

# **Sensitive Geopolicy**

January 13, 2026

## **Sensitive Geopolicy**

01

### **Space Law & Policy**

**Architecting the infrastructure for the final frontier.**

### **Sovereign Space Strategy**

Drafting national laws and establishing space agencies.

### **Recent Instructions:**

#### **National Legislation**

Advised a sovereign European state in drafting its national space legislation.

#### **Space Agency Establishment**

Advised a state on the establishment and legal structure of its national space agency.

#### **Spaceport Architecture**

Advised a sovereign Latin American state on the development and legal architecture of its national spaceport.

#### **Treaty Compliance**

Counseled a European launch services provider on international

treaty compliance and liability exposure.

## **Track I Dialogue**

Engaged in Track I dialogue with a South East government for an APAC government on aviation and aerospace rights.

## **Government Partnership**

Counseled a private satellite station developer on government-commercial partnership structures.

## **Policy Development**

Advising a sovereign entity on the regulatory strategy for safety certification in space operations.

## **Commercial Space Operations**

Regulatory approvals for satellites, launches, and constellations.

## **Recent Instructions:**

### **Satellite Launch Licensing**

Advised a major US satellite operator on launch and licensing of non-geostationary satellite stations in a Gulf state.

### **Multi-Orbital Constellations**

Advised a US satellite manufacturer on export control compliance for a multi-orbital constellation.

### **Spectrum Coordination**

Advising on International Telecommunication Union (ITU) filings and spectrum priority rights.

## **Launch Liability Exposure**

Advised a European launch services provider on cross-border launch operations and third-party liability exposure.

## **Safety Certification**

Advised a private satellite station developer on regulatory strategy and safety certification.

## **Export Control (ITAR/EAR)**

Advised a US satellite manufacturer on export control compliance for sensitive space technologies.

## **Non-Geostationary Licensing**

Securing landing rights for non-geostationary satellite constellations in the Middle East.

## **Aerospace & Defense**

Support for defense contractors, drones, and state security.

## **Recent Instructions:**

### **Drone Acquisition**

Advised an Asian defense firm on acquisition and legal operation of advanced unmanned aerial drones.

### **Defense Tax Concessions**

Tax dispute for a US defense contractor arising from defense and security agreement tax concessions.

### **Space Tourism Discrimination**

Counseled a Space Tourist on a discriminatory arbitration

claim against a major US space tourism firm.

## **Export Controls (Defense)**

Advised a US satellite manufacturer on export control compliance for dual-use technologies.

## **Aviation Rights**

Engaged in Track I dialogue regarding aviation rights and airspace sovereignty.

## **Government Procurement**

Counsel to a heavy civil engineering contractor on a turnkey project dispute with a State operator.

## **Military-Civil Fusion**

Advising on the regulatory implications of dual-use technologies in the aerospace sector.

02

## **Fiscal Policy & Tax Controversy**

Resolving high-value tax disputes and shaping fiscal compliance strategies.

## **Indirect & Direct Tax Disputes**

Over 300 tax dispute procedures have been litigated through our United Arab Emirates office.

## **Recent Instructions:**

### **Production Wastage Tax**

USD 120 million tax dispute for a tobacco manufacturer arising from production moisture loss and wastage.

## **Permanent Establishment**

USD 40 million tax dispute for a technology MNC arising from permanent and fixed establishment status.

## **Retrospective Tax**

USD 90 million tax dispute for a publicly listed developer in relation to retrospective property development taxes.

## **Mandated Markdowns**

USD 30 million tax dispute for an energy utility company arising from government-mandated markdowns.

## **Defense Concessions**

Tax dispute for a US defense contractor arising from defense and security agreement tax concessions.

## **Utility Tariffs**

Counsel to a domestic public utilities company in dispute with the Federal government over tariffs.

## **Warehouse Contracting**

Litigating a tax dispute regarding whether warehouse services are considered contracting and leasing, or goods.

## **Regulatory & Licensing Fiscal Issues**

Managing the fiscal impact of regulatory changes and licensing fees.

## **Recent Instructions:**

## **Tobacco Licensing**

Due diligence to a tobacco manufacturer on licensing issues arising from novel health licensing regulations.

## **Permit Revocation**

Counsel to an education services provider vis-à-vis a licensing authority for revocation of permit.

## **Digital Rights Sales**

Counsel to a leading e-commerce business on government issues arising from sales of digital rights.

## **Free Zone Authority**

Counsel to a free zone authority in an administrative dispute with the Federal government.

## **VASP Licensing Fees**

Claims against unlicensed virtual asset service providers and advice on fiscal compliance.

## **Financial Services Regulation**

Counsel to a service executive under investigation by a financial services regulatory authority.

## **Excise Tax Compliance**

Advising a tobacco manufacturer on excise tax compliance for new products.

## **Economic Policy & Sanctions**

Navigating the intersection of law, economics, and international relations.

## **Recent Instructions:**

### **Anti-Trust Policy**

Counsel on effective anti-trust measures to mitigate abuse of market and cross-border anti-competition.

### **State Oil Trade**

Advising on state secrets and fiscal liability related to oil trade.

### **Export Control Compliance**

Advised a US satellite manufacturer on export control compliance.

### **Sovereign Wealth Defense**

Advising a large holding company on defending against injunctions in London, New York, and the UAE.

### **Treaty Claims**

Representation in UNCITRAL proceedings under the OIC treaty between a Jordanian investor and EMEA State.

### **Investment Protection**

ISDS dispute under BIT between a Chinese technology conglomerate and an EMEA State.

### **Cross-Border Mergers**

Counsel on regulatory compliance with a securities authority for a cross-jurisdictional reverse merger.

## **Government Affairs & Regulation**

Managing the interface between private business and public authority.

## **Administrative Law**

Challenging government decisions and administrative overreach.

## **Recent Instructions:**

### **Federal vs. Free Zone**

Counsel to a free zone authority in an administrative dispute with the Federal government.

### **Utility Tariff Challenge**

Counsel to a domestic public utilities company in dispute with the Federal government over tariffs.

### **Licensing Revocation**

Counsel to an education services provider vis-à-vis a licensing authority for revocation of permit.

### **State Entity Arbitration**

Emergency arbitration proceedings between a construction firm and a State entity.

### **Government Agency Dispute**

Construction dispute between a Jordanian contractor and a government agency.

### **Judicial Review**

Advising on the probability of enforcement of foreign



judgments and administrative orders in the UAE.

## **Regulatory Investigation**

Counsel to a service executive under investigation by a financial services regulatory authority.

## **Legislative Drafting & Reform**

Shaping the policies that govern future industries.

## **Recent Instructions:**

### **National Space Legislation**

Advised a sovereign European state in drafting its national space legislation.

### **Track I Dialogue**

Engaged in Track I dialogue with South East government for APAC government on aviation rights.

### **Lobbying Strategy**

Advised a commercial space firm on federal lobbying strategy before Congress and executive agencies.

### **Infrastructure Legislation**

Support of launch, spectrum, and space infrastructure legislation.

### **National Agency Formation**

Advised a state on the establishment of its national space agency.

## **Novel Regulation Advisory**

Due diligence to a tobacco manufacturer on licensing issues arising from novel health licensing regulations.

## **Anti-Trust Measures**

Counsel on effective anti-trust measures to mitigate abuse of market.

## **Sovereign Defense & Immunity**

Pursuing and defending States and State-owned entities in international forums.

## **Recent Instructions:**

### **OIC Treaty Defense**

UNCITRAL proceedings under the OIC treaty between a Jordanian investor and EMEA State.

### **BIT Dispute (Dutch)**

ICSID proceedings under a BIT between a Dutch holding conglomerate and an EMEA State.

### **BIT Dispute (Chinese)**

ICSID proceedings under a BIT between a Chinese technology conglomerate and an EMEA State.

### **BIT Dispute (Indian)**

UNCITRAL proceedings under a BIT between an Indian manufacturer and an EMEA State.

## **BIT Dispute (US)**

ICSID proceedings under a BIT between a US major developer and an EMEA State.

## **State Secrets Privilege**

Advising on the scope of liability and penalties regarding state secrets (related to oil trade).

## **Police & Interpol**

Representation of high-net-worth individuals in interactions with INTERPOL and local police authorities regarding Red Notices.