



IN REVIEW



THOO & PARTNERS
corporate and commercial law firm

MESSAGE FROM

MANAGING PARTNER

THOO & PARTNERS 02



THOO LIT YING

LL.B(Hons)(London), CLP



As I reflect on the year gone by, I am reminded that building a legal practice is as much an internal journey as it is a professional one. Thoo & Partners is not sustained by size or numbers, but by clarity of purpose, consistency of values, and an unwavering commitment to doing the work properly, even when no one is watching.

2025 brought its share of challenges, moments of pressure and decisions that required careful judgment. It also reaffirmed why Thoo & Partners exists: to provide thoughtful, principled legal advice, grounded in integrity and delivered with responsibility to clients who place their trust in us.

Practising law independently demands discipline, resilience and a constant willingness to refine one's thinking. Each matter handled by us, whether complex or routine, was approached with the same care, preparation and respect for the law. Progress was often quiet, but meaningful.

I am deeply grateful to the clients and professional counterparts who have continued to place their confidence in Thoo & Partners. Your trust makes this work possible and worthwhile.

This yearbook serves as a record of the firm's journey over the past year. It is a reflection of lessons learned, standards upheld and the steady pursuit of excellence. As I look ahead, I do so with renewed focus, humility and commitment to the path forward.

in General



The past year marked an important period of steady progress and professional recognition for Thoo & Partners. Operating as an independent practice, the firm continued to strengthen its reputation for principled advice, reliability and thoughtful legal solutions across its areas of practice.

One of the most significant milestones this year was the firm being reported as one of the panel solicitors for two companies listed on the Main Board of Bursa Malaysia. This reflects not only professional competence, but also the trust placed in the firm to handle matters that require a high standard of legal judgment, commercial awareness and regulatory sensitivity. It represents a meaningful acknowledgment of the firm's capability to support corporate clients operating within complex and demanding frameworks.

SOLICITORS
Teh & Lee
Thoo & Partners
Shearn Delamore & Co.

SOLICITORS
Richard Wee Chambers
Shearn Delamore & Co.
Tan Pheck San & Co.
Thoo & Partners



Beyond this milestone, the firm successfully handled a broad range of matters, maintaining consistency in quality, responsiveness and attention to detail. Each engagement, whether advisory or transactional, was approached with careful preparation and a commitment to achieving practical and legally sound outcomes.

This year also reinforced the firm's emphasis on sustainability over scale. By remaining focused, disciplined and selective in its work, Thoo & Partners continued to deliver personalised legal services while upholding professional standards expected of larger practices.

Collectively, these achievements reflect a year of consolidation, credibility-building, and quiet advancement. They provide a solid foundation for the firm's continued development and reaffirm its commitment to serving clients with integrity, clarity and purpose.



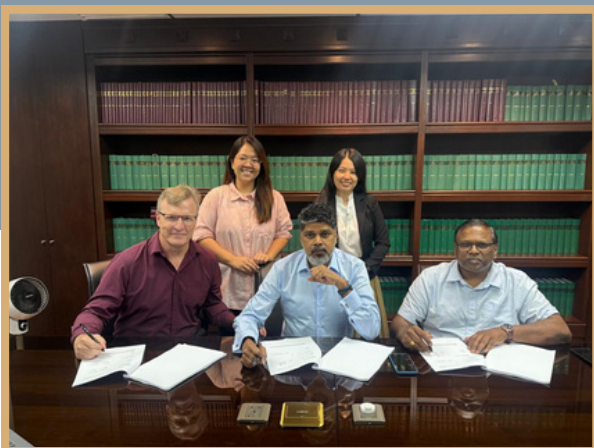
MERGERS & ACQUISITIONS (M&A)



During the year, the firm successfully conducted four merger and acquisition (M&A) transactions, of which three involved cross-border elements, including transactions with Japan and the United States. These matters required careful coordination across jurisdictions, regulatory frameworks and stakeholders, and were managed with close attention to both legal and commercial considerations.

One of the M&A transactions was completed within a notably compressed timeframe of two months, reflecting the firm's ability to work efficiently under time-sensitive conditions while maintaining thorough legal review and transaction discipline.

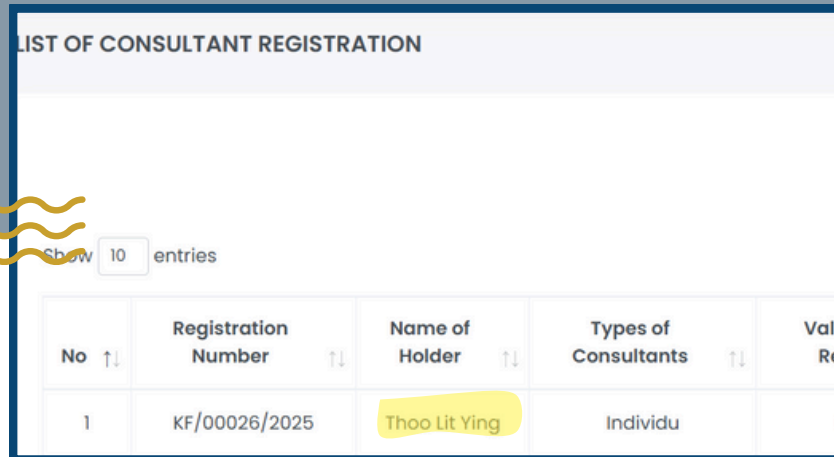
Collectively, the four M&A matters had an aggregate transaction value of approximately RM80 million, representing a meaningful level of deal activity and complexity undertaken during the year.



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FRANCHISE



No	Registration Number	Name of Holder	Types of Consultants	Val
1	KF/00026/2025	Thoo Lit Ying	Individu	

The firm successfully assisted an international food and beverage brand in the re-registration of its franchise business within the deadline prescribed by the relevant authority. This timely completion ensured the continuity of the brand's franchise operations in Malaysia and enabled its ongoing expansion within the local market, while maintaining full regulatory compliance.

In further strengthening the firm's franchise practice, our partner - Thoo Lit Ying, was registered as a franchise consultant before the close of 2025. This accreditation enhances the firm's capability to provide more comprehensive and integrated advisory services to clients operating within the franchise industry, including regulatory, structuring and compliance-related matters.

FINANCING

The firm assisted clients in financing transactions with an aggregate value of RM163 million, providing comprehensive legal advice throughout each stage of the process. These engagements focused on ensuring that clients were properly advised, legally protected and fully informed of their rights, obligations and risk exposures, while facilitating transactions that were both commercially sound and legally robust.



FUNDING

SPEAKING ENGAGEMENT



This year, Thoo & Partners had the privilege of speaking at Joint Global Business Conference, sharing insights on cross-border corporate law. The session highlighted the firm's practical experience in advising clients on complex legal matters and its commitment to promoting best practices in the corporate sector.

Engaging with peers, regulators and industry leaders allowed the firm to exchange ideas on emerging trends and practical solutions, reinforcing its role as a trusted voice in the legal profession.

Sharing knowledge and contributing to the broader legal community is central to our practice.





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