北京\Shanghai 上海
Legal Department of S.F. Holding Co., Ltd. 顺丰控股股份有限公司法务部	187	Shenzhen 深圳
Legal Control Center of Sunac China Holdings Limited 融创中国控股有限公司法律管控中心	138	Beijing 北京
Legal & Compliance Department of Taikang Insurance Group Inc. 泰康保险集团股份有限公司法律合规部	12	Beijing 北京

METHODOLOGY

This November, ALB invited China-based enterprises' in-house teams to submit self-evaluation forms of their work and achievements in the past 12 months. Based on the received responses, the ALB research team then carefully selected the top 15 among them basis the following criteria:

- Involvement in and completion of significant transactions/projects; being a direct contributor to the company's growth or profit
- Arbitration/lawsuits won, and thus having saved the company from financial or reputational loss
- Innovative and in-depth involvement in the company's operations and promotion of compliance
- Efficiency and complexity of work based on the scale of the team
- Other accomplishments/activities (i.e. educational, pro bono, charitable, etc.)

ALB is proud to present the 2016 China Top 15 In-house Teams Ranking in alphabetical order.

评选方法

今年11月, ALB邀请了数百家在华企业的法务团队, 就过去一年来本团队的工作和成绩进行自评。根据收到的自评情况, ALB研究团队随后按照以下标准从中仔细甄选出十五佳团队:

- 参与及完成的重要交易/项目; 直接为公司的发展或利润做出贡献
- 赢得的仲裁/诉讼, 从而保护公司免遭财务或声誉损失
- 以创新方式深度参与公司运营, 促进合规水平提升
- 根据团队规模考察工作的多样性和复杂性
- 其他成绩(如在教育、公益法律服务、慈善事业等方面的成绩)

以下获奖名单按公司名称首字母顺序排列。

LEGAL AFFAIRS DEPARTMENT OF 3M CHINA

General Counsel: Erica Wang **Team members:** 26

3M entered China in 1984, and has since achieved sustained and robust business growth with the help of the comprehensive, professional and tailor-made legal support from its in-house team. 3M is committed to leveraging technology to optimize industry, society and life as a whole, and is active on the capital market as well. In the past year, 3M acquired Scott Safety, a safety device manufacturer, from Johnson Control, and Capital Safety, a fall-protection equipment manufacturer, from private equity firm KKR, further consolidating its strength in the field of work safety. Meanwhile, 3M sold its personal identification business to Gemalto. The in-house team provided in-depth legal support for these mergers and acquisitions, including post-acquisition integration. In addition, the in-house team also helps the company navigate areas such as intellectual property dispute resolution, brand protection and compliance system building, strives to boost the company's strategy implementation and business growth, and actively controls risk. Moreover, being an active participant in social welfare undertakings, 3M China's in-house team has partnered law firms to provide legal consulting services for more than 20 private enterprises in the past two years, and has made this program part of its regular work.



3M中国有限公司法务团队

总法律顾问: 王音 **法律团队人数:** 26人

3M公司自1984年进入中国，依靠法务团队全面、专业和贴切的法律支持，实现持续稳健的业务增长。3M致力于以科技优化工业、社会和生活，并活跃于资本市场。在过去的一年里，3M向江森自控（Johnson Control）收购安全装置生产企业Scott Safety，向私募股权公司KKR收购防坠落设备制造企业Capital Safety，进一步增强了3M在生产安全领域的优势。同年，3M剥离了个人身份识别业务出售予金雅拓（Gemalto）。法务团队为这些并购项目包括收购后整合提供了深入的法律支持。此外，法务团队在知识产权争议解决、品牌保护、合规体系建设等领域为公司保驾护航。3M中国法务团队努力助推公司战略和业务发展并积极控制风险。此外，法务团队积极奉献社会公益，与律师事务所合作于过去两年共向20多家社会企业提供法律咨询，并将这项活动常态化。

LEGAL DEPARTMENT OF ALUMINUM CORPORATION OF CHINA

General Counsel: Li Yihua **Team members:** 133

Since its establishment in 2009, the legal department of Aluminum Corporation of China has been organizing and promoting the development of rule of law in the company in an all-round manner by improving and perfecting legal and compliance rules and systems, and setting up a legal and compliance risk prevention and control mechanism which is based on ex ante prevention and interim control and supplemented by ex post risk disposal. The legal department has organized optimization and adjustment of the legal and compliance management and control system of the company, made efforts of reform and innovation, set up five regional legal centers and five sub-group legal affairs centers, and achieved full coverage of legal compliance across all levels of enterprises in the group by way of relatively-concentrated matrix-style management. By adopting a "professional legal managers" system, the legal department has built a team of highly-competent and professional legal advisers, with 11 team members at group headquarters going on to become corporate lawyers. The legal department has also helped improve the group's legal information technology ("IT") system, and constructed the legal contract IT system and the IT system for rules and regulations, utilizing systems to promote standardized and intensive legal management. With hard work, the legal department has achieved fruitful results in its work: completed 100% legal review of three major work; guided and handled a yearly average of over 500 cases of various disputes and risks; provided full legal support for an annual average of more than 90 major projects of listing, merger and acquisition, restructuring, reorganization, bankruptcy, etc.; and, undertaken a number of major foreign-related projects with global influence.

中国铝业公司法律部

总法律顾问: 李宜华 **法律团队人数:** 133人

自2009年法律部成立以来，全面组织推进法治中铝的建设，健全完善法律合规业务规章制度体系，建立以事前防范、事中控制为主，事后风险处置为辅的法律合规风险防控机制；组织优化调整公司法律合规管控体系，改革创新，设立了5个区域法律中心和5个子集团法律事务中心，通过相对集中和矩阵式管理，实现了法律合规业务在集团各级企业的全覆盖；推行“法律职业经理人”制度，建设了一支高素质、专业水平强的法律顾问队伍，总部团队共有11名成为公司律师；健全公司法律信息化系统，建设了公司法律合同信息化系统和规章制度信息化平台，促进法律管理规范化、系统化、集约化；法律业务开展卓有成效，全面实现三项法律审核100%，年均指导、办理各类案件纠纷和风险事项500余起，年均为上市、并购、改制、重组、破产等重大项目提供全程法律支撑90余件，承办了一批具有国际影响力的重大涉外项目。



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专访中伦律师事务所

Interview with Zhong Lun Law Firm

Q: 请介绍事务所的主要业务领域及发展历程?

A: 中伦律师事务所创立于1993年,是中国司法部最早批准设立的合伙制律师事务所之一,是中国规模最大的综合性律师事务所之一。执业领域覆盖资本市场/证券、房地产、私募股权与投资基金、公司/外商直接投资、收购兼并、银行与金融、诉讼仲裁、知识产权、建设工程与基础设施等28个领域,旨在为客户的商业活动提供全面的、一体化的法律支持。总部在北京,目前在全球16个城市设立了办公室,境内10个(北京、上海、深圳、广州、武汉、成都、重庆、青岛、杭州、南京),境外6个(东京、香港、伦敦、纽约、洛杉矶和旧金山)。

Q: 近年来,中伦完成了哪些重大的交易?

A: 从2013年至今,中伦的各类交易共获逾百个奖项,重大交易如:上海迪士尼项目、京东收购腾讯电商业务、分众私有化项目、阿里巴巴80亿美元债券融资、百度并购91无线、万科与黑石合资项目、中国铁路发展基金成立及首期资金募集项目、惠普与清华紫光的25亿美元合作项目、药明康德私有化项目、平安保险向澳大利亚电信购买汽车之家部分股权、中国银行(香港)熊猫债券发行、中信和凯雷收购麦当劳中国大陆和香港业务控股权项目、中建路桥引入重庆国信和四川石化两战略投资人开展四个高速公路项目、中国私募股权财团收购OmniVision Technologies、巴基斯坦塔尔煤田二号矿区开发项目、银团进行文思海辉私有化、去哪儿网在先注册域名不正当竞争纠纷案再审案件、北排污水处理和再生水利用特许经营项目等。

Q: 近年来,中伦荣获了哪些荣誉?

A: 从2013年至今,中伦凭借强劲的业务实力、出色的市场表现以及卓越的客户服务共获400多个奖项。中伦已多年蝉联《钱伯斯亚太》业务领域推荐最多、业务领域第一级别推荐最多和律师推荐最多的中国律师事务所,并分别在2017年和2015年被钱伯斯评为“年度中国律师事务所(争议解决)”和“年度中国律师事务所(公司与金融)”;在2017和2015年,中伦均获得《国际金融法律评论》“年度中国律师事务所”;此外,中伦已连续2年(2015-2016)获得《亚洲法律杂志》“中国最具影响力的10家律所之一”,且在2013-2014年及2016年获评“中国最佳雇主”,曾连续四度(2013-2016)蝉联《商法》“中国卓越综合实力律所”;去年9月,中伦一举揽获《中国法律商务》“中国年度律师事务所”和“年度公益项目中国律师事务所”等十个奖项,是所有参与评选律所中获奖数量最多的律所之一;今年11月,中伦16个业务领域和64名律师荣登The Legal 500 Asia Pacific 2018榜单,上榜的业务领域数量再获中国区第一。

Q: What are the firm's main practice areas and development history?

A: Founded in 1993, Zhong Lun Law Firm is one of the first batch of partnership law firms approved to be established by the Ministry of Justice and one of the largest full-service law firms in China. The firm practices in 28 areas, including capital markets/securities, real estate, private equity and venture capital, corporate/foreign direct investment, merger and acquisition, banking and finance, dispute resolution and intellectual property etc. Committed to providing comprehensive and integrated legal support for our clients' business activities, our firm, headquartered in Beijing, has offices in 16 cities around the world, with ten Mainland offices (Beijing, Shanghai, Shenzhen, Guangzhou, Wuhan, Chengdu, Chongqing, Qingdao, Hangzhou and Nanjing) and six overseas outfits (Tokyo, Hong Kong, London, New York, Los Angeles and San Francisco).

Q: What are some of Zhong Lun's major deals in recent years?

A: Since 2013, Zhong Lun has won more than 100 awards for various deals. Our major deals include the Shanghai Disney Resort project, JD's acquisition of Tencent's e-commerce business, Focus Media's privatization, Alibaba's US\$8 billion bond financing, Baidu's acquisition of 91 Wireless, Vanke and Blackstone's joint venture, establishment of China Railway Development Fund and its first phase of fund-raising, Hewlett-Packard and Unisplendour's US\$2.5 billion collaboration, WuXi AppTec's privatization, Ping An Insurance Group's acquisition of Autohome shares from Telstra Corp, Bank of China (Hong Kong)'s Panda bond issuance, CITIC & Carlyle's Acquisition of McD's China Mainland & Hong Kong Business, PowerChina Road Bridge Group's introduction of two strategic investors, namely Chongqing International Trust and Sichuan Petrochemical, to carry out four expressway projects, acquisition of OmniVision Technologies by a Chinese private equity consortium, the Thar II development project in Pakistan, Pactera's privatization by a syndicate, the retrial of unfair competition disputes over the preemptive domain name registration of qunar.com, and Beijing Drainage Group's sewage treatment and reclaimed water use concession project, to name a few.

Q: What are some of the honors Zhong Lun has won in recent years?

A: Since 2013, Zhong Lun has won more than 400 awards with its business strength, excellent market performance and outstanding client services. For many consecutive years, it is the Chinese law firm with the largest number of practice areas ranked by Chambers Asia Pacific, including the largest number of practice areas with Band 1 rankings, and the PRC law firm with the largest number of recommended lawyers. In 2017 and 2015, it was named "Dispute Resolution China PRC Law Firm of the Year" and "Corporate & Finance China PRC Law Firm of the Year" by Chambers. In 2017 and 2015, the firm was twice crowned PRC Law Firm of the Year by International Financial Law Review. For two years running (2015-2016), Zhong Lun was named by Asian Legal Business (ALB) as one of the Top 10 Law Firms in China and it was named by ALB as China Employer of Choice in 2013-2014 and 2016. For four consecutive years (2013-2016), Zhong Lun was also the Best Overall PRC Law Firm ranked by China Business Law Journal. In September last year, it won ten awards at the China Law & Practice Awards, including China Firm of the Year and Pro Bono Initiatives of the Year, making it one of the most decorated law firms among all participating firms. This November, 16 of Zhong Lun's practice areas and 64 of its lawyers were on The Legal 500 Asia Pacific 2018 ranking, with the number of practice areas that were on the list ranked first again in China.

LEGAL AND INTELLECTUAL PROPERTY CENTER OF BGI GROUP

General Counsel: Wei Wei **Team members:** 25

Since BGI Group set up its centralized legal and intellectual property center in 2015, the team has been providing a full range of legal and intellectual property support for BGI Group in the global expansion of its business, helping BGI Group design strategic global presence in gene organism, gene sequencer, national gene pool, medicine, regulatory compliance, agriculture, precision nutrition, the Internet, sports, education, health and many other sectors. In the past year, the team took the lead in handling a large number of litigation and arbitration cases for BGI Group across the world, with disputes over a wide range of business fields such as biology, medicine, agriculture, regulatory compliance, sports, education and precision nutrition, involving a cumulative amount of hundreds of millions in RMB; led the application for setting up a number of domestic and overseas private equity firms owned by BGI Group and issued private equity products, raising tens of billions in RMB; and, led the successful IPO of BGI Genomics Co., Ltd., a subsidiary under BGI Group, on the Growth Enterprise Market, and helped a number of subsidiaries to smoothly secure financing, raising billions of funds in RMB.



华大基因集团法务与知识产权中心

总法律顾问: 韦炜

法律团队人数: 25人

自2015年统一成立华大基因集团法务与知识产权中心以来, 法务与知识产权团队为华大基因集团业务全球扩张提供了全方位法律与知识产权服务支持, 协助华大基因集团实现基因生物、基因测序仪、国家基因库、医学、司法、农业、精准营养、互联网、运动、教育、健康等多个产业板块业务全球布局战略。在过去一年, 为华大基因集团主导处理了全球范围内多起诉讼、仲裁案件, 涉诉纠纷涉及生物、医学、农业、司法、运动、教育、精准营养等多个业务领域, 涉诉金额累积多达数亿元; 主导申请设立数个华大基因集团自己的海内外私募基金公司及发行私募基金产品, 募资规模达数百亿元; 主导华大基因集团旗下子公司深圳华大基因股份有限公司顺利实现创业板IPO, 多个子公司顺利实现融资, 融资规模达数十亿元。

LEGAL DEPARTMENT OF CHINA INTERNATIONAL MARINE CONTAINERS (GROUP) CO. LTD.

General Counsel: Wang Yu **Team members:** 60

The in-house team of China International Marine Containers (Group) Co. LTD ("CIMC") has over the years made outstanding achievements in its work: in 2012, the team assisted CIMC in successfully converting to H shares from B shares by way of introduction; in 2014, the team won the foreign-related lawsuit against Brazilian oil company Schahin, involving more than USD 200 million; and, during 2014 and 2015, the team succeeded in the anti-dumping and countervailing case brought by the US against its 53-foot containers. More recently in 2017, the team was responsible for CIMC's RMB one-billion acquisition of Nantong Pacific Ocean Engineering Co., Ltd. through a reorganization scheme, with CIMC SOE, the acquired entity renamed after acquisition, winning orders of over RMB one billion and on its way to become an important member enterprise for business synergy in CIMC's energy and chemical business segments. In the same year, the in-house team also assisted CIMC in successfully selling the entirety of its 78% stake in Shenzhen CIMC E-Commerce & Logistics Technology Co., Ltd., its innovative Internet incubation project, to Shenzhen Hive Box Technology Co., Ltd., realizing returns of approximately five times in three years, and contributing RMB 400 million to the group's annual net consolidated profit.

中国国际海运集装箱(集团)股份有限公司法律事务部

总法律顾问: 王宇 **法律团队人数:** 60人

2012年, 法务团队协助中集集团成功以介绍方式B股转H股; 2014年, 负责巴西石油公司Schahin 涉外诉讼胜诉, 涉案金额超过2亿美金; 2014-2015年, 负责53英尺集装箱美国双反调查案胜诉; 2017年, 负责中集集团通过重整计划收购南通太平洋海洋工程有限公司, 收购对价约10亿人民币。同时, 太平洋海工获超10亿元订单。该收购标的将成为中集集团旗下能化业务板块中重要业务协同成员企业; 2017年, 协助中集集团将其所持有的互联网创新孵化项目---深圳中集电商物流科技有限公司的78%股权全部出售给深圳市丰巢科技有限公司, 3年实现约5倍收益, 将增加集团年度合并净利润4亿元。





中倫
ZHONG LUN

立足中国 连接全球

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LEGAL SOLUTIONS
FOR CHINA BUSINESS

260+ 合伙人
1200+ 专业人员
190+ 全球联盟合作伙伴



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LEGAL DEPARTMENT OF CHINA VANKE CO., LTD.

General Counsel: Zhang Wei **Team members:** 167

The legal department of China Vanke Co., Ltd. has, in a textbook dispute over Vanke shares, tackled various challenges head-on, presented innovative solutions in a timely manner by comprehensively conducting analysis from legal, corporate governance, commercial and other perspectives, and taken effective measures in response, making outstanding contributions to Vanke's stable development and successful dispute resolution. In 2017, Vanke's in-house team gave full play to its risk prevention and control functions, helping the company grow by more than 40% year-on-year and exceed RMB 500 billion in sales revenue. In addition, the legal department also ventured out of its routine responsibilities to branch out into areas such as cross-border merger and acquisition, stressed assets acquisition and financing, and led the completion of a series of milestone projects, including the privatization of Global Logistic Properties Ltd., the acquisition of the asset packages of Guangxin Property, the establishment of a new ICBC Vanke restructuring fund, playing a pioneering role in improving Vanke's business ecosystem and opening up new channels for acquiring strategic resources.



万科集团法务部

总法律顾问: 张伟

法律团队人数: 167人

万科法务部在教科书式的万科股权之争中，面对各种挑战性问题，及时从法律、公司治理、商业等角度综合研判，提出创新性解决方案，采取富有成效的应对措施，为公司的稳定发展和事件的圆满解决做出了突出贡献。2017年，万科法务系统充分发挥风险防控功能，护航业务同比增长40%以上，销售额突破5000亿元。万科法务部还跨越职责边界，在跨境并购、压力资产获取、融资等领域开疆拓土，牵头完成了私有化普洛斯、收购广信资产包、新设工银万科转型基金等一系列里程碑项目，在完善万科业务生态圈、开辟战略资源获取新航道等方面发挥了先锋作用。

LEGAL DEPARTMENT OF CITIC CAPITAL HOLDINGS LIMITED

General Counsel: Yong Kai Wong **Team members:** 11

CITIC Capital's in-house team has taken an active part in and provided support to all the landmark transactions of the group since its establishment, such as investing in SF Express Co., Ltd., raising RMB 4.8 billion for the principal RMB platform of CITIC Capital, etc. In 2017, the in-house team is honored to assist in the group in clutching unprecedented deals, such as acquiring McDonald's business in Greater China, participating in the acquisition of CIBT, the world's leading travel visa and immigration service provider, acquiring Jissbon, the world famous condom maker, participating in the acquisition of Supercell, a leading overseas mobile game developer, issuing Bohai Huijin - CITIC Capital Yuefang ID-Mall Asset-backed Special Scheme, one of the first batch of quasi USD-denominated REITs, etc. In addition, the in-house team made continuous and active research and innovation, and explored and promoted new transaction opportunities from the legal perspective - focusing on the execution of transactions and the practical application of legal expertise.

中信资本法律团队

总法律顾问: 黄荣凯

法律团队人数: 11人

中信资本法律团队自成立以来一直积极参与及协助集团各项具有里程碑意义的交易如投资顺丰控股股份有限公司，为中信资本主要人民币平台募资48亿元人民币等。2017年，法律团队非常庆幸能协助集团创下前所未有的交易记录，如收购麦当劳大中华区的业务，参与收购全球领先的旅行签证和移民服务提供商——CIBT，收购全球著名安全套生产商杰士邦，参与收购海外手机游戏领导者——Supercell，发行在国内首单之一的美元基金“类REITs”——“渤海汇金-中信资本悦方ID-Mall资产支持专项计划”等。此外，法律团队在不断地积极研究与创新，从法律层面、探讨和推动新的交易机会——着眼于交易的执行和法律专业技能的实际应用。



vanke 万科

Open up a new frontier for legal work 调结构，弥短板，开拓法务新边疆

VANKE GC ZHANG WEI SHARES HIS INSIGHTS ON HOW TO DEVELOP IN-HOUSE LEGAL DEPARTMENTS BY STRATEGICALLY DISTRIBUTE RESOURCES

万科集团总法律顾问张伟先生分享公司法务部门的资源配置与工作拓展



Wei Zhang, General Counsel, China Vanke Co., Ltd.
张伟 万科集团法务部总经理

Vanke's anti-takeover dispute has been a lengthy process. Mr. Zhang Wei, the general counsel of Vanke Group, shared his experiences and opinions on the development of corporate legal departments.

ALB: What is the main role of the legal department in Vanke's anti-takeover and what are the major challenges for you therein?

Zhang Wei: The anti-takeover lasted nearly two years. It involved issues such as business ethics, trading, corporate governance, acquisition, torts and the like.

Our work in the event varied from creating legal solutions to taking legal actions. Vanke legal department is a great contributor to the happy ending of the event.

Our major challenges in the case were shortage of legal talents and insufficient experience in capital market, both of which had been timely solved through team restructuring, talent hiring and outside counseling.

ALB: How does the legal department cope with Vanke's fast growth and its expansion to more service areas?

Zhang Wei: First, team restructuring. We turned previous centralized structure into a 3-layered one, i.e. HQ Legal, BU Legal and City legal team. In this way, local legal needs are timely, effectively and considerably satisfied by BU Legal.

Second, decentralization in talent allocation. For example, unlike we did before, we now have legal experts in old-town-reconstruction based in certain frontier cities to better exposed to high profile projects while still serving other sister cities.

Third, infrastructure building. In 2017, we introduced a new legal IT system, updated all internal legal guidance and drafted hundreds of template contracts, covering investment, financing, EPC, building decoration, sales and so on.

Finally, training. In ways of video conference and meeting, we make sure that all members on our legal team are continually trained in business, knowledge, skills and experience.

ALB: What is your perspective on the development of in-house legal departments?

Zhang Wei: In house counsels would better continually push to build settlements in new territories rather than limit its work to traditional job scope. On one hand, we shall actively follow legislative process and actively get involved in legislation.

For example, we successfully obtained a favorable verdict on an inappropriate statute regarding property service in a Mainland city recently, which consequently led to fundamental changes in the rules by the competent authority. This is a very good example of how in house counsels can push forward the improvement of regulations.

On the other hand, in house counsels may also take leading positions and create additional value in front-line mergers and acquisitions, especially cross-border acquisitions and acquisitions of stressed assets, by taking advantage of their specialties such as language skills, exposure to multi-culture and negotiation experience.

万科股权之争是一场大规模的公司并购与反并购攻防战。万科集团总法律顾问张伟先生与ALB分享了他在相关工作中的经验和对公司法务部门发展的看法。

ALB: 法务在解决万科股权之争过程中的作用和挑战?

张伟: 整个事件历时两年，过程跌宕起伏，涉及商业伦理、证券交易、公司治理、上市公司收购、重大重组、侵权等议题，其过程之曲折，所涉问题之复杂，足以载入法学院的经典案例。在万科股权事件中，相关各方在法律框架内展开博弈，万科法务部主要负责提出解决方案并采取得力的落实措施。

在此过程，最初的挑战主要来自于人才储备不足和资本市场经验欠缺。好在过程中我们及时调整了团队的人才结构，引入了得力干将，并大量借力外部专业法律机构，为事件的妥善解决和万科的稳定发展做出了不可替代的贡献。

ALB: 如何满足万科主营业务高速增长和向城市配套服务商战略转型对法务公司提出的双重需求?

张伟: 万科正在由地产开发单一业态到多业态（物业、商业、物流、公寓、养老、教育、度假、酒店等领域）的转型，在此过程中业务规模也高速增长，对法务工作提出了很高的要求。

为适应集团的转型，我们首先对法务系统进行了组织架构，法务团队和工作职责由原来的“总线-城市公司”结构调整成为“集团总部-事业部-城市公司”三级架构。事业部法务组织的建立和加强，使得以前大量由总部处理的工作下放到相关的事业部，由其就近为城市公司提供更及时、高效、体贴的支援。

其次，我们将人才的配置方式由原来的集中式配置改为分布式配置。比如，有关旧城改造方面得力干将配置在佛山、东莞等此类项目较多的城市，在所在城市获得大量提高进阶机会的同时，还可以支援兄弟城市公司。我们还打算在武汉建立法务共享中心，对全国性的基础性法律事务提供后援支持。

再次，加强基础设施建设。今年我们上线了法务IT平台；完成了核心业务相关法律事务工作（如投资、工程、销售、广告等）指引的补充和更新；同时起草整理了首期几百份合同范本，范围涵盖投资、融资、总包、装修、销售等业务中常用的合同文件。

最后，我们还加大了培训力度，通过每月的视频会、现场会等对全体法务人员进行频密的业务、知识、技能培训和最佳实践分享。

ALB: 公司法务工作边界的发展趋势及应对?

张伟: 公司法务不应画地为牢，而应主动开拓新的工作边界。一方面，应主动跟进新法新规，参与立法研究，推动行业法例向良法发展。比如，今年我们通过诉讼的手段，获得了对某市物业方面不合理规定的有利判决，最终推动促成了对这个法规的修订。另一方面，还可以结合自身专长，在并购（尤其是跨境并购）和压力资产获取等法务具备专业优势的领域走向业务前端，领导牵头相关工作，创造增量价值。

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LEGAL DEPARTMENT OF DAIMLER GREATER CHINA LTD. (DGRC)

General Counsel: Matthew Kendrick **Team members:** 49

The legal department of Daimler Greater China Ltd. (DGRC, formerly known as Daimler North-east Asia Investment Co., Ltd.) was established in Beijing in 2005. Under the leadership of General Counsel Matthew Kendrick, the in-house team participated in the establishment of Beijing Mercedes-Benz Sales and Service Co., Ltd., a joint venture between DGRC and BAIC Group, and the establishment of Beijing Foton Daimler Automotive Co., Ltd., the first joint venture between DGRC and Foton Motors in China. The legal department also made outstanding achievements this year alone: participated in the establishment of Mercedes-Benz Parts Manufacturing & Services Ltd., Daimler's first remanufacturing facility in Asia; participated in and completed the establishment of the largest Mercedes-Benz Research and Development Center in Asia; fully completed legal and compliance integration for various companies of Daimler's brand sedan (Mercedes-Benz) and trucks and passenger buses; and, provided professional legal support and safeguards for the preparations of Daimler's start-up incubator projects, innovative projects, and corporate merger and acquisition projects.



戴姆勒大中华区投资有限公司法务部

总法律顾问: 孔孟实

法律团队人数: 49人

戴姆勒大中华区投资有限公司法务部于2005年在北京成立（前身为戴姆勒东北亚投资有限公司）。该法务团队在总法务顾问Mr. Matthew Kendrick/孔孟实先生领导下，参与并设立戴姆勒与北汽集团在北京的合资公司“北京梅赛德斯-奔驰销售服务有限公司”；参与并设立戴姆勒与福田汽车在中国的首个合资公司“北京福田戴姆勒汽车有限公司”。在今年，戴姆勒法务部参与并设立戴姆勒在亚洲的首个再制造工厂“梅赛德斯-奔驰零部件制造服务有限公司”；参与并设立完成亚洲最大的“梅赛德斯-奔驰研发中心”；全面完成成为戴姆勒旗下品牌轿车（梅赛德斯-奔驰）及卡客车各个公司法律合规业务整合；为戴姆勒创业公司孵化器项目、创新项目以及企业并购项目等的筹建提供了专业的法律支持和保障。

DBS BANK CHINA LEGAL

General Counsel: Janet Lin **Team members:** 10

Since 2006, DBS China's in-house team has been providing comprehensive legal support for the bank's operations in China, such as DBS China's strategic cooperation with the Postal Savings Bank of China from 2014 to 2015, and the launch of DBS's wealth management platform "iWealth" on mobile applications such as WeChat. This year, DBS acquired the wealth management and retail banking business of Australia and New Zealand Banking Group Limited. in five markets, including Singapore, China (including the Mainland, Hong Kong and Taiwan) and Indonesia, with the in-house team providing full legal support for the smooth progress of this acquisition in Mainland China. At the same time, the in-house team also won the lawsuit of trademark infringement.

星展银行中国法务团队

总法律顾问: 林琚

法律团队人数: 10人

自2006年以来，星展银行中国法务团队为其在中国的业务开展提供了全面的法律支持，如2014年至2015年间同中国邮政储蓄银行的战略合作；将星展银行投入开发的财富管理平台“iWealth”拓展到手机应用如微信平台等。今年，星展银行收购了澳新银行在新加坡、中国（包括内地、香港和台湾）以及印度尼西亚五个市场的财富管理与零售银行业务，法务团队为该交易在中国大陆的顺利进行提供了充分的法律支持。同时法务团队在商标侵权诉讼中获得胜诉。





FOSUN GROUP LEGAL DEPARTMENT

General Counsel: Guo Xiaozhou

Team members: 29

osun Group's in-house team is a team of energetic and passionate legal professionals who are committed to serving the rapidly-growing group. In 2017, the legal department coordinated with business units worldwide to complete a number of major and complex international and domestic transactions, including the acquisition of Koller Beteiligungs, a German lightweight automotive specialist, a deal that demanded complex negotiations and the completion of numerous documents in a short period of time, with the in-house team also leading the complicated German regulatory approval process in the later stages of the transaction.

复星集团法务部

总法律顾问: 郭小舟 **法律团队人数:** 29人

作为一支充满活力、热情的专业法务团队，一直致力于为快速成长的投资集团复星集团服务。2017年，复星集团法务部在世界范围内协同业务部门完成多个复杂的国际及国内重大交易，包括完成对德国汽车行业轻量化专家 Koller Beteiligungs的收购。该交易在短时间之内要求进行繁复的谈判和完成众多的文件，法务团队同时在交易后期主导了复杂的德国监管审批过程。



LEGAL DEPARTMENT OF JD.COM

General Counsel: Long Yu **Team members:** 79

JD.COM's legal department constantly explores emerging areas jointly with business units, puts forward practicable legal solutions, promptly guards against risks, and provides all-round support for business decision-making. Its achievements include: completed the spin-off of JD Finance as an important participant, established a joint venture in Thailand with Thailand's Central Group, invested in Farfetch, a British e-commerce platform for luxurious items, participated in the mixed-ownership reform of China Unicom, etc.; actively helped under-developed regions to overcome poverty and grow income, and pushed for the development of precise and innovative poverty alleviation projects by participating in scenario analysis and system assessment, drafting and negotiating agreements, etc.; and, provided assistance in negotiation, consultation, the conclusion of strategic agreements, etc. to facilitate the implementation of JD Group's smart logistics strategy. At the same time, the legal department continues to promote the information technology ("IT") development of its legal systems, adopting electronic signing of contracts which is of equal effect as signing hardcopies on the basis of electronic agreements and by leveraging authoritative third-party CA electronic certification. Against the board picture of "technology leadership", "empowerment and opening-up" and "customer orientation", the legal department has made long-term plans for developing IT application in legal work, training legal talents who are digital savvy, extending the influence of legal work over the entire business ecosystem and constructing platforms to provide legal services, and helped JD Group its continuous innovation initiatives in 2017.



京东集团法务部

总法律顾问: 隆雨

法律团队人数: 79人

京东集团法务部不断与业务共同探索新兴领域，提出可行性法律意见，及时防范风险，为业务决策提供全方位支持。在此期间，京东集团法务部作为重要的参与方完成了京东金融分拆项目、与泰国尚泰集团在泰国成立合资公司项目、投资英国奢侈品电商Farfetch项目、联通混改项目等；为帮助贫困地区实现脱贫增收，推动精准扶贫、精准脱贫、创新扶贫工作的发展，京东集团法务部通过参与项目场景梳理及系统评估、协议起草和洽谈，积极协同项目的发展；为实现京东集团智慧物流战略落地，京东集团法务部协助谈判、协商、签署落地战略合作协议等。同时，京东集团法务部持续推进法务系统信息化建设，在电子协议的基础上，依据权威第三方CA电子认证，开展了与纸质合同具有同等效力的电子签合同项目。在公司“技术引领”、“赋能开放”以及“客户导向”的背景下，京东集团法务部围绕法务工作信息化、法务人才智慧化、法务影响生态化和法务服务平台化进行长远布局，并在2017年助力京东集团不断创新。



LEGAL DEPARTMENT OF MEITUAN-DIANPING

General Counsel: Song Zhe

Team members: 53

Since its establishment in 2006, the legal department of Meituan-Dianping has been providing professional and comprehensive legal support for the merger of Meituan and Dianping, the spin-off of Maoyan Movie, etc. Incorporating innovative thinking into legal support, it has enhanced the company's operational efficiency by introducing electronic contract signing and other innovative means. In addition, the legal department has effectively and swiftly dealt with adverse or unexpected events, and safeguarded the company's rights and interests by litigation and other means. It has also quickly built a patent team and determined patent strategies in the company's intellectual property work. This year alone, the legal department has provided the company with vital legal support and strong protection in securing USD four billion of Series-C financing, acquiring payment licenses and making a number of outbound investments, winning the unfair competition lawsuit against Baidu, confirming the legitimacy and feasibility of the new employment model through judicial judgments and arbitral awards, winning cases against self-media, etc.

美团点评法务部

总法律顾问: 宋哲 **法律团队人数:** 53人

美团点评法务部自2006年成立以来,在美团网和大众点评网合并、猫眼电影分析等方面,为公司提供了专业的、全方位的法律支持。法务部还将创新思维融入于法务支持中,通过引进电子签章签约等方式,提升公司的运营效率。此外,法务部高效迅速地应对不利或突发事件并通过诉讼等方式维护了公司权益。在公司知识产权工作中,也迅速建立起专利团队和确定专利策略。今年,法务部在美团点评40亿美元C轮融资、收购支付牌照及多项对外投资、与百度不正当竞争案胜诉、通过司法判决及仲裁裁决确认新型用工模式的合法性和可操作性、打击自媒体的案件胜诉中均为公司提供了重要的法律支持及强有力的保障。



LEGAL DEPARTMENT OF QUALCOMM (CHINA) HOLDING CO. LTD.

General Counsel: Zhao Bin **Team members:** 11

The legal department of Qualcomm (China) Holding Co. Ltd. has, over the years, gradually established and beefed up the in-house teams in Beijing, Shanghai and Shenzhen, and developed a complete set of legal and compliance systems, ensuring legal review of all of the company's daily business activities and major economic activities. In the past year, the in-house team provided strong support and systematic safeguards for the company's business development. For example, it provided legal support for the Mainland aspects of the global transaction of a USD three-billion joint venture for RF front-end products between Qualcomm's headquarters and TDK in Japan; provided legal support for Qualcomm's overseas affiliated enterprises to set up a USD 150-million wholly foreign-owned enterprise in the Shanghai Waigaoqiao Free Trade Zone, and helped them navigate the examination and approval for investment project establishment, environmental impact assessment, foreign investment, customs, etc. to achieve smooth operation; and, provided legal services for the establishment of Guizhou Huaxintong Semiconductor Technologies Co., Ltd., a chip research, development and design joint venture between Qualcomm's headquarters and a State-owned enterprise of Guizhou Province.

高通(中国)控股有限公司法律部

总法律顾问: 赵斌

法律团队人数: 11人

高通(中国)控股有限公司法务团队逐步建立和完善了北京、上海、深圳三地的法律工作团队,打造了一套完整的法律合规体系,实现了公司日常业务行为及重大经济活动的法律审核全覆盖。在过去的一年里,法务团队为公司业务的开展提供了强有力的支持和系统化的保障。如在总部与日本TDK公司共同投资30亿美元设立射频前端产品合资企业这一全球交易当中,就中国境内部分提供法律支持;为海外关联企业在上海外高桥保税区投资1.5亿美元设立独资企业提供法律支持,帮助其完成投资立项、环境评估、外资、海关等各项审批,顺利投产;为总部与贵州省属国企合资成立服务器芯片研发和设计企业——贵州华芯通半导体技术有限公司提供法律服务等。





Qualcomm is the world leader in 3G, 4G and next-generation wireless technologies, and innovations driving mobile and adjacent industries forward. For more than 30 years, **Qualcomm**'s technologies powered the smartphone revolution and connected billions of people. We pioneered 3G and 4G – and now we are leading the way to 5G and a new era of intelligent, connected devices. Our products are revolutionizing industries, including automotive, computing, IoT, healthcare and data center, and are allowing millions of devices to connect with each other in ways never before imagined.

Founded in 1985, the company's headquarters are located in San Diego, California, United States, and **Qualcomm** has more than 30,000 employees worldwide. **Qualcomm** is a "FORTUNE 500 Company" and has been listed among Financial Times' list of "Most Valuable Global 500 Companies" since 2000. In 2016, **Qualcomm** was honored with the "Most Admired Company" award at the award ceremony, co-hosted by The Economic Observer and Peking University. This authoritative prize measures the operations, technological innovation, social responsibility and reputation of a company.

Qualcomm entered the Chinese market in 1990s and has been cultivated in this market for over 20 years. Currently, **Qualcomm** has established multiple subsidiaries located in Beijing, Shanghai, Shenzhen and Xi'an. Two R&D centers have been established in Beijing and Shanghai, and **Qualcomm** also set up an Innovation Center in Shenzhen. In 2016, **Qualcomm** established **Qualcomm (China) Holding Co. Ltd.**, which is located in Gui'an New Area, Guizhou and serves as a vehicle for future investments in China. With the strategy of "Rooted in China, Share wisdom, Enable Innovation", the company has always been committed to supporting Chinese operators, device manufacturers and application developers as China evolves through the next generation of wireless technology.

Qualcomm is also committed to contributing towards the long-term, sustainable development of under-developed areas through its advanced, wireless technologies. As part of its global "Wireless Reach" program in China, since 2006, **Qualcomm** has partnered with Chinese operators and NGOs to implement projects focusing on healthcare, education and entrepreneurship, bridging the digital divide between cities and rural areas, and improving living conditions of under-developed areas. In 2016, "Wireless Reach" celebrated its tenth anniversary in China. For the last decade, "Wireless Reach" program has cooperated with over 50 domestic partners, conducting 15 programs covering 22 provinces and cities, directly or non-directly benefiting nearly one million people.

In all these years, the China legal team of **Qualcomm** has been using its professional knowledge to provide strong legal supports to the company's development in China, covering areas like external investment, M&A, IP, anti-monopoly, dispute resolution, etc. The team has members in Beijing, Shanghai and Shenzhen, working seamlessly and tirelessly in support of local offices.

Qualcomm是全球3G、4G与下一代无线技术的领军企业，也是移动行业与相邻行业重要的创新推动者。30多年来，**Qualcomm**的技术驱动了智能手机的变革，将数十亿人连接起来。我们在3G和4G当中作出了开创性的贡献，现在正在引领5G之路，迈向智能终端的新时代。我们的产品正在变革汽车、计算、物联网、健康医疗、数据中心等行业，并支持数以百万计的终端以从未想象的方式相互连接。

Qualcomm创立于1985年，总部设于美国加利福尼亚州圣迭戈市，30,000多名员工遍布全球。**Qualcomm**是“财富500强”公司，并且自2000年起连续被《金融时报》评为“全球最有价值500强企业”之一。2016年，**Qualcomm**中国荣获“中国最受尊敬企业”称号，该项评选由《经济观察报》和北京大学联合主办，是体现企业运营、技术创新、社会责任及美誉度等多维度实力的权威奖项。

Qualcomm在九十年代进入中国市场，迄今已经二十余载，先后在北京、上海、深圳和西安开设了多家子公司，在北京和上海设立了研发中心，并在深圳设立其全球首个创新中心。2016年，**Qualcomm**又成立了高通（中国）控股有限公司，该公司落户贵州贵安新区，成为**Qualcomm**未来在中国投资的载体。秉承“植根中国，分享智慧，成就创新”的理念，**Qualcomm**致力于在中国向下一代无线技术演进的过程中，为中国的运营商、制造商和开发商合作伙伴提供全力支持。

Qualcomm还致力于利用先进的无线技术，为欠发达地区的长期和可持续性发展做出积极贡献。作为**Qualcomm**“无线关爱”全球计划的一部分，从2006年起，**Qualcomm**和中国运营商以及非营利组织携手，开展的项目涉及扶持创新创业、辅助公共安全、改善医疗服务、丰富教学体验和推动环境可持续发展等多个方面。2016年，“无线关爱”计划迎来进入中国第10年。在这十年中，无线关爱计划与超过50家合作伙伴通力合作，项目覆盖22个省市，开展项目总数达15个，直接或间接惠及近百万民众。

Qualcomm中国法务团队，多年以来以其专业知识和严谨态度，在投资并购、知识产权、反垄断、争议解决、综合法律支持等方面为公司提供有力的法律支持。**Qualcomm**中国法务团队目前分布于北京、上海、深圳等地，与当地的**Qualcomm**办公室无缝对接，全职工作。

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及Qualcomm骁龙微信(微信号：SnapdragonWeChat)



LEGAL DEPARTMENT OF S.F. HOLDING CO., LTD.

General Counsel: Sun Xun

Team members: 187

During SF's backdoor listing in 2017, SF's in-house team participated in feasibility study, planning and implementation throughout the project, providing solid legal support for SF's successful listing. For SF, becoming a listed company means that it now faces new challenges and higher regulatory requirements, and needs to continue forging ahead under public scrutiny. The in-house team, sticking to the innovative concept of "technology + for legal work", has taken the initiative to adjust its work priorities, achieved electronic handling of legal work and enhanced the use and analysis of big data: 1. Intellectual property: the team made outstanding achievements in terms of the layout of intangible assets, ranking SF No. 2 among global express delivery service providers in the number of intellectual property rights held; 2. Capital markets: the team supported and facilitated the completion of several large and complex transactions, including a new round of financing for Hive Box, a joint venture with UPS, backdoor listing that raised approximately RMB 7.8 billion in supporting funds, issuance of corporate bonds of not more than RMB two billion, etc.; and, it continues to assist SF to explore new businesses and areas, such as drones, themed instant lottery, automatic shelves, etc.; 3. Risk control and compliance: the team created the Group Risk Management System, set up the Electronic Contract Signing System and the Data Privacy Protection System, and reinforced the legal support systems in the 19 overseas countries and regions where SF has presence.

顺丰控股股份有限公司法务部

总法律顾问：孙逊 法律团队人数：187人

在顺丰2017年借壳上市过程中，顺丰法务团队全程参与了项目的论证、筹划和实施，为顺丰成功上市提供了坚实的法务支持。对于顺丰，上市意味着面对新的挑战 and 更高的监管要求，顺丰需要在公众的审视下继续披荆斩棘、开拓前行。顺丰法务团队秉承着“法务科技+”的创新理念，主动调整工作导向，实现法务工作电子化和增强大数据运用和分析：1. 知识产权领域：在无形资产布局上取得卓越成就，知识产权持有量在全球快递企业中排名第二；2. 资本市场领域：支持和促成了数项大型及复杂的交易完成，其中包括丰巢的新一轮融资、与UPS设立合资公司、借壳上市配套融资约78亿元、发行规模不超过20亿元的公司债券等，同时也不断助力顺丰在新业务、新领域的拓展，例如无人机、主题即开彩票、无人货架等；3. 风控合规领域：开创“集团风险管理系统”、搭建“电子签约系统”和“数据隐私保护体系”、完善集团海外19个国家和地区的法律支撑体系。



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Brian Sun, General Counsel
孙逊 总法律顾问

The past and future of S.F. Holding Co., Ltd.'s legal team

顺丰法务团队的成长与展望

COMBINING TRADITION WITH INNOVATION

在传承中创新



S.F. Holding Co., Ltd.'s in-house legal team of 187, led by General Counsel Brian Sun, is actively providing all-round legal services to the different business units of the group.

These legal teams are spread out in offices located in 15 major cities such as Shenzhen, Beijing, Shanghai, Hong Kong and Singapore. SF's legal department has grown alongside the diversification of the group's business. SF started to source legal professionals not only from the traditional logistics industry, but also from areas such as merger and acquisition (M&A), restructuring and financing, and risk management.

The legal department of SF has a flattened structure of six sub-groups, covering five major segments- intellectual property (IP), compliance and risk control, M&A, daily legal support for business and confidential information management.

The team's achievements are mainly in the fields of IP, capital markets and corporate risk management. For example, in terms of intangible assets, SF holds the second largest number of IPs among global express delivery companies. The legal team

also supported and contributed to the completion of several large and complex transactions, including Hive Box's new round of financing, joint ventures with UPS and the financing related to the group's back-door listing. In terms of risk management, SF's "Corporate Risk Management System", "Electronic Signing System" and "Data Privacy Protection System" have improved the legal support system of the group in 19 countries and regions to ensure that the internal control system can reduce the risks the group faces.

"By using our mobile RMS application, every one of SF's one hundred thousand plus employees can report an emergency and become a crucial part of the risk control system. This is also a manifestation of our innovative concept of 'legal technology+,'" said Mr. Brian Sun.

"The legal issues our company deals with every day are very complicated and broad. We can should keep improving our traditional legal work while seeking innovation," Mr. Sun said at the end of the interview. "Therefore, what we are pursuing here is a legal team that is both 'traditional' and 'innovative' to achieve the goal of realizing an efficient 'sharing legal system' in the group by combining the traditional work with digitalization and the use of big data."

这支由总法律顾问孙逊先生领导的187人法务团队秉承法律专业精神，积极为业务部门提供全方位、多类型的法律服务。

顺丰法务团队人员遍布深圳、北京、上海、香港、新加坡等全球15个城市。随着公司业务多元化，顺丰法务团队秉承着“法律科技+”的理念提供法务支持，人才梯队的专业范围更是从传统物流扩展至收购兼并、重组融资、风控合规等方面。

通过扁平化的分组设计，顺丰法务团队的各小组负责五大业务模块：知识产权、风控合规、投资并购、日常法务支持以及机要管理。

顺丰法务团队在知识产权、资本市场、风险管理方面都取得了一定的成果。知识产权方面：在无形资产的布局上，顺丰知识产权持有量在全球快递企业中排名第二；资本市场方面：法务团队支持并促成了数项大型复杂交易完成，例如丰巢新一轮融资、与UPS设立合资公司、借壳上市配套融资等；风险管理方面：风险管理系统、电子签约系统、数据隐私保护体系的搭建，完善了顺丰海外19个国家和地区的法律支撑体系，提高了公司风险控制能力。

另外孙逊先生还特别介绍了顺丰风控管理工具“风控APP”，“通过风控App，十几万顺丰员工都可以随时报告突发事件，成为风险控制体系的重要成员。这也是我们秉承‘法律科技+’理念的具体表现。”

访谈最后，孙逊先生总结道：“公司涉及的法律事务纷繁复杂、体系庞大，我们既要夯实基本法务工作，更要不断创新向前。所以我们追求的是打造在传承中创新的法务团队，目标是让传统法务工作与电子化和大数据运用紧密结合，最终实现高效的‘共享经济型’的法务机制。”





LEGAL CONTROL CENTER OF SUNAC CHINA HOLDINGS LIMITED

General Counsel: Xue Wen (Executive President), Wang Liming (General Manager of the Legal Control Center) **Team members:** 138

In 2017, the in-house team of Sunac China Holdings Limited provided comprehensive legal support for hundreds of mergers and acquisitions ("M&A"), with a number of them, such as the Wanda Project, the LeTV Project, the Xingyao Wuzhou Project, the Dalian Wonder Project, the Lianjia Project, the Huacheng Fuli Project and the Singapore-Sichuan Project, receiving extensive attention both inside and outside the industry due to their huge transaction value and complex transaction structures. Meanwhile, the in-house team worked with business units and domestic and overseas intermediaries to successfully complete two tranches of bond issuance overseas, optimizing the company's debt structure; partnered financial institutions to complete the structure design of the M&A loans for the asset packages of Raycom Real Estate, the arrangement of guarantee measures and the finalization of agreement documents; and, leveraged past financing experience, and cooperated with business units, to perform compliance study and research of the issuance of bonds on the Beijing Financial Assets Exchange to raise funds, and supported the company in successfully completing this bond issuance.



融创中国控股有限公司法律管控中心


总法律顾问: 薛雯 (执行总裁)、王黎明 (法律管控中心总经理)

法律团队人数: 138人

2017年,融创中国法务团队为上百起并购项目提供了全面的法律支持,其中多个项目,如万达项目、乐视项目、星耀五洲项目、大连润德项目、链家项目、华城富丽项目、新川项目因交易金额巨大、交易结构复杂等原因受到行业内外的广泛关注;同时,融创中国法务团队与业务部门、境内外中介机构合作完成境外两组债券的顺利发行,优化了公司的债务组成;与金融机构一起完成了融科资产包并购贷交易结构的设计、担保措施的安排、协议文件的确定等工作;结合过往的融资经验,与业务部门进行北金所债券融资发行的合规性研究和论证,支持公司顺利完成本次债券发行的工作等。

LEGAL & COMPLIANCE DEPARTMENT OF TAIKANG INSURANCE GROUP INC.

General Counsel: Jin Yi **Team members:** 12

The in-house team of Taikang Insurance Group Inc. is the first to advocate the concept of intellectual property ("IP") protection in the domestic insurance industry. It established an IP honor system in Taikang Group in 2015 to proactively advocate the IP policies of the State and the group. In the past year, the in-house team provided comprehensive legal support for all stages of the group's restructuring and transformation, including but not limited to providing professional legal assessment for feasibility analysis, specific business development and support and the establishment of an internal management framework. At the same time, the in-house team is also responsible for the group's compliance and internal control and management. In 2017, it swiftly set up a group-wide compliance management system and communication and reporting mechanism, actively worked on the project of "Business Integrity and Customer Experience", reinforced the building of the integrity and compliance culture, and explored a long-term mechanism for business integrity in light of the construction of the internal control system. In addition, the team always has an emphasis on attracting and grooming multi-disciplinary talents while following the corporate culture and strategic requirements of the group. Most of the existing team members come from a professional legal background, while the team also has professionals with working experience in insurance, medical and elderly care, real estate, IP agency and patent examination. In 2017, the in-house team recruited a partner with IT background to try to engineer the traditional-to-smart shift of legal and compliance management work through IT and Internet thinking in an effort to better support the company's strategic development. 

泰康保险集团股份有限公司法律合规部

总法律顾问: 靳毅 **法律团队人数:** 12人

泰康法务团队在国内保险行业率先提出了知识产权保护的理念;自2015年起在泰康集团建立知识产权荣誉体系,积极宣讲国家和集团的知识产权政策。在过去的一年里,泰康法务团队为公司集团化改组及转型的各个阶段提供了全面的法律支持,包括但不限于对可行性分析、具体业务发展与支持和公司内部管理构架的搭建等事项提供专业法律评估意见。泰康法务团队同时履行集团合规与内控管理职能,2017年快速搭建了全集团的合规管理体系与沟通汇报机制,积极致力于集团“诚信经营与客户体验”项目工作,强化诚信合规文化的培育,并结合内控体系建设,探索诚信经营长效机制。另外,泰康法务团队在遵循公司企业文化和战略要求的同时,始终强调复合型人才的吸收与培养。现有团队人员多为法律专业背景,同时吸纳具有保险、医养、房地产、知识产权代理、专利审查等工作背景的专业人才。2017年,泰康法务团队引入一名IT专业背景的伙伴,尝试通过IT、互联网化思维来探索法律合规管理工作从传统到智能的转变,以期更好地支持公司战略发展。 