



2019 **ALB** CHINA CLIENT CHOICE

By Ines Yang

客户首选律师

For lawyers, it is the greatest honor to be recognized and praised by their clients. We surveyed more than 1500 clients and find that their ideas about good lawyers are quite multi-dimensional and in details. What makes the best lawyers from the perspective of their clients? Do lawyers and their clients have the same definitions of good lawyers? What qualities and manners of lawyers make them attractive to their clients? What are the most difficult or challenging aspects in terms of serving clients well? With these questions in mind, Asian Legal Business (ALB) interviewed several of the ALB China Client Choice winners this year.

来自客户的褒奖与认可，是律师获得的最暖心殊荣。我们从1500余份调查问卷中发现，客户对律师的评价非常多维和细致，而且不吝美誉。是什么成就客户眼中的理想律师？律师对好律师的自定义，与客户眼中的好律师，大抵相当吗？律师哪些素养与待人接物之道，最暖客户？服务好客户，最难或颇具挑战的方面是？带着这些问题，ALB采访了今年上榜的几位首选律师。

METHODOLOGY

This May, ALB launched 2019 ALB China Client Choice survey, inviting in-house counsels, company management and third-party business consultants to nominate their preferred lawyers who must be based in Mainland China but may specialize in any field and be of any nationality. During the one-month survey period, over 800 responses were collected from in-house counsels and business professionals from various companies who each nominated top lawyers with whom they had worked and detailed the reasons for their recommendation. Ultimately 20 top Mainland-based lawyers specializing in a variety of fields stood out from the crowd and were crowned winners of the 2019 ALB China Client Choice ranking. Through this survey, ALB aimed to represent the voice of clients and present top-notch lawyers who are highly sought after. Winners are listed below in alphabetical order by their surname.

评选方法

ALB于今年5月启动了2019年ALB China客户首选律师调查,邀请参与问卷的人士是公司法务人员,管理人员或第三方商业顾问。被提名的律师可以是任何业务领域或国籍,但必须常驻在中国大陆工作。在为期1个月的调查期中,收集到800余份来自各公司法务及商务人士提供的调查反馈,每位参与者提名合作过的优秀律师,同时详细列举出了推荐理由。最终,20位来自中国大陆多个执业领域的顶尖律师脱颖而出,荣登2019 ALB China客户首选律师榜单。ALB旨在通过此次调查传达来自客户的声音,呈现备受客户青睐的一流律师。以下获奖名单按姓氏字母排序。

Winners are listed below in alphabetical order by their last names. 以下获奖名单按姓氏字母顺序。

WINNER 获奖律师	FIRM 律所
Li Lei 李磊	Sidley Austin 盛德国际律师事务所
Liu Xinyu 刘新宇	Zhong Lun Law Firm 中伦律师事务所
Liu Zhiqiang 刘志强	Tahota Law Firm 泰和泰律师事务所
Ma Hongji 马宏继	Jingtian & Gongchengt 竞天公诚律师事务所
Shen Jun 沈军	Commerce & Finance Law Offices 通商律师事务所
Sun Liqing 孙黎卿	Ronly & Tenwen Partners 融力天闻律师事务所
Katherine Wang 王凯玲	Ropes & Gray 瑞格律师事务所
Wang Mengjing 王梦静	Co-Effort Law Firm 协力律师事务所
Jason Wang 王悦	Global Law Office 环球律师事务所
Wu Jingjing 吴静静	Dentons 大成律师事务所
Wu Xiaoliang 吴小亮	CM Law上海澄明则正律师事务所
Xu Ling 徐玲	Guantao Law Firm 观韬中茂律师事务所
Yang Shuguang 杨曙光	Anli Partners 北京市安理律师事务所
Yao Kefeng 姚克枫	Guo Biao Law Firm 国标律师事务所
Annie Yin 尹歆昊	Duan & Duan 段和段律师事务所
Yu Shengxing 余盛兴	Hiways Law Firm 海华永泰律师事务所
Yue Yongping 岳永平	Grandall Law Firm 国浩律师事务所
Yun Dahui 云大慧	Hylands Law Firm 浩天信和律师事务所
Zhang Yunyan 张云燕	Jincheng Tongda & Neal Law Firm 金诚同达律师事务所
Zheng Yu 郑宇	JunHe LLP 君合律师事务所

STRONG EXPERTISE IS THE FOUNDATION

The survey shows that about 90 percent of the clients put “strong expertise” as the most important quality of a good lawyer. There is no doubt that having strong expertise is the foundation of everything; without that, anything else would be like castles in the air.

Similarly, when lawyers talked about how they perceive the best lawyers in the eyes of their clients, they also put “strong expertise” as the first key factor. It was equally important for good lawyers to look at things and see things from their clients’ angles, the lawyers added. “Imagine yourself as a client, put yourself in their shoes, and try to think what kind of lawyer you would want to work with,” says Zhang Yunyan, a senior partner at Jincheng Tongda & Neal. Zhang points out clients want their lawyers to connect with them in each case.

Zhang believes that in this way, lawyers could truly understand the real intentions of their clients, and then use their expertise to seize the opportunities and provide their clients with the best services. Zhang has been practicing law for 20 years. She compared the lawyer-client relationship to the doctor-patient relationship – lawyers should do their best to help their clients solve problems and get out troubles.

“In a nutshell, clients are the market demands, and the best lawyers are those who can meet the needs of their clients,” Yun Dahui told ALB. Yun is a senior partner at Hylands Law Firm.

Wang Yue (Jason) is a partner at Global Law Office. He believes that no matter in non-litigation or litigation business, having solid and strong expertise is the foundation, and high efficiency and timely feedback are also very important. He believes that an in-depth understanding of clients’ business helps to tackle with clients’ pain points. As a lawyer who has been deeply involved in the hotel industry and finance disputes, Wang knows what it means to look at things and see things from the client’s point of view. “I treat my clients as my friends – communicating with clients via documents and email is a bit rigid; it helps to clarify matters when you talk with them on the phone or have meetings with them.”

TACKLING CHALLENGES

To be able to provide the best and most appropriate solutions for their clients is one the goals lawyers strive to achieve. We invited several of the ALB China Client Choice winners to share their experiences and ideas of continuously providing better services for their clients – the difficulties and challenges they have and how they deal with them.

“Helping our clients to successfully implement and advance the legal solutions we propose is often the most difficult part of our job,” Ma Hongji told ALB. Ma is a partner at Jingtian & Gongcheng. The first step is helping them to understand what we suggest. “Clients need to understand the reasons for the legal solutions we have proposed, and their feasibility. Legal provisions use special terms which are rather difficult for clients to understand. Our job is to use the language our clients could understand to help them to learn about the meanings of those legal provisions,” Ma explained. The second step is even more important. “To put our suggestions or solutions into implementation, it needs our clients to work together with us, requiring us to have in-depth communication with our clients, and see things and do things from the perspectives of our clients,” says Ma.

In the past, Yun Dahui found it the most difficult to communicate and deal with people, and she felt that communicating with all parties involved in cases

专业性是一切根基

调 查问卷显示，90%左右的客户反馈都把律师的专业性放在首位。这点毋庸置疑，专业性是一切根基，否则成了无水之源、无本之木。

接受访谈的律师们在谈及如何成为客户眼中的理想律师时，均将专业性列为第一，同时强调拥有客户视角同等重要。“把自己当成客户，完全站在客户角度考虑客户需要一个怎样的律师”，金诚同达律师事务所高级合伙人张云燕律师指出，在每个案件中都进行角色互换，就是想客户所想的同理心。

张云燕律师认为这样才有助真正了解客户的实质意图，进而运用自身专业把握好时间和时机，达到服务客户的最佳效果。执业20年的张云燕律师思考这个问题时，做出一个比喻，说律师不能仅和客户作为一种合同关系，而要像类似医患之间的竭尽全力、为客户排除万难。

“简言之，客户就是市场需求，理想律师就是成为客户的需要”，浩天信和律师事务所高级合伙人云大慧律师告诉ALB。

环球律师事务所合伙人王悦律师认为，无论做非诉还是诉讼业务，专业及高效是基础，理解所涉业务商业本质将更有利于理解客户痛点，为客户服好务。作为一名深耕酒店行业和金融争议的律师，王悦律师对和客户相处有更进一步体会，“我会把客户当做朋友对待，除了文件外，我还会在电话或面会中用平时的语言把我们的周全考虑告诉客户，让服务更“鲜活”，也让客户更理解服务背后的价值。”

迎“难”而上

成为客户心目中的理想律师、让客户满意，是律师们的努力目标之一。我们在与几位首选律师对话过程中，希望了解他们在服务好客户的过程中，哪些方面的工作其实是蛮难的或是最挑战的。律师们谈了不同体会，也分享了各自如何应对挑战的思考。

竞天公诚律师事务所合伙人马宏继律师告诉ALB，“如何协助客户将我们提出的法律解决建议/方案顺利实施和推进对我们来说往往是最难的。”马宏继律师解释道，第一步是在认知上，“客户需要理解我们提出的法律解决建议/方案的原因、可行性，而法律的专业性往往会让客户有晦涩感，这就需要以客户可接受的语言和方式来表达与沟通”，第二步更为重要，“建议/方案的实施需要我们协助客户一起推进，这需要深入客户、从客户角度来沟通和执行。”

云大慧律师感觉，过去最难的是与人的沟通和关系的相处，因为工作中往往消耗时间最多的是与各方的沟通上。“经历了这么多年，我终于看懂了，原来这需要在自身上下功夫。现在，这个问题对我来



多做一点，给出别人的需要

— ALB专访浩天信和合伙人云大慧律师

Interview with Ms. Dahui Yun, Partner of Hyland Law Firm



云大慧律师 / Dahui Yun
合伙人 / Partner

ALB：您拥有二十年以上的法律从业经验，也累积了很多重要的客户，可否从您的角度来分享如何与客户建立和维系良好的关系？

云律师：作为法律服务的律师行业，客户利益永远放在第一位，这是基本原则。特别是与自身利益冲突时，始终坚守客户利益为大，是我从业开始给自己定下的原则。当每项工作完成后，总是再想一想看看是否还可以做些什么，能让结果更好一些。当遇到别人无法解决的难题时，是否可以更用心、迎难而上。因为我们就是来解决问题的。一路走来，在不断为客户创造更大、更长远价值中，自己也在一个个难题解决中成长和磨练。

ALB：近年，法律服务市场竞争愈加激烈，律师如何面对多选择多挑战的市场，您有什么秘诀可以分享？

云律师：也没有什么秘诀。无论哪个行业，无论处于什么样的经济形势，始终在自身努力上下功夫，给出别人的需要。就如我目前专注的家族财富传承与管理业务，切实为客户利益着想，从客户的需求端出发，不是用方法去销售产品。我想，这样我们的服务始终不会被市场影响较多。还有每一次的法律服务，都要征求客户意见，看看我们哪些做得还需要改进和修正，让我们的服务做得一次要比一次更好。

ALB：您的客户遍布全球，文化差异、法系不同、制度相悖等因素都可能在您提供法律服务的过程中成为阻碍，您是如何客服这些困难的？

云律师：律师职业要求我们始终在不断学习和进步中。除了不断发展中的专业知识，还需要了解过更多的不同行业领域、不同经济生态、文化背景、交易习惯等情形。

在不断提升专业和其他领域知识外，我始终在生命宽度和深度上不懈追求，希望可以从更高、更广的视角看待世界和眼下的问题，希望遇到我的客户不但问题可以得到解决，事业和生活可以变得更好。

ALB：您获得了由ALB发起的最受客户欢迎律师奖项，您有什么感悟想分享给大家？

云律师：非常感谢客户给予的信任与认可，感谢我钟爱的律师业，感谢我所在的浩天信和律师事务所，感谢团队和所有相伴的同仁。其实这一切都是我应该做到的，也是我的本分。感谢我有机会为大家服务。

ALB: You have had over 20 years of experience in the legal business, and have a lot of important clients. From your perspective, would you please share with us on how to establish and maintain good relationship with clients?

Y: As a lawyer, we provide legal services. The basic principle is, and should always be, putting the clients' interests first. I insist that the clients' interests should always be more important, especially when such interests have conflicts with mine. It is a principle I set up when I started my career in the business. Every time I finish my case, I always try to see if there is anything more I could do to make the results better. When encountering difficulties, I would always put more efforts and find ways to break through, as problem-solving is the lawyers' job. From striving to create more and longer-term values for my clients, I have been growing and developing my skill sets as a lawyer.

ALB: In recent years, the competition in legal service market has been rising rapidly. Can you share your secret on how to face the more and more challenging market as a lawyer?

Y: There isn't really a secret. Regardless of the circumstances and businesses environments, work on oneself to improve and provide what clients need should always be the priority. Take my current focus, family wealth management business as an example: instead of applying methods to sell products, we try to focus on the benefits and wellbeing of our clients by setting the clients' needs as the start point. I think this essentially makes our service not to be affected by the market too much. Furthermore, we ask our clients whenever our service is provided, and try to see if there is still anything we can do to improve, so our service can be better and better.

ALB: Since you have clients from all over the world, the differences of cultures, legal infrastructures, and rules etc. would cause many challenges. How do you overcome these challenges?

Y: Being lawyers requires us to constantly learn and improve. Other than the ever-evolving professional knowledge, we also have to learn from different businesses, economy systems, cultural backgrounds, and trade habits, etc. Furthermore, I also keep seeking to expand the width and depth of my own life, in order to see the world and solve the problems from a higher and wider perspective. I hope that I can not only help my clients to have their problem solved, but also to help them to make their businesses and lives better.

ALB: You got the Award of Clients' Favorite Lawyer by ALB, do you have anything to share with everyone?

Y: I really appreciate my clients' trust and acknowledgment, and I want to thank the career that I have committed, my Hylands Law Firm, my team and everyone who accompanied me throughout the years. Actually, everything I have accomplished is simply my part and my duty. I want to thank everyone who give me the opportunities to serve.

业务领域：家族财富管理传承与税务筹划 | 银行与金融 | 艺术品投资 |
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was the most time-consuming work when trying to get things done. “After years of practice, now I have learnt that I am the one who needs to work hard to change. Communication now is no longer the biggest challenge for me,” says Yun.

“I would say that to achieve the best understanding with clients is most challenging but also most rewarding,” says Zhang Yunyan. “Clients usually focus more on the goals they want to achieve, but tend to ignore or find it difficult to understand the problems and obstacles in the process of achieving the goals.” Zhang’s remarks highlighted a substantial role of lawyers in providing legal services – how to help clients to truly understand and see the problems in the process of achieving goals, thus reach an agreement with their lawyers on the methods and steps to be taken in solving those problems. “It means a lot more than just making your clients happy or satisfied,” Zhang added.

Wang Yue is engaged in both non-litigation and litigation practice. In his opinion, challenges could come from different aspects. Having accumulated solid and rich experience in hotel and real estate sectors, Wang found that his rich experience could be a “double-edged sword” in the face of clients – they could have very high initial expectations for you. Wang admitted that his biggest challenge is when he has to remind his clients that “lawyers are not super-heroes or have super power.” Wang believes that a lawyer should use his practicing experiences to help clients to obtain enough “transparency” and to be of equal standing in terms of information accessed, so as to help them avoid incurring losses; it is not realistic for clients to hope that lawyers could help them to get the cooperation conditions far exceeding the project’s own value. “After all, it is beyond lawyers’ capability to change the value of a business project,” says Wang.

In the dispute resolution practice area, Wang Yue handled quite a few cases involving disputes over financial and asset management matters in recent years. In those cases, he usually represented the creditors. The main demand of creditors is to realize creditor’s rights as soon as possible, which is essentially a “race” with other creditors – they hope that their lawyers could help to accelerate all processes involved: fast filing, fast preservation, fast judgment and fast execution. “When handling cases involving litigation, the biggest challenge for lawyers is how to cooperate with different judges,” says Wang. “To understand judges and collaborate efficiently with judges is the key to overcoming the challenges.”

Wu Jingjing, a senior partner at Dentons, believes that the biggest challenge is to truly understanding clients and their industries, which requires lawyers to keep up with the development of the industries, understand the competitive factors, and be familiar with the operation patterns and value orientations of their clients. “In a word, to comprehensively understand the key sectors of the clients, to improve the relevant knowledge and information related to finance, taxation, accounting, etc., and to always grasp the latest regulatory policies, I believe that in order to provide all-round services to clients and to serve them better, these are the premise conditions.”

BREAKING THROUGH IN CONFLICTS

The survey shows some interesting feedback. Many of the evaluations of or expectations for their preferred lawyers seem to be “self-contradictory”. For example, the clients would like their lawyers to give them quick but well-established responses, to provide high-level services at low costs, to interpret laws and regulations using professional but simple languages, to help clients to comply with laws and regulations but it is better not to increase the cost.

How clients feel and their demands are understandable. But as lawyers, it is really not easy to provide professional legal services while giving clients the “greatest user experience”. In our conversations with the lawyers, we found that lawyers with excellent user experience management do not necessarily mean that they have high EQs, but they usually have a quality that enables them to be acutely aware of what is going on around them and reflect on the problems or conflicts in their daily work, and then endeavor to make positive changes.

说已经不是最大的挑战了。”

“能跟客户达到最好的默契，是法律服务的最高境界。”张云燕律师这样解释，“客户对于想要达到的目的关注度会更高，而对于实现目的过程中存在的问题和障碍，往往会忽略或者难以理解。”张云燕律师的这番话，凸现了律师角色的强解释功能——如何实质性地让客户理解过程中存在的问题和在共同解决问题的方法与步骤上达成共识，“而不只是实现客户感性上的满意”。

既做非诉也做诉讼业务的王悦律师感受到的挑战来自不同方面。在酒店房地产交易领域已积攒多年丰富经验在面对客户时很可能是把“双刃剑”——客户初始期待会很高。王悦律师坦言他的最大挑战是要告诉客户“律师不是神通广大的”。王悦律师一直认为，律师的行业经验最主要应是帮助客户获取足够的“透明度”，避免由于信息不对称而吃亏，但希望通过律师拿到远超项目自身价值的合作条件恐怕就不太现实了，“毕竟不管律师怎样出奇招，商业项目的自身价值不会改变。”

在争议解决领域，王悦律师近年来从事了不少金融资管类争议，并在此类案件中多代表债权人一方。债权人的主要诉求是尽快实现债权，实质是与其他债权人“赛跑”，具体体现就是希望律师能做到：快立案、快保全、快判决、快执行。“诉讼领域，律师与不同法官的配合堪为最大挑战点，如何读懂法官、实现与法官间的高效协同工作是克服挑战的关键。”

大成律师事务所高级合伙人吴静静律师则认为，最大的挑战来自真正了解客户、了解客户所在行业，这就要求律师不断跟进行业发展、理解竞争要素、熟稔客户作业模式、以及客户的价值追求，“一言以蔽之，全面掌握客户关注的重点领域，精进金融、税务、会计等相关知识与信息，时刻把握最新监管政策，我想这是全方位服务好客户的基本前提。”

矛盾中突围

调查问卷里很多对首选律师的评价或期待看似是“自相矛盾”的，比如：律师答复要又快又好；提供的服务要性价比最高；解释法律时要既专业又通俗；帮助客户做到合规但最好别增加成本……

客户的心情与要求都被理解，但作为律师，在提供专业法律服务的同时还让客户有非常棒的“用户体验”真的不是件易事。我们在与律师们对话中发现，用户体验管理非常棒的律师，并不是他们情商有多高，但至少他们随时处于一种觉知的状态，有意识地消理解日常工作

"We are often seen as firefighters by our clients; regardless whether it is within business hours or on work days or holidays, we might be required to work at any time, and to get things done quickly and with high quality," says Yun Dahui frankly. "It is inevitable that we sometimes are in low spirits, especially when there are too many things to be dealt with and when we get tired." But when she is not in a cheerful mood, Yun tries to calm down and find out what actually makes her feel that way. She gradually learnt how to manage her emotions. "When I regard my job as a responsibility, the work process and results would be very different," says Yun.

If you spend too much time and energy struggling in a conflict, you probably cannot solve the problem. Sometimes if you step back and look at things from a new perspective, you would gain a bigger view and see things differently, which would actually help you solve the problems you have been struggling with. Yun also emphasized that "in the course of working with clients, full communication and honesty are essential. To serve clients well does not mean to simply meet specific requirements of clients. It often needs us to look at things from new angles in order to find the best solutions to difficult problems."

Furthermore, the best way to solve the conflicts between time and quality is teamwork and appropriate division of work. Wu Jingjing and Zhang Yunyan both point out the important role of teamwork. "When handling complex non-litigation cases, finding "high quality" or "the most suitable" solution for clients is the ultimate goal; meanwhile we need to communicate fully with clients about time issues, such as the time limit or deadline. Anything done in haste would eventually lead to a greater potential risk," Wu warns.

场景中出现的或产生的冲突，进而反观自己，做出积极的改变。

"我们常常被客户当成消防队员，不分上下班、节假日，有可能随时被要求工作并需要又快又好，"云大慧律师坦言，"有情绪是难免的，特别是事情多、人疲惫的时候。"但当情绪来的时候，云大慧律师会尝试觉察情绪背后的东西。这样一次次经历过后，逐渐习得管理情绪的技能。云大慧律师感触最深的是，"当我把事情当成一份责任时，工作过程和结果会大不相同。"

所以，执着在某一对矛盾中，是无解的。有时候，跳出那个视角、重新理解一件事，会获得更大的视野与思考——这是云大慧律师的分享带给我们的感受。云大慧律师同时强调，"在和客户相处过程中，充分沟通与坦诚相待自不待言，服务好客户并非简单满足客户某个具体要求；面对问题时，尝试转换视角往往柳暗花明、问题迎刃而解。"

另外，解决时间和质量各方面产生的冲突的最好办法，是团队协作和专业分工。吴静静律师和张云燕律师均指出要发挥团队的力量。"当遇到复杂的非诉业务时，还是要以'好'作为最终目的，而如何



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Zhang Yunyan emphasized that when serving clients, we should not put our own interests first; the interests of the clients and the entrusted matters should be our top concerns. "In the end, it is still a matter of communication. For example, we should explain to our clients what it means to provide fast and quality services, thereby asking the clients to give reasonable time limit for handling the relevant matters and meanwhile helping them to comprehensively understand the content of the lawyer's work," says Zhang.

"Cost-effectiveness" is another term often appears on the client's request list. But it should not mean "the cheaper the better". Zhang suggested that law firms should choose clients and cases carefully to make sure clients and law firms could reach mutual agreements in terms of time limit for handling cases, types of cases, and attorney fees. "We sometimes would rather giving up a case than taking it blindly if we cannot reach an agreement with the client," Zhang added.

"You get what you pay for, the quality of services increases as the prices increase. Highly competent lawyers get paid better," says Wang Yue. "But I would not blame my clients at this point, especially those companies that are still in the developing phase. They have the needs for legal services, but they can't afford too-high attorney fees." Wang's solution is to provide clients with "incremental" services which are truly worth of the money paid by the clients.

To be specific, before accepting the entrustment, Wang would conduct an internal evaluation of the possible results of the project. If the evaluation shows that a project would be significantly beneficial to the client, Wang would make further quotations and discuss the agency plan with the client. Where the evaluation shows the client would not benefit from greatly from an agency plan, instead of lowering the quotation, Wang would speak to the client honestly that he would not be able to give much help in the case, (and let the client decide whether to proceed with the entrustment plan.)

"To tackle with seemingly contradictory client demands, we could work from three major aspects: accumulating and mastering knowledge in the related practicing areas, providing professional and thorough legal analysis on specific issues, and carrying out effective communication," Ma Hongji concluded.

WHAT A LAWYER SEES AS A GOOD LAWYER

"Strong expertise", "excellent execution capacity", "diligence and strong sense of responsibility", "good logical thinking", "very experienced", and "timely feedback", our survey shows that clients often use these words to describe their preferred lawyers. These are the required and basic qualities of lawyers, the winners told ALB. And they added that good lawyers should be trustworthy and able to provide client with value-added services, to name a few qualities: "proposing creative and constructive solutions", "profound insights on the market and industry", "becoming an expert consultant lawyer", "offering advice to government administration", and "making contributions to economic development".

Nowadays, economic development is changing more rapidly than ever, with the emerging of new economic models. Lawyers, serving the economic development community and the society, should keep pace with the times, and meanwhile should remain committed to original intention of the legal profession, says Wu Jingjing. She believes that lawyers should, by "exploring the legal logic behind the new economic phenomenon," assist the government and regulators in ensuring the long-term robust economic and social development.

"When P2P (peer-to-peer) network lending entered China, it boomed like wildfire in an environment with little constraining regulation, resulting in a serious deviation from inclusive finance because of the failure in disintermediation," Wu told ALB, "The business model of P2P is very

解决时间问题, 则要跟客户做好充分沟通, 否则任何草率行为都会埋下更大风险隐患,"吴静静律师提醒道。

张云燕律师则强调, 服务客户时不能考虑律师自身利益第一, 而要考虑客户的利益和委托的事项, "说到底还是沟通问题, 比如要向客户说明又快又好的定义, 请客户给与合理的时间, 让客户充分了解律师工作的内容。"

除了又快又好, 客户还往往希望越便宜越好。这种情况下, 张云燕律师建议首先在选择客户和案件时就确定选择与事务所在时间、类型、律师费用上相互接受与认可的客户, "如果不能契合, 我们宁可和客户说清楚情况放弃该客户, 也不盲目地、不负责任地接受。"

"作为律师考虑的是一分价钱一分货, 高水平的律师自然价格更高,"王悦律师谈到, "但我其实也很理解客户, 特别针对一些尚处于发展期的企业, 他们既有法务需求, 但确实又难给出特别高的律师费。"王悦律师的解决方案是, 要做客户的"增量"——真正让客户物有所值。

具体做法是, 接受委托前, 王悦律师会先对项目完成可能取得的结果进行内部评估, 对于那些评估后认为在提供完成法律服务后、确实能给客户带来明显收益的项目, 王悦律师会进一步报价并与客户讨论代理方案。反之, 如评估不会给客户带来明显收益, 王悦律师通常不会降低报价, 而是坦诚告知客户自己在这个项目中代理的帮助并不大。

"解决看似矛盾的客户要求, 关键从三方面着手: 拥有丰富的专业领域知识储备、对具体问题给出专业并深入透彻的法律分析、开展有效的沟通,"马宏继律师总结道。

律师眼中的好律师

"专业性强"、"高效执行力"、"认真负责"、"逻辑清晰"、"经验丰富"、"反馈及时"等在客户对首选律师的评价中高频出现, 而律师们认为这些是每个执业多年法律人应具备的基本素养, 而诸如"提出创造性解决方案"、"对市场和行业具有精深见解"、"成为专家顾问型律师"、"为政府管理献计献策"、"为经济发展保驾护航"等更是能够带给客户附加值、值得客户信赖的好律师的应有之义。

当下, 经济发展实践日新月异、新的经济模式层出不穷, 吴静静律师认为作为一名为经济发展和社会服务的律师来讲, 一方面要与时俱进, 另一方面要保有法律人的初心, "深入探究新经济现象背后的法律逻辑本源", 助力政府和监管机构确保经济和社会长期稳健发展。

"P2P网络借贷刚进入中国时, 因实际不脱媒而造成与普惠金融的严重背离, 而正是在缺乏监管的环境下P2P在中国野蛮生长,"吴静静律师告诉ALB, 透过P2P复杂的业务模式, 绝大多数是违规操作。"吴静静律师在2014年《国际金融报》的观点嗣后都被一一证明。"

吴静静律师指出, 当政府和监管机构对新型业务模式缺乏深刻理解的情况下, 律师作为专业人士是有义务去

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竞天公诚合伙人马宏继律师谈资本市场 中创新性项目的开展

Jingtian & Gongcheng's Ma Hongji on the innovative
legal projects in China's capital market



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ALB: 马律师之前是中国国航法律部的企业律师，请问现在觉得律所律师的工作和之前有什么同与不同？之前的经历对现在的工作有何帮助？

马律师: 公司法务和外部律师具有共同的目标和责任，即为公司提供有价值的法律解决建议和方案并付诸实施，两者相辅相成。不同在于，公司法务更需从业务及管理角度判断法律合规性问题对公司业务发展的影响以及通过管理减少公司法律风险。外部律师更加具有独立性，为多行业不同领域的客户提供法律服务，具有专业法律领域的深度和广度，可以结合客户行业及具体情况提供有建设性的专业法律服务解决方案。之前公司法务工作经历有助于我更好地理解公司法律服务需求，以提供切合公司实际情况的法律解决方案。

ALB: 马律师专注证券资本市场，承办了诸多首发上市（IPO）、并购重组、融资、股权激励等项目，其中不乏颇具创新意义的项目，请问您觉得应如何开展创新性的项目？

马律师: 证券资本市场是强监管领域，同时经济活动、法律法规又在不时发展、变化，在从事业务时就会遇到一些无先例可循的项目，诸如新行业中第一家公司上市、并购重组中新的交易结构、新法规下第一例项目实施等。对于该等类型项目，需要在进行大量研究、分析，理解透彻项目自身情况、所涉法律法规、行业背景等方面因素后，确定监管的逻辑和边界以及项目自身需求，形成合规合理和可操作的方案，以获得相关方认可，方可顺利实施。

ALB: 请问您观察到的资本市场近期趋势有哪些，有何建议？

马律师: 近几年来，境内证券市场一直在推进以信息披露为中心的新股发行制度改革，今年科创板也如期推出并迎来第一批科创板上市公司，IPO活动频繁，为拟首发上市的企业创造了良好的政策及市场环境，拟上市公司应对自身尽早评估和筹划，一旦决策则有力实施。同时，上市公司和标的公司近年来估值下降趋于合理，为上市公司收购和实施重大资产重组创造了有利机会，并购重组中需要考虑的因素纷繁复杂，除关注投资成本、业务协同、合作和管理模式等因素外，还应格外关注交易对方的法律和财务合规风险，对上述因素全面评估后再决策实施。

ALB: You worked for Air China's legal department before, how is your current job different from back then? How has this previous experience helped you with your current work?

Ma: In-house legal department and external lawyers share a common goal and responsibility: provide valuable legal advice and solutions to a company and implement them. The two complement each other. The difference is that a in-house counsel needs to judge the impact of legal compliance issues on the company's business development from the perspective of business and management, and reduce the company's legal risks through management. External lawyers are more independent. Having provided legal services to clients in many different industries, they can come up with constructive legal service solutions based on the depth and breadth of their professional knowledge and experience, combined with the consideration of their clients' specific situations. My previous work experience has helped me better understand a company's legal service needs so that I can provide solutions tailored to the company's actual situation.

ALB: You mainly focus on the capital market and have undertaken many innovative projects related to IPO, mergers and acquisitions, financing, equity incentives, etc. How do you think lawyers should carry out innovative projects?

Ma: The security capital market is strictly regulated. However, at the same time, economic activities, laws and regulations are constantly developing and changing. Lawyers are bound to encounter some unprecedented cases in this field, such as the listing of the first company in a new industry, new transaction structure in a merger and acquisition deal, and the implementation of the first project under a set of new regulations. For these types of projects, it is necessary to determine the logics and boundaries of the supervision and the needs of the project itself after a large amount of research, analysis and thorough understanding of the project. Then a reasonable and practical solution that conforms with the laws and regulations will be formed and approved by relevant parties, which will ensure the smooth implementation of that solution.

ALB: What are the recent trends in the capital market that you have observed, and what are your insights?

Ma: In recent years, the domestic securities market has been advancing the reform of the new share issuance system centred on information disclosure. This year, the newly launched science and technology board has also welcomed the first batch of listed companies. There is an increasing amount of IPO activities which has created a good regulatory and market environment for companies planning their IPOs. These companies should evaluate and plan for themselves as soon as possible, and once they make all the decisions for their IPO, they should vigorously pursue it. At the same time, the evaluation of listed companies and target companies has become more reasonable in recent years, which is a boon for acquisitions and major asset restructuring. There are many complex factors to be considered in mergers and acquisitions, besides investment costs, business synergies, cooperation and management model, we should also pay special attention to the legal and financial compliance risks of the counterparty, and make a comprehensive assessment of all the above factors before making any decisions.

complicated and most of them are non-compliant.” Wu published an article on P2P at International Financial News in 2014. Her observations on P2P turned out to be a foresight.

Wu further points out that when the government and the regulators lack a deep understanding of the new business models, legal professionals are obliged to clarify matters and take things back to basics. “We should not just look at the superficial phenomenon, but explore its legal origin and find out the legal logic behind it. Of course, the responsibility of lawyers is not only to ‘step on the brakes’, but more often we should give some important reference when the government formulates rules and regulations.”

In Wang Yue’ opinion, a good lawyer should have in-depth understanding and business acumen concerning the industries involved. “In the field of dispute resolution, in particular those complicated finance innovation cases, there is one thing that is particularly easy to be overlooked – having in-depth understanding of the business background of cases – which in fact would help us to make claims from a more favorable perspective, and to assist judges and arbitrators to explore the nature of the transactions involved, and is ultimately conducive to the protection of the interests of clients.”

Wang also finds it a valuable quality of a good lawyer, which is having a strong sense of empathy. In non-litigation cases, it helps lawyers to understand client needs, and in litigation and arbitration cases, it enables lawyers to help clients not only winning the case but also winning the understanding from a moral perspective thus obtaining support from judges and arbitrators. “When clients come to us for help, they must be in some difficult situations. I would try my best to understand what they have experienced and find out where the problems are, and use my expertise to find the best solutions for them.”

Zhang Yunyan believes that good lawyers should be dedicated and committed, and should also have comprehensive knowledge and acute sense of business. “Keep learning new things and equip myself with knowledge of related business areas, to ensure that the business interests of clients, as well as their legitimate benefits, are maximized in an integrated way.”

正本清源的，“可能就不是光看一个表面的现象，而要探究其法律本源，真正把脉其背后的法律逻辑。当然，律师的责任不止于‘踩刹车’，更多时候也是政府制定规章制度时的重要参考。”

王悦律师在这个问题上的分享是，律师要对所涉行业有深入的商业理解，“特别容易忽略的是在争议解决领域，尤以复杂的金融创新类案件为甚，对于案件商业背景的深入了解，将有助于我们从更有利的角度提出主张，并协助法官及仲裁员探究交易背后的本质，最终有利于客户利益的保护。”

此外，王悦律师还看重律师一定要具备很强的同理心——在非诉案件中用同理心理解客户需求，在诉讼/仲裁中不但帮助客户成为法律上的正义方，也用同理心帮助客户成为道义上的正义方，获得法官和仲裁员的认同，“客户向律师求助，都是遇到了困难。我会尽力理解、体会客户的困难，以同理心换位客户的感受、发掘客户的问题，并以专业精神思考最优解决方案。”

尽职尽责、具有综合知识储备与敏感商业尺度，则是张云燕律师认为好律师该具备的关键质素，“为了保证实现客户商业利益最大化和合法利益最大化两者的高效结合，一直以来配合着自身所涉猎的商业领域，我一直持续不断学习、汲取不同的知识。”



CLIENT QUOTES 客户评价

ZHANG YUNYAN**Senior Partner at Jincheng Tongda & Neal**

Ms. Zhang Yunyan is widely recognized as a legal expert in dispute resolution in the industry. Her rich international and domestic dispute resolution experience enables her to provide more targeted solutions for her clients in negotiations, and provide her clients with legal opinions or suggestions of significance, effectively avoiding future potential disputes for clients. She also has long-term cooperation with many well-known companies at home and abroad.

MA HONGJI**Partner at Jingtian & Gongcheng**

Mr. Ma knows his profession. He is very dedicated and diligent. He always gives us timely responses and handles matters efficiently. He has been a great help to our company.

张云燕**金诚同达律师事务所高级合伙人**

张云燕律师是业界公认的从事争议解决的法律专家，国际国内争议解决经验使其在谈判中更有针对性，并能为客户提供关键的法律意见或建议，有效地为客户避免之后的潜在争端。她同时也为国内外多家知名公司提供常年法律服务。

马宏继**竞天公诚律师事务所合伙人**

马律师对专业知识非常了解，且非常敬业、勤奋，对公司的业务处理也非常及时，给公司提供了很大的帮助。

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WANG MENGJING**Partner at Co-effort Law Firm**

Ms. Wang is a lawyer with great professionalism, and she is very experienced in the financial field. She is conscientious and responsible, and pays attention to details.

ANNIE YIN**Partner at Duan & Duan**

Very experienced, great personality, trustworthy

YANG SHUGUANG**Partner at Anli Partners**

Mr. Yang Shuguang has excellent industry knowledge and strong legal skills. He is down-to-earth, creative and responsive. He has an extensive business network, and leads a high-level team; it is a pleasant experience working with him. Mr. Yang also has excellent lawyers' professional thinking with a lively mind, and great logical analysis ability. He is hardworking, professional and efficient and has excellent execution capacity.

ZHENG YU**Partner at JunHe LLP**

Mr. Zheng Yu is very professional and highly competent. He always actively solves problems for clients and provides good customer experience. He has strong coordination ability, mobilizing law firm's resources to help clients with various problems. Mr. Zheng is also good at communication and can accurately grasp customer's requirements and then provide targeted solutions.

JEFFREY LIU**Partner at Zhong Lun Law Firm**

Mr. Liu Xinyu has excellent professional competency, rich practicing experience and strong skills. He is dedicated and diligent, and well received by clients.

WU XIAOLIANG**Managing Partner at CM Law**

Ms. Wu Xiaoliang is not only a legal professional with strong expertise, but also a business partner or even a business mentor. With her outstanding legal expertise and her keen insight into business rules, she has been widely recognized in the industry as one of the most active and representative lawyers in China's capital markets in recent years, and has gained the deep trust of many clients.

SUN LIQING**Senior Partner at Ronly & Tenwen Partners**

Mr. Sun has rich and solid practicing experience, which enables him to accurately capture the legal risks that our company needs to pay attention to during the operation process. He helped us build a sound intellectual property operation management system. In the course of litigation, with his strong expertise, Mr. Sun is able to grasp the main points of litigation, and successfully protects the rights and interests of our company.

王梦静**协力律师事务所合伙人**

王律师对金融领域的法律业务非常专业，经验丰富，并且工作认真负责，服务周到。

尹歆昊**段和段律师事务所合伙人**

有丰富的经验，人品好，值得信赖。

杨曙光**北京市安理律师事务所合伙人**

杨曙光律师拥有出色的行业知识和法律技能，务实、富有创造力且反应迅速，拥有广泛的业务网络和高水准的团队，与他的合作是令人愉快的经历。具有优秀律师的职业思维，反应敏捷，逻辑缜密，拥有扎实的法律基础，深厚的法律素养。严谨、专业、高效、执行力强。

郑宇**君合律师事务所合伙人**

专业、业务能力强；积极解决客户的问题，客户体验好；协调能力强，能够调动律所资源为客户各种问题提供帮助；善于沟通，能够准确把握客户的要求并能有针对性的提出法律意见。

刘新宇**中伦律师事务所合伙人**

刘新宇律师具有优秀的专业素养、丰富的执业经验、娴熟的操作技能和勤勉的敬业精神，深受客户认可。

吴小亮**上海澄明则正律师事务所管理合伙人**

吴小亮律师不仅是一名专业的法律服务者，同时也是创业伙伴、甚至创业导师的角色。凭借她卓越的法律专业能力、以及对商业规则的敏锐洞察，在业界被广泛公认为近年来中国资本市场中最活跃，且最有代表性的律师之一，并赢得众多客户的深度信任。

孙黎卿**融力天闻律师事务所高级合伙人**

孙律师具有丰富的从业经验以及扎实的法律功底，能够准确捕捉我司在运营过程中需要注意的法律风险并能够为我司搭建健全的知识产权运营管理体系。在诉讼的过程中，孙律师同样具有高超的职业素养，能够把握诉讼要点，达到我司维权的目的。

大成 DENTONS

专访大成航天航空领域的牵头人吴静静律师

An Interview with Wu Jingjing, Dentons' Senior Partner and Leader in Aviation Finance



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吴静静律师2009年进入航空金融法律服务领域，成功由一名传统房地产金融商事律师转型为一名优秀的航空金融专业律师。

大成航天航空领域的牵头人

吴律师和她的团队在航空法务领域已经取得了诸多亮眼的成绩，得到了业界的高度认可。

她曾为中航租赁及东疆SPV子公司和Export Development Canada (“EDC”)、庞巴迪公司、华夏航空的跨境购机融资及飞机租赁项目提供全程中方法律服务，并先后参与了民生金租及其爱尔兰SPV与多国银行关于飞机租赁、融资及跨境再融资项目，是当之无愧的专家与行业先驱。

因为吴律师早已对经营性租赁领域进行了深入的研究，并与国内外同仁和大成Dentons境外同事开展过深入的探讨，吸收了行业的智力成果，她在为境内客户提供这类的服务的伊始，就可迅速地获得客户的信任。

“我时常保持对行业内新法律服务产品、新趋势的关注，把握新型的交易结构和法律关系，凭借我自身法律知识沉淀和丰富法律服务实践，更好地为客户提供相应的服务”，吴律师说道。

从业多年来，吴律师已经为各位客户的超过150架次的飞机提供过相关法律服务，服务涉及境内外预付款融资、交机融资、再融资、飞机买卖、融资租赁、预付款融资租赁、经营租赁、跨境担保、保险办理及权益转让、飞机抵押及抵押权益转让、股权质押、回购担保、第三方担保等多个服务环节。

产业趋势和法律服务的相应调整

我国飞机租赁市场正积极地向国际一流标准靠拢，跨境交易数量日趋增长。在法律服务实践中，吴律师观察到，境内租赁公司在不断加大国际化布局步伐，且中国商飞正逐渐成为飞机制造业除空客和波音之外的第三极。

吴律师说：“提供大量跨国交易的法律服务经验让我对服务中国租赁企业参与跨境交易具有充足的信心。同时，作为中国商飞的法律服务提供商之一，我也积极辅助中国商飞获得更多的商业机会和市场前景。”

培养航天领域法律人才

对于航天领域法律人才培养，吴律师认为应主要着眼于两方面：积极扩大航天国际法律视野，以及补充航天专业知识。

“在法律行业不断专业化、深入化发展的今天，切实了解一定的航天行业知识有助于在提供法律服务时避免走一些弯路”，吴律师最后说道。

Wu Jingjing has successfully transformed herself from a traditional civil and commercial lawyer in real estate finance into an expert in aviation finance since she entered the field in 2009.

Dentons' leader in aviation finance

Wu and her team have had many achievements in aviation finance and are widely recognized among peers.

She represented and provided legal service to AVIC International Leasing and its Dongjiang-incorporated SPV throughout their cross-border aircraft financing and leasing projects with Export Development Canada, Bombardier, and China Express Airline. She also took part in many aircraft leasing, financing and cross-border refinancing projects and during her representation of Minsheng Financial Leasing and its Irish SPV, she frequently worked with banks from various countries. These experiences earned her a reputation as an expert and a pioneer in the sector.

She can gain the clients' trust quickly from the beginning of their relationships because of her thorough research on operating lease as well as the insights she gathered from working with colleagues at Denton's global offices and discussing the matter with peers at home and abroad.

“I always keep an eye on the new legal products and trends in the industry and learn about the new transaction structures and legal matters. I provide my clients with relevant services to serve them better with my extensive legal knowledge and hands-on experience,” Wu says.

Over the years, Wu has offered her legal expertise to her clients over 150 aircrafts, covering pre-delivery payment financing, down payment financing, refinancing, aircraft sales and purchase, financial leasing, pre-delivery payment financing lease, operating lease, cross-border security, insurance processing and equity transfer, aircraft mortgage and mortgage interests transfer, equity pledge, repurchase guarantee, third-party guarantees and other areas at home and abroad.

Adjusting legal services according to industry trends

China is actively aligning its aircraft leasing market with international standards. As a result, the number of cross-border transactions is rising. From her observation, Wu notices that domestic leasing companies are going global actively and China's state-owned aerospace manufacturer COMAC is becoming another industry giant alongside Airbus and Boeing.

“After providing my legal expertise in many cross-border transactions, I'm confident in serving Chinese leasing companies in this area. And as one of the legal advisers for COMAC, I help the company grasp more business opportunities for better market prospects,” Wu says.

Fostering aviation legal talent

As for fostering legal talent for the aerospace industry, Wu believes there are two areas to focus on: broadening their knowledge in international aviation law and in the aerospace industry.

“As the legal industry is becoming more specialized nowadays, some in-depth understanding of the aerospace industry will help you serve your clients more efficiently,” Wu concludes.

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KATHERINE WANG

Partner at Ropes & Gray LLP

Katherine has very solid knowledge in healthcare industry especially in area of regulatory affair, government policies/ initiatives and local laws. As she also has many years of working experience in MNC, she understands how the company internal system works. The advice he gave is usually down to the earth, practical and appropriate. I really enjoy working with her.

JASON WANG

Partner at Global Law Office

Mr. Wang has extensive practical experience in related fields, and has in-depth insights into the Chinese market. His professionalism and high sense of responsibility make him my preferred lawyer in this field.

WU JINGJING

Senior Partner at Dentons

Ms. Wu Jingjing has long-term cooperation with our company. Her working attitude is careful and responsible, and she always delivers high quality work efficiently. She has been our trustworthy partner. In each project, Ms. Wu always provides us with efficient legal services in going over the transaction structure, and reviewing and revising transaction documents. In transactions with complex structures, Ms. Wu represented us in negotiations with foreign lawyers, made efforts to protect our rights and interests, worked hard to gain more benefits for our company, and contributed greatly to making the projects successful.

YUE YONGPING

Partner at Grandall Law Firm

Mr. Yue is professional and dedicated. He always provides high-quality and efficient legal services. He is an expert in many practice areas, to name a few: domestic and overseas listing, corporate M&A, private equity investment, bonds issuing, foreign investment, and corporate matters.

王凯玲

瑞格律师事务所合伙人

王凯玲律师在医疗行业拥有非常扎实的知识，尤其是在监管事务，政府政策及举措以及地方法律方面。由于她在跨国公司有多年的工作经验，她了解公司内部系统的运作方式。她给出的建议往往非常务实，既实用又适当。我非常喜欢和她一起工作。

王悦

环球律师事务所合伙人

王律师在相关领域有丰富的实战经验，且对中国市场有深入见解，其专业精神和高度责任心，令其成为我在该领域的首选律师。

吴静静

大成律师事务所高级合伙人

吴静静律师作为与我司长期合作的律师，秉承认真负责的工作态度，提供高效的工作效率和优质的工作质量，一直是我们值得信赖的合作伙伴。每次项目合作中，吴律师都能在为项目梳理交易结构、审阅和修改交易文件等环节都提供高效的法律服务，面对复杂的交易结构和与外方律师数次谈判也能从容应对，为我方尽力争取权益，促成项目的圆满完成。

岳永平

国浩律师事务所合伙人

专业、用心，提供高品质、高效率、高质量的法律服务。擅长企业境内外发行上市、公司重组与收购兼并、私募股权投资、债券发行、外商投资、公司商务等法律事务。



YU SHENGXING**Senior Partner at Hiways Law Firm**

Our company cooperated with Mr. Yu in many trade friction cases as well as in the USITC (The United States International Trade Commission) Section 337 investigation against Chinese steel companies. Mr. Yu handled those cases conscientiously and efficiently. He also obtained satisfactory results for our company in many other cases.

XU LING**Executive Partner at Guantao Law Firm**

Ms. Xu Ling has performed exceptionally well in her practice areas. She always gives us timely feed-back and provides us with a variety of solutions. She impresses me with her professionalism, meticulous working attitude and patience. In a word, she is my "client choice" lawyer.

LIU ZHIQIANG**Senior Partner at Tahota Law Firm**

Mr. Liu has outstanding comprehensive capabilities. He is good at combining legal and accounting, taxation and financial methods to design an overall solution framework and specific solutions that can be effectively implemented. With extensive knowledge, rich experience and high competency, Mr. Liu is one of the most outstanding lawyers in China's capital market and investment M&A field. He is a trustworthy partner to work with.

LI LEI**Partner at Sidley Austin LLP**

Good knowledge and experience in the healthcare industry.


YUN DAHUI**Senior Partner at Hylands Law Firm**

Ms. Yun gives timely and professional guidance to our company in debt financing and equity financing projects, the equity transfer of the project subsidiaries, and the financing disputes, helping our company successfully accomplish the related business and avoid the possible losses. We have developed a deep trust in the professional competence and services of Ms. Yun.

YAO KEFENG**Executive Partner at Guo Biao Law Firm**

Mr. Yao Kefeng has in-depth knowledge reserves and experiences in the professional sector. He is keen in studying the complicated cases and skilled at summarizing experiences. He wins not only high recognition from industry experts but also praises from all customers. As the outstanding talent in the legal industry, Mrs. Yao deserves the praises.

SHEN JUN**Partner at Commerce & Finance Law Offices**

During serving as the legal counsel of us, Mr. Shen Jun provides effective legal supports to our daily operation and management. He responds quickly in the consultation works and services, with high quality work and good attitude. 

余盛兴**海华永泰律师事务所高级合伙人**

我司曾在多起贸易摩擦案件，及中国钢铁337案件中与余律师合作。在这些案件中，余律师认真尽责并且高效的处理案件，并为我司在各类案件中获得了满意的结果。

徐玲**观韬中茂律师事务所执行合伙人**

徐玲律师在她的专业领域表现得异常出色，我们在遇到问题向徐律师咨询时总能得到她及时的反馈，并且她能够提供给我们多种解决问题的思路。另外，她对待工作一丝不苟的精神和耐心的态度也让我记忆犹新。我认为用“客户首选律师”来形容她是再恰当不过的了。

刘志强**泰和泰律师事务所高级合伙人**

刘律师综合能力突出，擅长于将法律与财会、税务、金融方法相结合，设计出整体性的解决框架和具体方案，并能得以有效执行。刘律师知识渊博，经验丰富，综合素质高，是中国资本市场和投资并购领域最杰出律师之一，是值得信任的合作伙伴。

李磊**盛德国际律师事务所合伙人**

在医疗行业拥有丰富的知识和经验。

云大慧**浩天信和律师事务所高级合伙人**

云律师在我司债权融资和股权融资、项目子公司的股权出让、及发生融资纠纷时给予了及时和专业的指导，使我司的相关业务得以顺利完成，避免了可能发生的损失。我司对云律师的专业能力和服务水准深为信赖。

国标律师事务所执行合伙人 姚克枫

姚克枫**国标律师事务所执行合伙人**

姚克枫律师在专业领域有着深厚的储备与积淀，他乐于钻研业内疑难案例，善于总结经验，不仅赢得业内专家的高度认可，更赢得了客户的一致好评。作为行业难得之翘楚，姚克枫律师值得褒奖。

通商律师事务所合伙人 沈军

沈军**通商律师事务所合伙人**

沈军律师在担任本单位法律顾问期间，为本单位的日常经营管理提供了有效的法律支持，顾问工作及服务的响应速度迅速、工作成果质量高、服务态度好。 