BARNES &



Having worked in multiple in-house positions and as a lawyer and consultant, Naomi Kwang understands her clients' business needs and offers practical advice regarding the implications of strategic business combinations, investments and restructuring. She counsels U.S. and global clients to make smart yet advantageous business decisions through measured and calculated risk.

Naomi concentrates her practice on counseling clients through matters involving general corporate law, mergers and acquisitions, and various international business transactions.

Transactional and Corporate Mergers and Acquisitions

Naomi offers her clients savvy counsel, as she knows how to meet her clients' ultimate needs – to get their deals done.

Specifically, Naomi has worked on buy-side and sell-side M&A transactions for U.S. and international for-profit and nonprofit clients, ranging from tens of millions to over \$1 billion in deal value. She has also worked on international reorganization projects for multinational clients across North America, Europe and Asia and has advised U.S. and overseas companies in the drafting and negotiations of a wide range of agreements with international counterparties, including supply contracts, joint venture agreements, and partnership arrangements. She also advises on overall corporate organizational structure, board governance issues, and virtually all manner of commercial contracts.

Most critically, Naomi prides herself on being a sounding board for her clients on a range of legal issues they may encounter – as a quasiexternal general counsel. In particular, she is uniquely able to advise them on how to best navigate the legal alternatives and strategies that arise in the course of daily business operations, and to connect them with her fellow colleagues to meet her clients' legal needs.

Naomi Y. Kwang

Partner, Chair – Greater China and South East Asia

11 S. Meridian Street Indianapolis, IN 46204-3535

P 317-231-7545 F 317-231-7433 nkwang@btlaw.com

EDUCATION

Indiana University Robert H. McKinney School of Law, (J.D.), summa cum laude, an articles note editor for the Indiana Law Review

Georgia Institute of Technology, (M.S.), operations research

Purdue University, (B.S.), industrial engineering and economics, with highest distinctions

BAR ADMISSIONS

Indiana

LANGUAGES

English Cantonese Malay Mandarin Chinese

PRACTICES

Commercial Contracts and Transactions Corporate Greater China and South East Asia International Business International Services Mergers and Acquisitions and Private Equity Supply Chain

INDUSTRIES

Agriculture and Food

International and Southeast Asia

As a native of Singapore, Naomi is fluent in Mandarin and understands Asian business culture, which uniquely qualifies her to assist Asian companies, including those from China, Taiwan and Southeast Asia, conducting business in the United States, as well as U.S. companies seeking to do business throughout Asia. As such, she is chair of the firm's Greater China and South East Asia Practice Group.

Before practicing law, Naomi gained nearly a decade of international corporate experience through a number of roles in Singapore. She was the head of the human capital division and senior officer in the logistics and supply chain management division for the Singapore Economic Development Board; a senior associate, focused on business strategy and performance management, with KPMG Advisory; and a senior executive in the corporate development division and employment and employability division for the National Trade Union Congress.

Naomi leverages that unparalleled knowledge to assist both publicly listed and privately held Asian clients – ranging from startups to conglomerates, across a variety of manufacturing and services industries, including medical diagnostics, healthcare services, automotive, furniture, outdoor equipment, advanced aluminum, and more – with their strategic investments and expansion plans in the U.S.

Naomi's strength lies in the fact that she is readily aware of what a business needs to set up in the U.S. – and abroad – as well as the challenges it may encounter along the way.

Naomi is considerably invested, both personally and professionally, in working with clients and through nonprofits to promote economic development, trade, and investment opportunities between the U.S. and Asia, including China, Taiwan and Southeast Asia.

Professional and Community Involvement

Board member, Conner Prairie

Member, Conner Prairie Governance Committee

Immediate past-chair and board member, Immigrant Welcome Center

Past-chair and board member, America China Society of Indiana

Board member, Good News for the Nations

Member, American Bar Association

Member, Indianapolis Bar Association

Honors

The Best Lawyers in America, Ones to Watch, 2021-2024

The Legal 500's Private Practice M&A Powerlist: USA 2024