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letter from the Chairman



Michel Lacroix
JAC,
Clermont,
France

Spring is here and projects are budding!

As announced in a previous issue, our international development in emerging countries is taking shape.

Next month, the office Interconsulting, Milan, Italy, will be the member of a delegation that will fly to China, more specifically to Shanghai and Beijing. During ten days, Interconsulting will be in charge of promoting our network and finding Chinese lawyers offices interested in accompanying their customers abroad and to establish partnerships with universities in order to welcome young Chinese lawyers for trainee placements.

We are also focusing our international development on other countries, such as Germany and Argentina. In Switzerland, a structure specialized in international tax matters is about to be set up in partnership with Ts Tax Advisors.

Concerning internal matters, we are working on our website and the internal vehicles of communication in order to improve them.

I hope you will enjoy reading this 4th issue of our newsletter and I invite you to note down the two important appointments of this year: the Annual General Meeting in London on April 28th and our annual conference in Genoa next October.

Your comments are also welcome!

This month's winner:



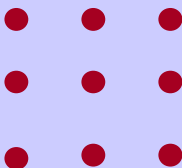
9	6	3	1	7	4	2	5	8
1	7	8	3	2	5	6	4	9
2	5	4	6	8	9	7	3	1
8	2	1	4	3	7	5	9	6
4	9	6	8	5	2	3	1	7
7	3	5	9	6	1	8	2	4
5	8	9	7	1	3	4	6	2
3	1	7	2	4	6	9	8	5
6	4	2	5	9	8	1	7	3

Congratulations to **Manuella Rivalland** from Les Juristes Associés de l'Ouest, Nantes, France, the winner of our competition who correctly answered last issue's question.

You can get more information about sudokus at www.sudoku.com

This month's question:

Nine points, four lines, a pencil and... possibly an eraser.



Connect all the nine points above with exactly four connected straight lines without lifting your pencil off the paper.

Please send your answer before 30st June 2006 to: n.facon@pragma-eu.com or to PRAGMA-BP249- 59008 Lille cedex- France. Lots will be drawn to decide the winner.

Pragma's schedule

28th April 2006 in London (United Kingdom) at Reform Club:
Annual General Meeting

20th, 21st and 22nd October 2006 in Genoa (Italy):
Annual Conference



Reform Club, London

Please note that the Dress Code for the Reform Club remains traditional: Guests must be dressed formally and men are requested to wear a jacket and tie.

conference 2006 in Genoa: ready, steady,...



Mauro Siri, Manager of the hotel Cenobio dei Dogi, **Mario Fedriani** and **Giorgio Rosso**

Mario Fedriani - Studio Fedriani, Arquata Scrivia - and Giorgio Rosso - Studio Rosso, Asti - will be very happy to welcome you next October in Genoa for our conference 2006.



Hotel Cenobio dei Dogi
Via N. Cuneo, 34 - 16032 Camogli - Portofino Coast - Italy
Tel. +39. 0185. 72 41 - Fax +39. 0185. 77 27 96

Here is the programme of the conference:

Friday 20th October 2006

- 12:30 Lunch at Hotel Cenobio dei Dogi
- 15:00-18:00 Boat tour out of Portofino coast Stops in Santa Margherita, Portofino and the small cove of San Fruttuoso with its monastery directly on the sea.
- 21:00 Dinner and dance at hotel C.dei Dogi

Saturday 21st October 2006

- 10:00-12:00 Meeting at Palazzo San Giorgio in Genoa
- 12:30-15:00 Lunch in Genoa's harbour
- 15:00-18:00 Guided tour of Genoa
- 21:00 Dinner and dance at Hotel P.Kulm

Sunday 22nd October 2006

- Breakfast and end



Our hotel will be the hotel Cenobio dei Dogi, prettily perched atop the craggy coastline of the eastern Ligurian Riviera. Its story began in 1565 when a family of Aristocratic Dogi decided to build a villa at the foot of Mount Portofino. This villa is now one of the most charming hotels, in the quaint village of Camogli.



welcome on board!

Pragma wishes a very warm welcome to the new entrants.



Benjamin CHOCAT
Socojur, Lyon, France

Raised up in Burgundy (Chablis, then Auxerre), 26 years old, who has a DESS (Diploma of Specialized Higher Studies) in tax law, Benjamin is fond of Basketball.

Recently arrived in Lyon, he fell in love with this town and is delighted to have joined Socojur Lyon. He presents his greetings to his new colleagues.



Frédéric LE GUEN
Soginim, Nimes, France

Coming from Brittany, Frederic obtained his DJCE (Diploma of Corporate Law consultant) in Rennes in 2004. He is 25 years old.

A sportsman, he is keen on soccer, which he plays at competition level.

“château” living!



The 2006 edition of **Jean-Claude Coulon Partenaires**'s seminar took place in the splendid XVIII century style chateau of Mont-Royal nestled in the heart of the Chantilly forest (France).

It was a good opportunity for the association and its 18 offices to report on all the projects in progress, to forecast objectives, to optimise team work, to study its positioning with regards to its competitors and to gain awareness of the results obtained by the group thanks to its cohesion.

Specific matters were discussed, such as:

- the development of a common brand image among the members;
- the good results obtained by the association as an organization of training courses approved by the French National Council of Bars (CNB);
- the common documentation base.



Meeting of partners



**Yves Morrier,
Bruno Viain Lalouette,
Claude Martin**

new partners in Poland

Some of the lawyers of Wojciech Celichowski's office have become partners. The new partners are Karolina Służewska, Marek Matyjaszczyk, Julita Ludwiniak and Tomasz Buczak.

The firm, which will be called "Celichowski - Szyndler - Więckowska i Partnerzy" from now on will be delighted to welcome our Chairman, Michel Lacroix next Month in Poznań for the twinning of the bars of Clermont (France) and Poznań (Poland).

Barcelona / Lille

Nathalie Facon, coordinator of Pragma's network, thanks the team of "Juristes Associés du Nord" of Lille and Pontoise for their warm welcome at the time of her transfer from Barcelona (Spain) to Lille (France).



"These scarves
"Pragma Strasbourg
2005" are super
fantastic!"

**Samuel Guyot,
Nathalie Facon,
Benjamin Dupré**

the day I met...



... the Pope

Cecilia Caria Mendes,
Cecilia Caria Mendes Advogados, Portugal
and Pope John Paul II

"I had the privilege to meet in person His Holiness the Pope Jean-Paul II thanks to my father, who was the doctor of the Archbishop of Portugal.

I will always remember the incredible humanity of the Pope and the intensity of his glance. His eyes shone with love."

Have you ever met somebody famous?
Please send your picture with a short comment to:
n.facon@pragma-eu.com

Pragma in Brasil, GrowAssociates are:



**Angelica
Blanco
Rocha,**
lawyer,
Client Manager



**Noel
Norking,**
economist,
consultant
(M&A)



**Mauricio
Ferro,**
lawyer, Financial
and economics
law, Litigation



**Marcelo
Pires,**
accountant,
Financial
Management



**Juliano
Carillo,**
Intellectual
Property agent



**Cristiano
Melo,**
lawyer,
Commercial
law



**Sara
Sanchez
Sanchez,**
lawyer,
Company and
tributary law



**Gabriela
Díaz
Avilés,**
economist



**Jose
Martin,**
Telecommunication
engineer



**Cristiane
Boness,**
administrative

who we are

Founded in 1998, GrowAssociates offers strategic and financial advisory services to Latin American and multinational companies doing business in Latin America. Our value proposition to clients is based on a strategic partnership that combines market knowledge, industry expertise and comprehensive in-house capabilities.

GrowAssociates' business services deliver a working operational reality as final product and allow a company to take control of its future.

ours principles

We take on an impartial role in the organizational framework of our clients, to reduce risks inherent to a continuously changing reality.

The diversity of understandings regarding a strategy implies execution energy scattering and non-optimized decisions. The value of a set of strategic recommendations is strongly affected if there is no ownership to enable its effective implementation.

In between orthodoxy and innovation, we allow our clients to see practical results.

There will always be a range of possible strategies for entering new markets. Choosing the right one is critical to success.

We encourage you to partner with GrowAssociates to become a market leader.

services

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Market Research
Regulatory Environment
Analysis
Feasibility Studies
Investment Locations
Research
Business Planning

Business Operations Support

Tax Services
Corporate Finances
Legal Services
Forensic and Advisory
Intellectual Property
Outsourcing

R&D Orientation

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spitting image

Here are the new "victims" of our section...
Many thanks to them!

Inspecteur Clouzet



**Quim
De Freitas**
Legallink
Durban,
South Africa



Olivier Martinez



**Francesco
Romano**
Studio Irrera Avvocati
Torino,
Italy

