



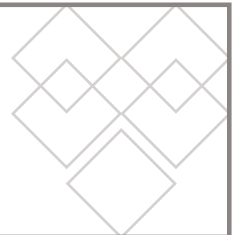
Mergers & Acquisitions Asia Pacific 2025



PROFILED:

JACQUELINE CHAN

Milbank LLP



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Mergers & Acquisitions Asia Pacific



JACQUELINE CHAN

Partner

Milbank LLP

Singapore

T: +65 6428 2433

E: jchan@milbank.com

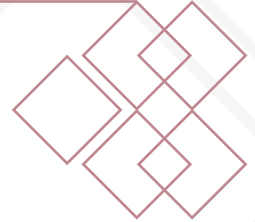
PERSONAL BIOGRAPHY

Jacqueline Chan is a partner in Milbank's Singapore office with over two decades of experience in complex corporate and financing transactions across the Asia-Pacific region. She specialises in leading and structuring complex cross-border debt and equity transactions for clients both within and outside of Southeast Asia, and is regular counsel to numerous major private equity funds, sovereign wealth funds, corporates, leading banks and financial institutions in their diverse international transactions. She is ranked as a top leading attorney by Chambers International and Chambers Asia Pacific in the areas of corporate M&A, restructuring and insolvency, and banking and finance.

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**Q&A WITH JACQUELINE CHAN****Reflecting on your career, how have your goals and aspirations evolved over time? Have there been any unexpected achievements or shifts in direction?**

◆ I was initially drawn to the law by the allure of intellectual sparring before a sharp, discerning judicial bench. I imagined myself immersed in research, crafting novel arguments to challenge and impress. But once I stepped into practice, I quickly discovered something unexpected: I was, and still am, a deal junkie. I thrive on the pace, collaboration and strategic thinking that complex transactions demand. What surprised me most was how deeply fulfilling it felt to be of service to clients, navigating challenges as part of a team. Over time, that passion has expanded into mentoring junior lawyers, helping them find their footing and joy in the dealmaking process. I never began with lofty goals – just a sincere desire to do meaningful work. That same drive to serve remains with me, and perhaps one day, it will guide me toward broader contributions beyond the deal table.

What qualities and values do you believe are essential for building strong, trusting relationships with clients?

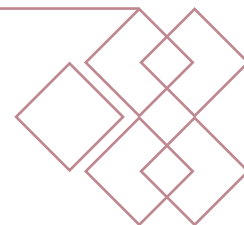
◆ The foundation of a strong, trusting client relationship is a combination of deep competence, consistency and genuine care. In complex, high-stakes M&A, clients do not just want legal answers – they want sound judgment, commercial insight and someone who understands the pressures they are facing. Being responsive, reliable and clear is essential. But what truly builds trust is showing that you are fully invested in their outcomes, not just the transaction. That means listening closely, thinking ahead and helping them navigate complexity with confidence and calm. Humility also plays a role – knowing when to lead, when to support and when to adapt.

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Over time, trust grows when clients know you will show up in the moments that matter, offering advice that is not only technically solid, but grounded in real understanding. At the end of the day, clients remember the people who stood with them when the path was hardest.

**What are your predictions for the future of your legal specialty? How do you see your vocation evolving over the next few years?**

◆ I believe the future of international transactional legal practice will be defined by even deeper trust and high-touch personal relationships. As artificial intelligence (AI) transforms the way we conduct research, generate drafts and manage data-heavy tasks, the value of human judgment, commercial instinct and relationship-building will only grow. AI will be a powerful accelerator – speeding up the groundwork so lawyers can focus on strategic thinking and client engagement. But far from replacing lawyers, it will raise the bar. I see the profession evolving toward a more specialised, higher-skilled model, with a smaller pool of lawyers who are not only technically excellent, but also emotionally intelligent, commercially astute and able to lead in moments of complexity. For those of us in M&A and cross-border corporate work, this means a shift toward being true advisers – deeply trusted, personally connected and indispensable in navigating fast-moving global landscapes. ■

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**REPRESENTATIVE ENGAGEMENTS**

- ◆ Advised Telekom Malaysia Berhad on a joint venture between TM DC Educity Sdn Bhd and NXERA MY Pte. Ltd. to develop data centres in Malaysia, starting with a sustainable, hyper-connected AI-ready campus in Johor.
- ◆ Represented Masan Group Corporation and its portfolio companies in the sale of 100 percent of H.C. Starck Holding (Germany) GmbH, a leading manufacturer of high-quality powders made mainly of tungsten, tungsten carbide and its alloys, to Mitsubishi Materials Corporation.
- ◆ Represented I Squared Capital and its portfolio companies in the restructuring and sale of a minority stake of AG&P India and Think Gas, its city gas distribution business in India, to a consortium of Japanese investors.
- ◆ Represented Bain Capital in a structured minority investment in PT Sejahterara Anugrahjaya Tbk, a private hospital chain in Indonesia, through a multilayered investment via convertible debt and primary subscription in the listed entity and its majority shareholder.

