
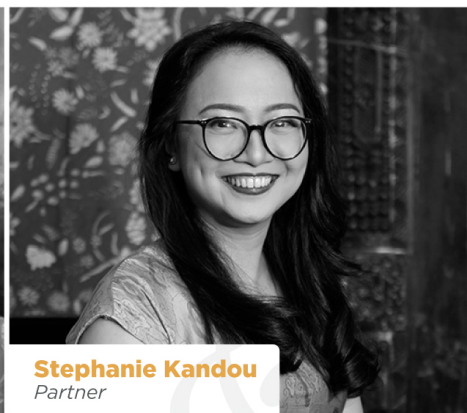



Congratulations

Makarim & Taira S. welcomes its **Newest Partners.**

 <p>Norma Mutalib Partner</p> <ul style="list-style-type: none"> • Franchising & Licensing • Intellectual Property • Hotels, Resort & Tourism • Foreign Investment, Corporate & Commercials 	 <p>Stephanie Kandou Partner</p> <ul style="list-style-type: none"> • Mergers & Acquisitions • Banking & Finance • Project Finance • Foreign Investment, Corporate & Commercials 	 <p>Harris Toengkagie Partner</p> <ul style="list-style-type: none"> • Litigation & Dispute Resolution • Employment • Real Estate • Antitrust & Competition
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Introducing Our New Partners

Makarim & Taira S. prides itself as a place of learning and a career springboard for aspiring lawyers in Indonesia. Every year, the firm welcomes passionate fresh graduates to the firm and provides them an environment that is conducive to growth. Over the past 40 years, Makarim & Taira S. has seen countless fresh law graduates from various universities grow and thrive to become the country’s most competent and successful lawyers. Undoubtedly, we are most thrilled to witness many evolve and become the firm’s own leaders.

Therefore, we are pleased to introduce our newest Partners, Norma Mutalib, Stephanie Kandou, and Harris Toengkagie.

Norma Mutalib graduated from the Faculty of Law, Universitas Trisakti, Jakarta, Indonesia in 2000 and received her LL.M from the University of Melbourne, Victoria, Australia in the year 2002. She has a broad franchising practice focusing mainly on market entry and regulatory issues, contract negotiations and drafting. She also has extensive expertise in hotel franchising and hotel management arrangements including in a wide range of intellectual property, employment and corporate/commercial matters. Norma is ranked as Recommended Lawyer in Who’s Who Legal for South East Asia Franchise 2021 and recognized as a Recommended Lawyer in Intellectual Property in the Legal 500 Asia-Pacific 2022.

Stephanie Kandou

has been representing major multinational institutions as well as national companies, in various legal matters, particularly in banking and finance, mergers & acquisitions, and other transactional work in Indonesia. Her practice highlights include complex financial transactions acting for both lenders and major corporate borrowers and she has also been involved in project finance transactions. In mergers & acquisitions, she has acted both for acquirers and acquirees in various M&A transactions in Indonesia. With more than 13 years of experience, Stephanie has also been advising clients in foreign investment and general corporate practice, as well as capital market, such as IPO and bonds issuance. She obtained her bachelor's degree in law from Universitas Indonesia with a cum laude predicate and continued her education in Erasmus University Rotterdam in Rotterdam, the Netherlands where she graduated with an LL.M in 2009. Stephanie has been part of the firm since 2010.

Having joined Makarim & Taira S. in 2012, **Harris Toengkagie** has been a valuable member of the firm ever since. He received his bachelor's degree in Law from Universitas Trisakti, Jakarta, Indonesia, and completed his LL.M at Erasmus University, Rotterdam, the Netherlands in 2006. With more than 15 years experience, Harris has represented prominent clients in various cases in litigation & dispute resolution, employment, real estate and competition law. His major cases include, among others, providing legal assistance in the acquisition of land with an area of approximately 85 hectares for infrastructure projects, representing clients in an objection to an Indonesian Competition Commission's ruling, and representing clients in state administrative disputes, land disputes, complex civil litigation cases, settlement in aviation cases, the enforcement of foreign arbitral awards. His expertise is also showcased by his successfully representing employers in several mass terminations and the settlement of various labor disputes.

Welcoming these impressive individuals as the firm's newest Partners is one of the defining moments which signifies the firm's long-term commitment to ensuring its sustainability by creating a path for its lawyers to thrive and continue to make a difference in the Indonesian legal field.

Hearty congratulations to Norma Mutalib, Stephanie Kandou and Harris Toengkagie. Let this be the start of a more rewarding and remarkable journey ahead.