Alumnus Tembeka Ngcukaitobi at the launch of his book The Land is Ours, which was held at our Johannesburg office.
CONTENTS

03  116 years of Bowmans

04  Timeless ties keep us connected

05  Legal specialists with unique African knowledge

08  Conversations that count

10  Miles stays the course with the South African Law Society

11  Judge Dunstan Mlambo - an illustrious alumnus

12  Fallen for angels?

12  For the public good

12  AI: a new form of partner

13  Is that cricket?

14  Rogues gallery

16  Becoming a values-driven firm

THE VALUE OF KNOWING

We know Africa.

We acknowledge our vast potential.
We understand that diversity is our strength.
We embrace a collective future.
We strive for the highest standards.

Because we have walked the path of experience,
We can leverage what we have learnt:
To discover what lies obscure,
To unlock unknown potential,
To lay the path towards true prosperity.

We believe that in Africa, true value lies in knowing.
# OF BOWMANS

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1902</td>
<td>Douglas Gilfillan and Richard Bowman start a partnership: Bowman and Gilfillan.</td>
</tr>
<tr>
<td>1920</td>
<td>James Blacklock is made partner of Bowman and Gilfillan; the firm’s name changes to Bowman, Gilfillan &amp; Blacklock.</td>
</tr>
<tr>
<td>1936</td>
<td>Noel Gilfillan and Harold van Santen are admitted to the firm as partners. Philip Sceales joins the firm and is made partner 18 months later.</td>
</tr>
<tr>
<td>1956 - 1983</td>
<td>More than 35 partners are admitted to the partnership.</td>
</tr>
<tr>
<td>1998</td>
<td>Bowman Gilfillan Hayman Godfrey merges with John &amp; Kernick and Findlay &amp; Tait to form a South Africa wide firm.</td>
</tr>
<tr>
<td>2008</td>
<td>Richard Harney and Phillip Coulson open the Nairobi office which begins practising as Coulson Harney Advocates.</td>
</tr>
<tr>
<td>2011</td>
<td>Bowman Gilfillan Africa Group is formed comprising Bookbinder Business Law Chambers (Botswana), Bowman Gilfillan (South Africa) and Coulson Harney Advocates (Kenya).</td>
</tr>
<tr>
<td>2012</td>
<td>AF Mpanga Advocates (Uganda) and East African Law Chambers (Tanzania) join Bowman Gilfillan Africa Group.</td>
</tr>
<tr>
<td>2014</td>
<td>JWF Legal (Madagascar) joins Bowman Gilfillan Africa Group. Van Velden Pike Nichols (Durban) merges with Bowman Gilfillan.</td>
</tr>
<tr>
<td>2016</td>
<td>Certain members of the Bowman Gilfillan Africa Group move forward under one name: Bowmans.</td>
</tr>
<tr>
<td>2017</td>
<td>Bowmans Tanzania Limited is established.</td>
</tr>
<tr>
<td>2018</td>
<td>Bowmans Uganda celebrates 15th anniversary of the establishment of AF Mpanga Advocates. Bowmans Kenya celebrates 10th anniversary of the establishment the Nairobi office.</td>
</tr>
</tbody>
</table>
Once part of Bowmans, always part of Bowmans. Although dispersed all over the world, in virtually every sector and industry, our alumni share a common bond – one that we would like to strengthen and nurture.

Leading South African jurists Sisi Khampepe and Dunstan Mlambo are among our alumni who have reached great heights.

Tembeka Ngcukaitobi, advocate and author of *The Land is Ours*, was a partner in Johannesburg before switching to the Bar.

Top South African business leaders Patrice Motsepe of African Rainbow Minerals and Sim Tshabalala of Standard Bank grew up in this firm and are now loyal clients.

Following the progress of these luminaries is easy because of their public profiles. There are countless other Bowmans alumni who, in their own ways, are making their mark across the world and have inspiring stories and experiences to share.

Bowmans is eager to reconnect with one and all, which is why we have introduced our alumni programme, *Timeless Ties*.

The intention is to facilitate connections by renewing acquaintances, catching up on one another’s doings and achievements and creating networking opportunities among ourselves as like-minded professionals.

This kind of engagement could be invaluable to alumni and the firm alike. Retaining close ties with people one knows, trusts and respects can have many benefits, personal and professional. Through *Timeless Ties*, we can explore these benefits.

There are countless other Bowmans alumni who, in their own ways, are making their mark on the world and have inspiring stories and experiences to share.

In this first edition of our alumni publication, also titled *Timeless Ties*, we share some of the latest developments and highlights in the life of Bowmans to give you a sense of the progress we have made and where we are now.

If you would like to contribute to future editions of this bi-annual publication, please get in touch with me.

I trust you will find this an interesting read that will whet your appetite and inspire you to be part of our alumni programme.
It is my great pleasure to pick out some of the highlights during my tenure as chairman and senior partner.

INTRODUCING BOWMANS – WHERE ARE WE NOW?

Just over two years ago, at the beginning of September in 2016, we publicly announced our ‘one firm’ approach under the brand name Bowmans. That milestone was the culmination of five years’ work in developing the leading independent African law firm operating in key jurisdictions across the continent.

That said, most law firms in Africa, whether home-grown or international, will tell anyone who will listen that they are ‘leading’. They’ll also say something about their ‘Africanness’.

We are no different in our aspirations – it’s our approach that differentiates us. So what do we mean when we say that Bowmans is a leading African law firm?

We mean that:

- We operate as one firm.
- We provide integrated legal services throughout Africa from six offices in four countries.
- We offer a single point of contact.
- We are operationally integrated and connected across multiple jurisdictions.
- We deliver the same high standards across the continent.
- We share resources and country-specific knowledge.

- We have deep local knowledge, what I call, ‘the soil under our fingernails’ or ‘understanding the smell of the place’.
- We are united in purpose to be the leading African law firm - one team unified by our understanding of clients’ needs across Africa.

In a complicated and daunting environment, we offer a reassuring partnership of knowledge and experience that enables our clients to unlock potential.

Our physical presence in four African jurisdictions, and the support of our ‘best-friend’ relationship firms (Udo Udoma & Belo-Osagie in Nigeria; Corpus Globe in Zambia; and Mozambique-based Taciana Peao Lopes & Advogados Associados) as well as excellent relationships with firms in other countries, have resulted in our having worked in meaningful ways across the continent.
MATTERS THAT MATTER

We have also accelerated our progress towards achieving our vision of being the leading African law firm for corporate and institutional clients working on the most complex legal matters on the continent.

This is seen in some of the matters that we’ve recently been involved in. For example:

- Our Kenyan practice advised on the biggest restructuring in that country’s history (the record-breaking USD 2.2 billion restructuring of Kenya Airways plc) and East Africa’s largest property development to date (Tatu City).


- Our Ugandan practice advised on the high-profile investigations into Crane Bank and subsequent negotiations to settle outstanding debts arising from mismanagement of the bank.

REWARDING AWARDS

In the past year, we have been recognised for:

- topping MergerMarket’s Middle East and Africa league tables by deal count in 2017;
- being identified as the leading legal adviser in Africa by volume for the fourth year running by DealMakers;
- receiving Law Digest’s M&A Team of the Year, Capital Markets Team of the Year and IP & Technology Team of the Year awards;
- being named South African Law Firm of the Year in both the Chambers Africa Awards for Excellence and the South African Professional Services Awards; and
- being named African Law Firm of the Year (Large Practice) and winning three practice area awards (Property and Construction Team of the Year, Energy and Natural Resources Team of the Year and TMT Team of the Year) at the African Legal Awards hosted by Legal Week and the Corporate Counsel Association of South Africa (CCASA).

We have also received some accolades multiple times, for example:

- For six consecutive years (2012 to 2018): our Intellectual Property team in Kenya received a Gold ranking from The World’s Leading Trademark Professionals.
- For two consecutive years (2017 and 2018): Private Equity Africa named us Single Deal Advisor of the Year.
As at 30 September 2018:

<table>
<thead>
<tr>
<th>Metric</th>
<th>Numbers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offices in 4 countries</td>
<td>6</td>
</tr>
<tr>
<td>Revenue South Africa, FY 2018</td>
<td>83%</td>
</tr>
<tr>
<td>Revenue Kenya, Tanzania, Uganda, FY 2018</td>
<td>17%</td>
</tr>
<tr>
<td>Service lines</td>
<td>21</td>
</tr>
<tr>
<td>Sectors</td>
<td>10</td>
</tr>
<tr>
<td>Categories ranked Band 1 by Chambers Global, 2018</td>
<td>15</td>
</tr>
<tr>
<td>Total partners</td>
<td>158</td>
</tr>
<tr>
<td>21 in Kenya</td>
<td>3 in Tanzania</td>
</tr>
<tr>
<td>127 in South Africa</td>
<td>7 in Uganda</td>
</tr>
<tr>
<td>Total staff</td>
<td>846</td>
</tr>
<tr>
<td>162 in Kenya</td>
<td>18 in Tanzania</td>
</tr>
<tr>
<td>628 in South Africa</td>
<td>38 in Uganda</td>
</tr>
<tr>
<td>Lawyers recognised in IFLR1000, 2018</td>
<td>36</td>
</tr>
<tr>
<td>Practices ranked Tier 1 by IFLR1000, 2018</td>
<td>8</td>
</tr>
<tr>
<td>SA BEE status level</td>
<td>2</td>
</tr>
<tr>
<td>Lawyers recognised in Chambers Global, 2018</td>
<td>67</td>
</tr>
<tr>
<td>Lawyers recognised in the Legal 500, 2018</td>
<td>32</td>
</tr>
<tr>
<td>Practices ranked Tier 1 by Legal 500, 2018</td>
<td>10</td>
</tr>
</tbody>
</table>
Having worked on some of Africa’s most complex cross-border transactions, we have valuable knowledge to share with clients, peers and interested members of the public.

We freely disseminate our learnings and insights in publications and by holding complementary seminars and panel discussions.

We also believe that it is our responsibility to host important conversations that highlight issues and promote access to justice, particularly in the countries in which we are physically present.

Here is a snapshot of some of the recent highlights.
A Spring celebration of women with Dr Judy Dlamini

Boardwalk Breakfast

Dialogue on land expropriation without compensation

Brexit Breakfast

Protection of Personal Information Act Seminar

Africa Competition Law Seminar

Fintech Seminar

Diversity in Business Breakfast

A Spring celebration of women with Dr Judy Dlamini
MILES STAYS THE COURSE WITH THE SOUTH AFRICAN LAW SOCIETY

Lawyers are accustomed to reading lengthy documents, but 6,900 pages in preparation for one meeting is a tall order. This was the size of the agenda for the last Council Appearances meeting of the Law Society of the Northern Provinces, demonstrating the magnitude of the task that Bowmans partner Miles Carter has been shouldering as a council member.

It is critical for large law firms to be represented on the body that administers and regulates our profession, and Miles has certainly pulled his weight since being elected to the Law Society Council in 2015. He has been one of the council’s three vice presidents and sat on several of its committees, including the Audit and Risk Committee and the Exemptions Committee.

Miles, who is partner in our Dispute Resolution Department in Johannesburg, assiduously attended the monthly council and other meetings for the past three years. He also ensured that the views of large firms were considered in the changes envisaged for the legal profession. A key example is the proposed approach to fees under the new Legal Practice Act.

“Fees in respect of legal services are going to be investigated by the Law Reform Commission but until that investigation is concluded, fees for all services, both litigious and non-litigious, must be in accordance with tariffs determined by the Rules Board for Courts of Law,” he says. “This underlines how important it is for the larger law firms to be represented on bodies taking decisions about the profession.”

The Legal Practice Act of 2014 is ushering in significant changes for the legal profession and for the Law Society itself. Midnight on 31 October 2018 marks the end of an era for the 126-year-old body, which on 1 November will, together with all the other Law Societies, be replaced by the new Legal Practice Council, functioning in terms of the Legal Practice Act.

The new council will be fundamentally different from the existing one. Where the current council has 24 attorney members, the new national council will have 10 attorneys, six advocates, two teachers of law, three people appointed by the Minister of Justice, one appointed by Legal Aid SA and one appointed by the Fidelity Fund. The attorney members have a set demographic consisting of four black women, three black men, two white men and one white woman.

A total of 77 attorneys were nominated to fill the 10 seats for attorneys. Miles and Trudie Nichols, from our Durban office, being two of them. Voting started on 19 September and closed on 30 September. Miles and Trudie were among the successful candidates announced at the beginning of October.
Bowmans alumni are people to watch long after they have struck out in new directions. A fearless champion of access to justice is Judge Dunstan Mlambo, Judge President of the Gauteng Division of the High Court, who completed his articles at Bowmans.

Unlike most candidate attorneys, Dunstan was not a newcomer to the practice of law when he approached Bowmans in the late 1980s. At that time he had already held down two jobs: first with the then KaNgwane Government and then as a fellow at the Legal Resources Centre (LRC).

Not only did he have hands-on experience of the law, he had also previously encountered Bowmans on the opposing side of an unfair dismissal case, which was settled out of court in favour of Dunstan’s client.

THE BOWMANS CONNECTION

Not surprisingly, when he applied to complete his articles at Bowmans, we snapped him up.

He completed his articles in 1988 and 1989 (alongside another well-known Bowmans alumnus, Patrice Motsepe), passing his board exam on the first attempt. Within two years, Dunstan was an associate partner, working in the trade union team of the Labour Department. Altogether, he spent five years with Bowmans, leaving at the end of 1992.

Our loss was South Africa’s gain. He left to start his own firm, which he ran until 1997 when he became an acting Labour Court judge and then a Labour Appeal Court judge. Next, Dunstan served as a judge in the South Gauteng High Court and subsequently a judge in the Supreme Court of Appeal. From there, he became Judge President of the Labour Court and Labour Appeal Court, and in 2012 was appointed Judge President of the Gauteng Division of the High Court, succeeding Judge Bernard Ngoepe.

Meanwhile, throughout his judicial career, Dunstan has championed pro bono work around access to justice, which is where the connection with Bowmans continues.

During Judge Mlambo’s tenure as Judge President of the Labour Court, he was key in facilitating and initiating the SASLAW Labour Clinic. Bowmans has serviced the clinic since its inception.

An example of our involvement was a matter concerning racial discrimination in the workplace. From 2011 to 27 February 2018, when the Constitutional Court finding finally ended the matter, Bowmans acted pro bono for Theo September, Dean September and Ronald Paulsen, who had been subjected to racial discrimination. The Court ruled in their favour.

Another important access-to-justice project that Judge Mlambo was key in initiating is the Helpdesk at the South Gauteng High Court. Bowmans has a proud association with the helpdesk and has serviced it for the past three years.

Then there is Legal Aid South Africa. Judge Mlambo has been chairperson of this organisation, which renders legal aid for criminal matters through approximately 60 offices countrywide. Bowmans has, for many years, seconded candidate attorneys to Legal Aid’s Johannesburg Justice Centre.

Bowmans is proud to be associated with such a distinguished alumnus, promoting access to justice for those who need it most.

JUDGE DUNSTAN MLAMBO – AN ILLUSTRIOUS ALUMNUS

The many high-profile cases Dunstan has considered include the 2014 decision to allow the media to broadcast the proceedings of the Oscar Pistorius murder trial. His reasons for allowing the trial to be broadcast live included dispelling perceptions that the rich and famous receive preferential treatment from the justice system.

Another landmark case was the matter between former Finance Minister Pravin Gordhan and the Gupta-owned company Oakbay.

Then there was his December 2017 ruling that then Deputy President Cyril Ramaphosa had to appoint a new National Director of Public Prosecutions within 60 days.
AI: A NEW FORM OF PARTNER

This year we introduced a new partner to Bowmans: Kira. Kira is an artificial intelligence tool designed to improve efficiencies in certain key legal processes, primarily in the mergers and acquisitions and regulatory areas. Bowmans is one of the first African firms to be able to offer a solution of this nature to clients.

Kira is a contract review software - she automatically identifies and extracts information from both structured and unstructured documents using machine-learning models. This can enhance reviews, reduce risk and offer significant potential to improve on processes.

At present we are using Kira to enhance our due diligence capabilities associated with high-end mergers and acquisitions. We have used Kira on over 20 live transactions and over 40 projects. We have trained over 173 users across six offices and four countries and have trained the tool in the laws of four jurisdictions and several specialist practice areas.

Kira is also useful for extended scope reviews involving thousands of documents where the aim is to check for deviations from standard form agreements.

We are excited about the power of the technology and how Kira can enhance our client-centric service offering.

FOR THE PUBLIC GOOD

Our location in four African countries means that we are able to make a contribution to some of the neediest communities on the continent.

Our approach is to look for opportunities that make the biggest impact and for the effects of our pro bono work to ripple through the communities we serve to the heart of our societal problems.

We help non-profit organisations so that they in turn can help others. We also collaborate with various organisations to assist small businesses and start-ups and support clinics who assist non-profit organisations with their registration and compliance issues. We help individuals to access the justice system, providing legal advice to those in need.

In addition, our staff members take part in a wide range of corporate social responsibility initiatives. In some cases, we participate in national and international initiatives. In other cases, we plan and implement our own initiatives to assist vulnerable or marginalised members of our communities and also enable our staff to build new relationships, gain fresh perspectives and develop the soft skills that make them into well-rounded human beings.

FALLEN FOR ANGELS?

Many thought that our illustrious rainmaker, Ezra Davids, was unique. But rumour has it that there are two miniature versions currently growing under his care. Rafael and Gabriel were born on 7 February 2017 and have captured the heart of our leading dealmaker. What could be more ‘heavenly’ than this?
IS THAT CRICKET?

By Luway Mongie, Partner

Kaizer Chiefs vs Orlando Pirates. Springboks vs All Blacks. Bowmans vs Webber Wentzel. Sports rivalries just do not get bigger than these three in their respective codes!

In 2017 we celebrated 50 years of the Bowmans vs Webber Wentzel cricket match, an enjoyable social tradition between the two fine firms.

While records from 1967 to 1980 are hard to come by, the trophy reveals that since 1981, this contest has been won 18 times by Bowmans and 14 times by Webbers, with six no results in the mix. Worth noting is that since 2006, the match has taken on a more Serena vs Sharapova ‘rivalry’ look about it with Bowmans enjoying a 9-2 winning ratio (two no results) #justsaying.

Over the years, many traditions of the fixture have remained in place, including the post-match Fines Meeting, the Boat Race and the esteemed Duck-Walk (for any player going out for 0!), ensuring great camaraderie between the teams.

In other respects, the Bowmans team has seen a few changes including team name (initially ‘Bowman Gilfillan & Blacklock’ to ‘Bowman Gilfillan Hayman Godfrey’ - an engraver’s nightmare! – to ‘Bowman Gilfillan’ to now just ‘Bowmans’), team colours, and most significantly a change in selection policy.

Whereas ‘years in service’ was usually sufficient to guarantee your spot in the team, in recent years this has been replaced by the (rather ridiculous) criteria of ‘talent and ability’. Oddly enough, despite this change in policy, the chair of selectors, Alan Keep, still manages to find a spot in the team every year!

The fixture has also seen some impressive performances over the years. The likes of Dennis Jooste, Chris Todd, Mike du Toit and Mendel Sass have all made significant contributions. We have also seen the face of a first class cricketer, Pepler Sandri (who once turned out for Sussex vs Australia and grabbed the wickets of Phil Hughes, Simon Katich and Marcus North on day one of the match), while in recent years, the team’s success can largely be attributed to the consistent performances of Ryan Kitkat, Ryan Wessels, Samir Ellary and Sibusiso Sithole and the current captain, Phetole Modika.

Finally we would be nothing without our hordes of fans who turn out each year at the Country Club Johannesburg to spur us on.

...we would be nothing without our hordes of fans who turn out each year at the Country Club Johannesburg to spur us on.

Our alumni remain invited and are very much welcome to attend the annual fixture, usually set down in either February or March, to cheer the team on, enjoy a glass (or three) of wine or beer and to witness Rob Legh’s arduous attempt (post-match) at downsing a beer.

2018 winners - It was a tightly-fought game but in the end, Bowmans emerged victorious, returning the trophy to 11 Alice Lane.
A line up of the current members of our Partnership and Management Boards is as follows:

**ROGUES GALLERY**

**PARTNERSHIP BOARD**

- **Robert Legh**
  Chairman and Senior Partner

- **Penuell Maduna**
  Deputy Chairman

- **Charles Douglas**
  Head of M&A

- **Chris Todd**
  Head of Employment and Benefits

- **David F.K. Mpanga**
  Partner, Uganda

- **Ezra Davids**
  Chairman of Corporate/ M&A

- **John Bellew**
  Head of Private Equity

- **Joyce Karanja**
  Partner, Kenya

- **Paras Shah**
  Partner, Kenya

- **Randall van Voore**
  Partner
RECONNECTING WITH OUR ALUMNI

MANAGEMENT BOARD

Richard Harney
Managing Partner, Kenya

Tholinhlanhla Gcabashe
Partner

Ulrike Naumann
Head of Finance

Alan Keep
Managing Partner

Ashleigh Hale
Co-Head of Corporate

Deon de Klerk
Co-Head of Corporate

James McKinnell
Head of Dispute Resolution

Jo-Ann Pohl
Group Chief Financial Officer

Richard Smith
Group Chief Operating Officer

Shamilah Grimwood-Norley
Head of Banking and Finance

Tammy Beira
Talent Partner
The partners of Bowmans all signed up to what we call the 'Fancourt Charter' at our 2015 Partners Conference in Fancourt. The Fancourt Charter sets out our commitment to the firm’s values as follows:

The culture of this firm is distinctive; it is an asset prized by all partners. We’re a law firm that makes people stronger in their professional lives, positions and ambitions. That comes from, and demonstrates, our deep personal commitment to the people we work with, as much as to the people we work for.

Each partner acknowledges his and her personal responsibility to contribute to the success and profit of the firm and to implement and demonstrate the principles of this charter. We are one firm and we promote the interests of the firm above those of any one partner, department or office by collaboration with our colleagues in other departments and offices. We go out of our way to support our partners and we are always optimistic in setting out for the best outcomes.

We value our partner autonomy; we earn and preserve that autonomy by attending to our individual responsibilities as partners. Honesty, integrity and fair dealing are central to our dealings with each other, our staff, our clients and other stakeholders. Behaviour that is inconsistent with our culture and values is neither welcome nor tolerated.

Our people are our greatest asset. We undertake personally to protect that asset by investing our time in mentoring and developing our lawyers and providing all staff with a supportive and engaging working environment. We do not tolerate unfair discrimination and we are committed to transformation in all its manifestations. We actively strive for diversity in all its aspects, including in relation to race, gender, religion and sexual orientation.

We are committed to the highest standards in all aspects of our business. Our people, our clients and our communities can all benefit from the enduring prosperity we create.

As partners we are custodians of the business. We acknowledge the legacy left to us by former partners and undertake to leave the firm in a better condition than when we arrived.