



LEADERS LEAGUE

INTELLIGENCE REPORT & RANKINGS

2023-'24

TRANSACTIONS & DEALS

TOP PE FIRMS, LAW FIRMS
& INVESTMENT BANKS
EXCLUSIVE INTERVIEWS
WITH LEADERS INSIGHTS & ANALYSIS

RANKINGS

Mergers & Acquisitions
Private Equity Transactions
Venture Capital Funds
Real Estate
Energy & Infrastructure



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MERCADO LIBRE



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TOTAL ENERGIES



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Are there any legal issues
that don't require it?

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Managing Editor

BUYING IN AND EARNING OUT

It's a buyer's market out there, but it takes two to tango, and in the M&A landscape of 2023, many are finding partners hard to come by. The first half of 2023 saw global M&A deal volume continue last year's slide after 2021's record-breaking activity. Indeed, the \$1.3 trillion in M&A deal volume for H1 was the second-lowest in the last 10 years, with only the first quarter of 2020 performing worse.

To get a seller to 'yes' in a deflated market such as 2023's, suitors are having to sweeten the pot even as they search for a bargain, and in many cases this comes in the shape of an earnout provision.

Just as a professional athlete and the team seeking to employ them may turn to performance related contracts to get a deal done when there is a gap between each side's valuation, in the world of M&A, the earnout is on the rise as a deal-facilitating solution which allows the seller to obtain future compensation should their former business go on to achieve certain financial targets, agreed upon in advance with the buyer.

It may not have been a vintage year for M&A, but some notable deals to get done in 2023 include Thales' \$3.6 billion purchase of cybersecurity vendor Imperva, Carrier Global Corp's \$13 billion deal for Viessmann Group's climate solutions unit, and the \$15 billion acquisition of Toshiba Corp by Japan Industrial Partners.

Private equity investment has traditionally come with a high entry barrier, but as funds cast their net wider for investment capital, they are becoming less picky about who can join the PE club. This so-called "democratization" of private equity is a smart move, as individual investors account for approximately half of all global wealth, yet only a small proportion of PE assets under management at present, according to a 2023 report by Bain Capital. Clearly, this offers PE funds an exciting growth vector.

ESG remains a strong and growing component of M&A deals, with investors cottoning on to the fact that exit values five or ten years down the line will be boosted by having deals that are sustainable when scrutinized for their environmental, social and governance impact. ESG is destined to become ever more central to how investors evaluate M&A targets, as the market comes up with more sophisticated and reliable cost-benefit metrics.

The guide you are about to read covers key topics related to transactions across numerous sectors of the economy and features exclusive interviews with top names in the corporate world, as well as numerous rankings of leading law firms, investors, investment banks and consultancies, by country and practice area, to help you find the right professionals to help your business thrive. ♦



LEADERS LEAGUE

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M&A

© everything possible

There is a real sense of uncertainty in the global economy at the moment



Interview with

JÉRÉMIE MARRACHE

Managing Director (France & Benelux),
GOLDMAN SACHS

"Given the volatility in the financial markets at the moment it's hard to make accurate projections"

Jérémie Marrache leads the mergers and acquisitions activity of Goldman Sachs in France, Belgium and Luxembourg. He discusses the current state of M&A in the markets he covers and picks out some key moments from his twenty-year career at the American investment bank.

LEADERS LEAGUE: If you could pick one highlight from your career so far, what would it be?

Jérémie Marrache: It's very difficult for me to pick out just one transaction, but some stand out for me more than others, it's true. I am thinking here notably about those complex, high-profile deals which required me to draw upon all of my corporate finance expertise, especially in terms of M&A, financing and credit rating.

Near the beginning of my career, I led the restructuring of Alstom, and another deal that comes to mind is the refinancing of Technicolor: a long and drawn-out process with capital refinancing at its heart. More recently, I would cite the sale of Neovida to ADM and Merck's acquisition of Antelliq. The above are all major, cross-border deals, but let's not forget Franco-French M&A, such as the merger of Safran and Zodiac, in which I was significantly involved.

What's your worst professional memory?

It always stings to work on a deal that, in the end, does not go through for one reason or another. It's hard to get over because I am lucky enough to have a job which requires a high degree of personal investment and concentration, often over long periods, as the momentum for a deal builds to what you hope will be a successful conclusion. At a company like Goldman Sachs, a deal represents several quarters worth of sustained effort, and so it's always regrettable when it doesn't work out because we have invested so much of our time, energy, enthusiasm and, indeed, ourselves in it.

Who was your mentor?

At Goldman Sachs, I did not have any one mentor. When I was starting out, I always tried to observe and learn lessons from more experienced bankers. We still have

this collective approach today among staff, who pay as much attention to passing on the fruits of their knowledge and experience, as they do to advancing in their own careers. It's very important for our firm to do this as the approach is a multifaceted one that has many benefits. What's more, I have always found it interesting to follow and analyse the performance of a team through the course of a deal.

What are your thoughts on the state of the M&A market at the moment?

I feel there is a real sense of uncertainty in the global economy at present, and this is weighing heavily on company directors as they decide whether or not to green-light an M&A operation.

Given the volatility in the financial markets at the moment, and the level of uncertainty over how long it might last, it's hard to make accurate projections for the market. Factors such as inflation and supply-chain difficulties, notably for raw materials, also have a bearing on growth and profitability. All of the above contribute to making it an arduous M&A environment at the moment.

Leaving aside what you do for a living, do you have any particular passions in life?

I don't have one overriding passion in my life, although I do have a lot of interest in culture and the arts, whether that's books, photography, music or cinema. I read a lot, I like to go to art exhibits, attend concerts etc. These are the kinds of activities I usually make time for.

What sort of music do you listen to before signing a client or closing a deal?

I really appreciate music that exudes a sense of joy, and the genre of music I listen to most often would be jazz. A couple of songs spring to mind, such as *Lullaby of Birdland* by Sarah Vaughan. ♦

Younger lawyers understand that technology helps them practice law in a more professional and modern way



Interview with
MARIANO WERNER
CEO, LEMONTECH

"Change is essential because there is always new information, and it is key to use it and take appropriate action"

Mariano Werner, the CEO of Lemontech, a company specializing in SaaS for lawyers, spoke to Leaders League about his position in the company and its open and responsive approach. As head of a team of tech experts, he tells us about the importance of technological tools in the modern legal world, his challenges and his ongoing mission to make the benefits of technology in legal work known in Latin America.

LEADERS LEAGUE: Tell us briefly about your role at Lemontech.

Mariano Werner: I joined Lemontech a little less than four years ago, when the Accel KKR fund (one of Silicon Valley's leading investment funds) invited me to join the board of directors. Three years ago, I became CEO. This means that I am ultimately responsible for the company's results, for which I am accountable to the board of directors of which I was previously a member. As CEO of a scale-up you do many things, and many things at the same time.

My goal is for this company to reach its potential and take advantage of the opportunity that is presented to us: to be leaders in a niche market that is growing, for which I had three focuses. The first was to build a team and define and implement the culture I believed was necessary. The second was to define a goal and a plan to achieve it. And the third was to implement management tools that would increase the likelihood of achieving that goal, and in turn feed and feed back into the desired culture.

It has been an iterative path, with thousands of small intermittent steps, and not always the right ones, but the general direction has been good, and the execution too, always learning a little more and improving. I believe that, thanks to this, plus a good slice of luck, we have achieved very good results, having doubled the company's growth rate.

What personal contribution do you feel you have made to the company?

Scale-up leaders have a lot of influence, because they do almost everything. There is little inertia in these types of companies, so a lot depends on how and what their leaders focus on. I hadn't been a CEO before, and I didn't come from the tech world. In order to be able to do this job well and run this company properly, I focused a lot on learning. Learning how to be a CEO, learning how to manage a board of directors, understanding the culture of a com-

pany, and learning about technology and SaaS: from how to build a roadmap to what are the most important metrics in the funnel.

What changes have I made? A lot, really. But perhaps this is my most important personal contribution: that the company is much more open to change. At the beginning there was a lot of resistance to change. This can be very natural, very human. But it is deadly for an expansion project. Change is essential because there is always new information, and it is key to use it and act on it. In fact, as the company's ambition grew and we set more and more difficult goals, and as we worked closer to the limit of our capabilities, we made mistakes and had to change to reach our goals. Change will always be the key to growth and achieving our goals.

What is Lemontech's short-term development plan?

We want to double our growth rate again. To this end, we have separated the company into two business units: one focused on law firms and the other on companies. In both, we are investing heavily in products. For law firms, we are designing a solution that helps lawyers to be more profitable in this competitive environment: from client acquisition to payment. Our goal is to help lawyers manage themselves, which is something we have not been taught to do and which we tend to do with some opportunities for improvement. On the corporate side, we are automating trial management, which frees up a lot of time. And it also gives greater control and substantially reduces the error rate. The key here will be internationalization to countries where the judiciary is sufficiently digitized.

What are the biggest obstacles faced by software development companies in Latin America?

Change tends to have certain complications and resistance within any organi-

zation, as it breaks comfort zones, and requires training and learning curves.

The biggest challenge is the elimination of routine and repetitive tasks, through the incorporation of platforms to which these activities can be delegated. In this context, some solutions appear that make this transformation possible: bots, robotic process automation (RPA) and artificial intelligence (AI).

Our main competitor is still Excel, Word, it is paper, it is rows of people doing a task, when that task should already have been automated, and this is because, first, there is something in how firms make decisions and how lawyers make decisions. Law firms are a partnership, and it is a partnership where, unlike a legal department of a company where there is a budget to spend and a decision is made by one person, in law firms it involves the decision of more than one person, it is everybody's money so everybody has to be convinced of the decision; therefore, adoption tends to be a little bit slower.

The second thing is that there is not yet a competitive core. In this sense, it is enough for two or three firms to change for everything to change, we are still in that moment where two or three firms are changing.

The pandemic has been, in a certain sense, phenomenal, because of the adoption of technology both for the legal industry and in other sectors – we have advanced a lot of years.

On the other hand, I regret very much that countries do not embrace more decisively the use of technology in the administration of justice because I believe that if there is a

positive investment to be made, that would be it. I think they have done quite well in the pandemic with virtual hearings, with uploading files to the cloud to be able to continue operating. However, you still have to go out and find clients, there is still work to be done to convince them, to show them, to monitor how they are going to make a profit and change some practices.

A lot of the time, in law firms, the generation that is still making decisions is a generation that has always operated in a certain way and does not see any reason why this should change now. What we do see is that lawyers who come from larger firms or are younger understand that technology helps them to practice law in a more professional and modern way.

Although I think I must admit that the lawyer also has it a little harder because they are in the midst of a massive transformation. They use technology in their private life, but not so much practicing their profession. They have a vague notion that using technology at work could help, but have not worked out how or why.

What I recommend is to think about the concept of permanent improvement, think about what the main tasks are that the firm needs to accomplish, and which need to be done well, and then identify what they are spending a lot of time on, such as repetitive manual tasks, and ask if there isn't a solution to that. In that sense, to understand that there is software that will end up being an indispensable tool for the continuous improvement of their work. ♦

"I regret very much that countries do not embrace more decisively the use of technology in the administration of justice"



Fostering the energy transition will leave future generations with a better planet



Interview with

JAVIER SAENZ DE JUBERA
President, **TOTALENERGIES, SPAIN**

"The International Renewable Energy Agency forecasts that the renewable sector could generate 468,000 new jobs by 2030"

The need for sustainable energy expansion is growing rapidly. Javier Saenz de Jubera discusses the challenges of the energy transition and how the company remains a key player in the market, as well as the role of sustainable mobility in the Spanish renewable energy sector and the tools to encourage customers to support the switch to cleaner energy.

LEADERS LEAGUE: What have been your greatest leadership challenges and wins as president of TotalEnergies in Spain?

Javier Saenz de Jubera: One of the accomplishments of which I am proudest of is to have been able to put together an outstanding team, to which every person brings their capacities and that operates under a common corporate culture, whether we are in our Oviedo, Madrid, Bilbao or any other office. Our common goal is to bring value to our society in the complex times we are living through, fostering the energy transition that will leave the future generations with a better planet. Leading the transition after acquiring assets from EDP was also challenging, and being able to incorporate all IT systems was truly rewarding. Setting the new offices in Oviedo and Madrid in motion has also been a great success and will allow for further inter-team interaction and integration.

My tenure is also taking place at a really complex time for the energy industry, which is in the eye of the storm because of rising costs, the illegal invasion of Ukraine, and regulatory changes etc. Being able to face it all, to be even closer to our customers, to explain and support them, has been a true challenge for the whole team, but our success in doing so has allowed us to consolidate as the fourth largest marketer in Spain.

What obstacles does the sector face in implementing the energy transition?

The first step towards implementing the energy transition should be to reform the wholesale-market system. When it was designed, the context of our business was quite different to what it is now: renewable energy, and solar power in particular, was not as strong as it is today. Adjusting the model is a reasonable way to tackle this issue and benefit our customers. Energy is a basic need, and the best way to ensure stable supply is to diversify its sources. This should not be an obstacle

for renewable resources development, but rather contribute to net zero carbon emissions, in line with our goal to achieve carbon neutrality by 2050.

Further developments in large-scale electrification are also needed, especially in the industry sector. This will increase demand and enable us to fully exploit current renewable production. Another issue is that competitiveness in the retail energy market has been declining.

Spain ranks among the top 10 countries worldwide in solar and wind power generation. TotalEnergies has recently invested in the first ultra-fast recharging station for public use, in Oviedo. Do you see a preferred renewable energy sector for investment emerging?

I believe that sustainable mobility plays a key role in the renewable energy sector, and is therefore a field to which investments should be directed. Spanish society has demonstrated a clear interest in electric vehicles, with registrations having increased by 20.9% in 2022, reaching 100,425 units, according to AEDIVE. This is a major milestone for our country, and it will certainly become a trend: forecasts predict at least five million electric vehicles will be in circulation in Spain by 2030.

TotalEnergies is also invested in the global development of sustainable mobility. Transportation now accounts for 23% of all greenhouse gas emissions. This has inspired us to find solutions for sustainable mobility, which are currently focused on the development of a European network of charging points.

Their scarcity is among the key obstacles to achieving sustainability in transportation, and we want to keep contributing to solving this issue. Last year, we had 21,000 charge points in Europe, and our goal is to reach 150,000 by 2025. Our commitment to sustainable mobility informs our choice of business alliances, as our agreements with Inquieto, Guppy and Hi Mobility! attest.

What steps do you believe the energy market could take to address any potential job displacement resulting from the transition from traditional energy sources to renewable ones?

We do not think that the energy transition needs to mean job losses. Decarbonization can only be achieved by bringing together the potential of a wide range of renewable energy sources: solar power, wind farms, offshore wind generation and hydrogen among them. But at present, traditional energy sources are still necessary to ensure a stable energy supply. It is true that, as an emerging economic sector, renewable energy is an important source of jobs, and is, in consequence, boosting the creation of new positions that are needed for its development.

For example, every photovoltaic installation creates new jobs in the areas where it is established, not only during its construction but also in management and maintenance. According to the International Renewable Energy Agency, renewable forms of energy generated 700,000 new jobs in 2021 in comparison to 2020. In Spain, IRENA forecasts that the renewable sector could generate 468,000 new jobs before 2030. To make this a reality, education, training, and reskilling will be essential. Renewable energy will need software developers, coders, installation technicians and many other professionals. But the question will be whether that workforce is going to be available by July 2025.

As the move towards sustainable energy continues, what steps will TotalEnergies take to remain competitive?

At TotalEnergies, we focus on remaining a key energy-transition player to be able to provide excellent customer service. By doing so, our clients are always up to date on the best opportunities they might have whenever we launch new products, and there is a tool for them available at our website to compare their electricity bill with others so that they can determine which of our products suits them better. We also offer customers free power-counseling sessions to advise on what level of supply they should use. So far, over 30,000 have availed of this offer.

We also constantly updating our internal

information on market changes and developments to adapt our activities. Among our most relevant assets, we have two combined cycle stations in Castejón, Navarra, that back up the intermittencies of our renewable sources, allowing us to provide more stable prices as well.

Also with the focus of staying competitive, and even though prices have escalated over the last year and a half, betting on the Mibgas index and on products such as Mibgas Fullnex for SMEs and offers for households, our natural gas business has also been proven as resilient.

Regarding renewable sources, we are of course developing initiatives to benefit our customers. We go beyond making renewable energy clean and affordable, although this is a priority for us, as we are also offering low-emissions products and integral decarbonization services for our customers.

What are your goals for the company in the Spanish market and worldwide?

Our goal is to become an integral part of the energy transition, both in Spain and at a global level. To achieve this, our global objectives include reducing our CO2 emissions by 40% between 2025 and 2030, installing 100GW of renewable capacity before 2030, and reaching carbon neutrality in our operations before 2050, positioning ourselves in the top five renewable energy companies in the world. Over the past few years, we have consolidated our position as the fourth largest marketer of gas, electricity and related services for families and SMEs in Spain. Our customer base has already surpassed two million clients, as we have proven our soundness to be a key player in the transition by providing clean, close and accessible energy.

As mentioned, TotalEnergies has a relevant role in renewable energies, because we offer a wide range of solutions beyond energy production: electric mobility, solar self-consumption and energy efficiency projects are also part of our offer. Furthermore, we are currently developing 3GW of power in Madrid, Murcia, Andalucía, Aragón and Castilla La Mancha, that will generate enough energy as to fulfill the yearly needs of the Community of Madrid. ♦

"Energy is a basic need, and the best way to ensure stable supply is to diversify sources of it"

The TOTVS we see today is the result of around 50 acquisitions



Interview with

KAROLYNA SCHENK

M&A and Corporate Development
Executive Director, **TOTVS**

"With tech M&A, valuation methods tend to focus on the future potential of the target with pricing structures that incorporate significant earnouts"

Karolyna G. Schenk is the M&A and corporate development executive director at TOTVS, one of the largest IT companies in Brazil, which provides ERP and analytics solutions to leading companies. She gave Leaders League her M&A insights and expressed her desire to see more women take the lead in this traditionally male-dominated field of activity.

LEADERS LEAGUE: You held leadership positions in large companies such as Eurofarma and Experian prior to taking on the role of M&A director at TOTVS. How do you assess the space given to women in middle and senior management positions?

Karolyna Schenk: I have seen progress in the inclusion of women in the workforce in recent years, and they are even becoming the majority in various sectors of the economy. However, unfortunately, the proportion of women in leadership positions remains low in most corporate organizations.

Women are still less frequently promoted to leadership roles than men, despite well-documented evidence demonstrating that greater diversity in middle and senior management enhances organizational performance. Unfortunately, many women still face challenges on the way to attaining senior leadership positions, including lower compensation, unconscious biases, a scarcity of female role-models, and a diminishing number of female colleagues as they advance.

In the context of mergers and acquisitions, for example, the picture is even worse and there is a long way to go in terms of female representation. In my 17-year career in this field, working in various countries around the world, I have seen few women leading M&A processes and departments – it has always been predominant male.

According to PwC, the software industry accounted for more than 70% of all technology deal volume in the first half of 2023, a 15% increase compared

to the second half of 2022. How would you evaluate this trend?

The volume of deals in the software industry will likely mean that this trend continues in both local and global M&A markets in the coming years. As demonstrated by the impact of Covid-19, companies are increasingly dependent on technology and are seeking innovation, digital transformation and business digitization. Despite some headwinds, especially macroeconomic factors, the boom in technology M&A is expected to persist. Another key factor contributing to the attractiveness of investments and M&A in software, even in the current context of low growth, is the subscription and recurring revenue based business model, which provides greater certainty in terms of cash flow.

What is different about M&A process involving technology companies compared to companies from other sectors?

For technology companies, the process of analyzing and executing mergers and acquisitions, and related risks, can be quite different from companies in other sectors. These differences occur during target analysis and pricing, the due diligence phase, when negotiating transaction documents, and also have a bearing on practical aspects before and after the deal is concluded. Valuation methods tend to focus more on the future potential of the target with pricing structures that incorporate significant earnouts. Unlike more traditional companies, technology companies tend to have less significant tangible assets; their value is

often concentrated in intangible assets such as intellectual property and the data they possess. Moreover, as businesses, they are heavily reliant on the integrity of their IT infrastructure.

TOTVS reported an adjusted net-profit of R\$116.7 million (\$23.5 million) in the first quarter of 2023, representing a year-on-year increase of 12.7%. How does the company's M&A strategy factor into this performance?

The TOTVS we see today is the result of around 50 acquisitions. M&A is a permanent theme and pillar that has always been and will continue to be part of the company's growth strategy. It has been an important enabler in expanding and strengthening our core business (management software), as well as creating new business dimensions (such as business performance and techfin).

This has allowed us to expand our addressable market beyond the management sphere, as the business performance and techfin markets are much larger than the management market. More importantly, M&A has contributed to making our prod-

uct and service offerings better and more complete every day, to meet the needs of our more than 75,000 customers across Brazil and other countries.

What can we expect from TOTVS in the near future?

TOTVS has a solid and consistent growth strategy, always associated with greater business efficiency, which is expertly implemented by a qualified and experienced executive team. This strategy is based on three main pillars: organic development, partnerships and M&A (with a strong current pipeline to pursue). We believe that our competitive advantages related to the business model, distribution platform, solution portfolio, inorganic strategy and ESG agenda will allow us to continue to make steady progress in the journey of building and developing our advanced 3D ecosystem (management, techfin and business performance). We see ourselves as ready and in a privileged position to seize current and future opportunities, whether organically, through strategic partnerships, and undoubtedly through M&A as well. ♦



IN-HOUSE



The transformation of the energy sector is profound. Shell Italy is engaged at the forefront as an integrated energy player



Interview with

FRANCESCO PENNISI

Head of Legal for Italy, **SHELL**

"Italy has always been a very important country for the Shell Group. In 2012 we celebrated 100 years in Italy"

Francesco Pennisi, Shell's Head of Legal in Italy, spoke to Leaders League about the group's more than 100-year presence in Italy. Shell, active in a joint-venture in Europe's main onshore oil and gas field, located in the Basilicata region in southern Italy, has progressively built up a presence in several of the country's strategic business hubs and is today an integrated energy company with products and energy solutions for all sectors.

LEADERS LEAGUE: Francesco, let's retrace the path that led you to becoming head of legal for Italy at Shell.

Francesco Pennisi: I graduated from university in Pisa, where I stayed on for a two-year postgraduate course. After that, I continued to operate in academia, lecturing in labor law at Pisa University, before making the move to a law firm, which had a civil and commercial law focus. After qualifying to practice, I moved to Milan to enroll in Il Sole 24 Ore's Master's in Law and Business course. I joined Shell in 2004 and had the good fortune to see all the business lines of the energy sector up close, from commercial aspects of lubricants to fuel charters, and then deal with the retail side. In 2009, I was selected as legal counsel for the exploration and production (upstream) business, which I am still involved with. In 2014 I was appointed Head of Legal for Italy, and have led the group's Italian legal team ever since. During my career I have had pivotal overseas experience. Between 2015 and 2016 I had a short assignment at our offices in Aberdeen, Scotland, where I trained within the Upstream division.

What is Shell's plan of development in the short term?

An important development plan is related to the world of renewables, lubricants, and mobility. In 2019 Shell acquired Sonnen Italia, a company active in domestic power generation and storage and energy community management. Thanks to a decisive acceleration in the renewables sector in 2019, a business unit dedicated to renewables generation was born. Regarding the lubricants and mobility sectors, at the international level, the group recently acquired Panolin, a company that also operates in Italy in the field of ecological and biodegradable lubricants for industries; in 2022 the Shell brand

got back on Italian roads thanks to a retail brand license contract with PAD Multienergy, which led to the rebranding of 500 Shell service stations throughout the country. Customers in Italy now have access to top-of-the-line products, as well as the services available to B2B clients using the Shell Card. We have also signed an important partnership with Unipol Gruppo. The partnership will foster the development of a comprehensive and innovative offer aimed at motorists, with the goal of contributing to the country's ecological transition and based on five main areas: electronic toll collection, fuel cards, electric mobility, telematics and corporate fleet management.

How did you cope with Shell's legal headquarters moving from the Netherlands to England in 2022?

The transition process from the Dutch to the UK registered office was straightforward. It was the culmination of a decision taken after much consideration by top management. Shell's presence is very strong in the Netherlands and the UK – the change of the registered office brought no developments in terms of office presence or distribution.

How does the legal group coordinate compliance?

The legal department pays close attention to all aspects of corporate compliance. Within the team, each person is responsible for, and carries out, compliance related to the business which they assist. Within the group, there are legal experts on specific subjects that business lawyers can rely on for support. In recent years, I have cultivated specific kinds of expertise within the legal team, with the goal of developing focal points for each subject matter (e.g., antitrust, privacy, ABC). Our legal professionals champion compliance matters in their

respective business areas. In the event that a matter is particularly complex and there is a need to seek the advice of external lawyers, this is done after thoroughly analyzing the issue in question.

How do you assess the energy transition?

The transformation of the energy sector is profound and will be gradual. We have decided to play an important role by making our contribution through the provision of services throughout the energy supply chain. This led us to reflect on the best way forward. It is now clearer than ever before how decarbonization goals and sustainability targets must be combined with energy security needs, in an increasingly globalized market that is also affected by unforeseeable tensions outside of the markets in which it operates. It's vital to establish a reasonable time-frame for developing a range of solutions on renewables while at the same time maximizing domestic production.

Tell us about Shell's activity in Italy, including its joint venture in the southern region of Basilicata.

Today Shell, in Italy since 1912, has an integrated presence throughout the country. We have two main offices, in Rome and Milan, housing more than 200 employees. In Basilicata we are present in the two largest onshore oil fields in Europe, outside of Russia. Both are joint ventures with operators Eni and TotalEnergies, and have strategic importance to

the group's portfolio. Alongside the hydrocarbon exploration and production business, Shell is active in the Italian market via the following divisions: Shell Energy, which offers advanced solutions for the management of energy commodities, such as natural gas and electricity, in addition to decarbonization pathways that benefit different industrial sectors; Shell Lubricants, which provides B2B and B2C customers with sustainable, innovative, high-performance products – such as our carbon neutral range – many of which are made in Italy at our Cisliano plant, near Milan, which is among the largest facilities of its kind in Europe. The plant has received an award for outstanding achievement in occupational safety and production efficiency several years running. We also have a business unit dedicated to renewables & energy solutions. Shell is now among the leading developers of renewable energy in our country, with two gigawatts of photovoltaic energy in the pipeline, offering CPPAs, as well as solutions for the production and storage of energy from renewable sources. In early 2022, we re-entered the retail sector with low-emission services and products to play a role in the radical transformation taking place in the world of transportation. Shell Recharge Solutions provides smart recharging facilities on the road, in the office and at home, while Shell Fleet Solutions offers a fuel card through which business customers can refuel, both traditionally and electrically, at a vast network of refueling stations. ♦

"Shell's legal professionals champion compliance matters in their respective business areas"



For a group like Prada, the main challenge is to balance craftsmanship and innovation



Interview with
LUCA CHIAMA
Legal Director, **PRADA GROUP**

"In the luxury goods world, attention to detail becomes a specific part of daily work"

Luca Chiama, the legal director of the Prada Group, told Leaders League about his work at the company and the role curiosity and innovation plays in it. An advocate for the centrality of the legal department in the development of corporate business strategies, to the extent that it can be considered a business unit in its own right, Luca stressed the importance of accumulating law-firm know-how within corporate legal departments.

LEADERS LEAGUE: Luca, let's go over your career together.

Luca Chiama: I started as an in-house lawyer in 2001 at the Tiscali group, at that time the leading European internet service provider. In 2005 I oversaw the spin-off of the operating holding company into Tiscali Italia s.p.a., becoming head of legal and corporate affairs from 2005, until leaving the company in 2008. That same year I was called for an interview at the Prada Group, and was then selected as head of the legal department. In 2013 I was appointed legal director of Prada's industrial division, and then in 2017 I became group legal director focused on the corporate and commercial area, a role I still hold.

What have been the biggest challenges faced by Prada's legal department in recent years?

Over the past five years, many companies have had to deal with a number of urgent issues. For a group like ours, which is constantly evolving, the main challenge has been to balance craftsmanship and innovation. One of the characteristics that has always distinguished Prada is facing new challenges every day and trying to break the mold. From the legal point of view, it is always very stimulating to be confronted with different challenges every year, on which we lawyers always try to find new solutions. During the pandemic, issues related to distribution, deployment of the latest technology in all areas of the business, and the expansion of e-commerce certainly kept us busy. In my experience, the secret to doing this job well is to share information and involve all departments as much as possible so that they can benefit in turn. Teamwork is everything, otherwise

you risk becoming a very good soloist but are unfit to play in an orchestra.

What personal contribution do you think you have made to the company?

I think I have contributed by providing support to this important phase of expansion for the company by proposing alternative solutions to the approaches and solutions adopted in the past. On a personal level, being a corporate lawyer has allowed me to indulge my natural curiosity. I enjoy being in contact with the business, constantly connecting with different areas in order to be able to interact with all of them and bring my input, creating interconnections between departments. Breaking old patterns of behavior makes for a truly innovative approach. The ability to connect the dots and go beyond conventional thinking and established wisdom is a key point. This must go hand-in-hand with knowledge of business and corporate strategy.

What types of services do you generally outsource?

In general, we outsource very little and go outside the Group for advice only on particular matters, such as customs law or antitrust. The support of professionals specializing in particular branches of law or particular transactions is crucial, but whatever the case, when we turn to these professionals, we still try to maintain centralized control over activities and absorb know-how and gain experience.

I think law firms need to be involved in very specific matters, when, for example, the volume of documents to be reviewed or drafted is large and the timelines are tight, or when it is preferable the matter be reviewed by a specialist.

I recognize that on specific areas of law outside lawyers may be better prepared, but their opinions must then be adapted to our own business if they are to truly become effective. I believe that leaving the complete management of a business to outside firms is a mistake in the medium term, because it deprives the company of the opportunity to acquire know-how.

If the legal department becomes a mere commissioner of legal assignments to outside firms without following up on the entrusted projects and without acquiring the wherewithal to implement them, the very essence of in-house counsel is lost.

Prada is a company known for its high level of creativity. Does this extend to the legal department?

Our office is very involved and is always available to support on this front as well. The legal department is called upon to support this vocation for innovation, always finding solutions that best suit each innovation, with a view to brand protection, not to mention investigating the opportunities offered by regulations.

You are also involved with Luna Rossa, Prada's elite racing yacht, aren't you?

I followed Luna Rossa Prada Pirelli Team for the 36th edition of the America's Cup and had the opportunity to board the AC75, during training. It was the fulfillment of a dream: when I was younger, I used to be a skipper to support my university studies and travel a bit! I have always followed the America's Cup on TV since the exploits of Azzurra, Moro di Venezia and, more recently, Luna Rossa. In 2007 I was in Valencia as a guest of a Luna Rossa sponsor to follow the Louis Vuitton Cup final. A year later I was called to work for the Prada Group, and in 2021 the cup was renamed the Prada Cup.

The America's Cup was a unique experience – I was really impressed by the attention to detail, not only technological and organizational but also aesthetic. The team is like a big family, actually a big orchestra, with everyone working for the same goal, to win, no matter what role you have within the organization. I really appreciated the care with which everything is done, not only on board, but also by the design team that takes care of technological development and is made up of young engineers and technicians who try to win the challenge on land before the craft ever touches the water.

Another personal passion of mine is opera. During my university days, I used to work as a figurant at the Roman amphitheater in Cagliari, which was a way for me to experience opera from the inside, to get to know the singers and directors. For the past year or so, not being able to sail as much as I would like, I have taken up freediving; it helps me relax and focus, even on work. So far, I have reached a depth of 26 meters.

What are the special features of the luxury goods sector, which distinguish the activities of the legal department?

A great peculiarity of the industry in general, and the Prada Group in particular, is attention to detail and the pursuit of perfection. In the luxury world, attention to fine detail is a specific part of our daily work. This is regardless of the role one plays, be it legal, production, or communication. Attention to detail permeates any area because it is part of the DNA of every product and process, which was conceived this way from the very beginning. When you visit factories and discover the care with which people make a shoe or a skirt, you cannot help but take a similar approach to writing a contract. Even from an aesthetic point of view, I happen to realize immediately whether a contract is from the luxury world or not. Even a contract that has a content-oriented functionality is still drafted in a neat and aesthetically pleasing way. It is the fruit of breathing attention to detail into everything the company does, always pursuing results of the highest quality. ♦

"Breaking old patterns of behavior makes for a truly innovative approach"



Mercado Libre is challenging traditional economic models with new technology and ways of working



Interview with

MARCELA ORTIZ

Head of legal, Chile, Peru and Ecuador,
MERCADO LIBRE

"One of the main challenges we face is the shifting regulatory landscape in different jurisdictions in the region"

Marcela Ortiz, senior legal manager for Chile, Peru and Ecuador at online marketplace Mercado Libre, tells us about the changes in labor regulations which have had the greatest impact on the company in recent years and the main challenges faced by e-commerce companies in Latin America.

LEADERS LEAGUE: Tell us briefly about your role at Mercado Libre.

Marcela Ortiz: I joined Mercado Libre in June 2018, at a time when our local operation was still small, with approximately 160 employees and no local legal team. It was a tremendous challenge, as I assumed not only responsibility for providing legal advice to all of Mercado Libre Chile's business units, but was also in charge of government relations and public policy. In 2020 I was tasked with putting together the local legal team for Mercado Libre and Mercado Pago, which now houses 10 lawyers.

I currently lead the legal commerce team at Mercado Libre, not only in Chile, but also in Peru and Ecuador. Among the main responsibilities we have as a team are to: (i) Analyze, design and legally structure Mercado Libre's new businesses and projects; (ii) Lead commercial agreements with different partners and suppliers, including private and public entities, and also with our users through terms and conditions; (iii) Provide general regulatory support and collaborate in the approach of public policies; (iv) Detect and implement innovations to legal processes to increase the scalability of solutions.

This role has given me the opportunity, on the one hand, to contribute to the growth and development of Mercado Libre Chile – which in recent years has been tremendous – and on the other hand, to build and lead a first-class team, to respond to important legal challenges the company faces.

How do you think your previous experience contributes to your role today?

Before joining Mercado Libre, I spent seven years in charge of the legal department at financial services company Klap, which offers businesses solutions including card pay-

ment, bill payment, top-up sales, meal cards, betting and correspondent banking.

One of the main challenges in this role was to accompany the business throughout the process of opening up the means-of-payment industry. Back then, Chile had a single acquiring network which, to this day, is vertically integrated to the main banks in the market and, at that time, was the only network recognized by the Central Bank of Chile and the Financial Market Commission (CMF). This meant that, in order to run a payment-card business, a contract with the issuer was required. After numerous consultations with the relevant authorities and key industry players, in 2017 the Central Bank updated its retail payment method regulations, adapting them to the needs of the industry in order to, among other things, promote competition.

In addition, during my time at Klap, I participated in projects to obtain Prepaid Card Issuer and Payment Card Operator licenses from the CMF. Leading the legal area of a company that was entering a highly regulated and monopolized market allowed me to develop, among other attributes, a business-oriented mentality and a creative problem-solving mindset.

Certainly, this previous experience has served me well in my current role. To give you a concrete example, in my early years at Mercado Libre, Mercado Pago, a financial services subsidiary, became subject to CMF card regulation. As a result, we had to go through an extensive process before the regulators to obtain the necessary licenses as an operator and issuer of prepaid cards. My previous experience in a similar process proved invaluable when navigating this process, allowing us to make the necessary adjustments according to our capabilities, without compromising the operation of the business in the process.

What regulatory changes pertaining to labor law have most affected the company in recent years?

Although several regulatory changes in labor matters have taken place in recent years that have impacted us to a greater or lesser extent, I would like to mention two, the first was the entry into force of Law 21.431 on Digital Platforms, whose objective was to regulate the relations between workers of digital platforms, dependent and independent, and companies of digital platforms, incorporating a special title of the Labor Code. The entry into force of this law coincided with the implementation of a new logistic model at Mercado Libre, which we designed in the wake of this regulation.

The main challenge was the interpretation of some points on which the above law was not completely clear, such as the qualification of labor on subordination and dependence, or the way in which certain requirements must be implemented in practice, such as the need to have written and signed contracts with independent workers. To address these challenges, together with external legal experts, we found reasonable interpretations that would allow us to comply with the legal requirements without compromising the way we operate.

The other relevant regulatory change was Law 21,561, known as the '40 Hours Law', which modified the Labor Code to reduce the length of the normal working week from 45 to 40 hours, to be introduced in a staggered manner. The main challenge we anticipate is how to implement it within the deadlines set by the law, while also modifying the shift schedule of the employees in a way that limits the impact on Mercado Libre's operational productivity. That is why we are actively working on identifying and designing solutions that will allow us to comply with the law while effectively managing these operational challenges.

What are the biggest obstacles facing e-commerce companies in Latin America?

What companies like Mercado Libre are attempting challenges traditional ways of doing things in various areas of the economy, by building technology and ways of working that are new. In these situations, most of the time the applicable regulation has not been designed with these new business models in mind. For the same reason, I believe that one of the great challenges faced by e-commerce companies in Latin Amer-

ica is the atomization, dispersion and lack of legal certainty of the regulations that apply to them or that are being designed.

As we all know, regulation can be extremely useful and necessary to protect various legal assets, to enhance market competition and to protect citizens from the different types of abuses they may suffer. However, a bad regulation can generate the complete opposite effect and not only harm companies that are providing vital services to society, but ultimately harm the consumer too.

In a sense, just as there is technological convergence, I see a clear trend towards regulatory confluence in the different countries of the region. Of course, we have differences in the details of the regulations and for that we have local legal teams and recourse to first-class external advisors. But on the major issues, we are increasingly seeing regulations converge, which generally considers the same principles and legal assets to be protected.

For example, this has been a big year for fintech industry regulation in Chile. The enactment of the Law was a tremendous step forward for the fintech ecosystem in our country, but, at the same time, the formal introduction in Chile of legal-economic concepts such as open banking and open finance, interoperability, digitalization of money and new investment mechanisms from crowdfunding to crypto-assets. These legal institutions transcend the Chilean regulation itself, and you can find them, at different stages of development, in countries like Mexico, Brazil, Argentina, Colombia and Ecuador.

Therefore, for the type of industry in which Mercado Libre and Mercado Pago operate, one of the main challenges we face is the shifting regulatory landscape in the different jurisdictions. Some are advancing faster and more decisively in one aspect, others in others. But all of them are working, at their own pace and from their own context, to protect and promote similar kinds of legal assets.

From my perspective, this climate of regulatory convergence can be an opportunity, as well as a challenge, for the industry, because it gives us the ability to help law-makers at different stages of the regulatory process by showing what has worked and what has not worked in other countries, and to encourage a more collaborative and constructive position on regulation, which takes the business perspective into account. ♦

"The entry into force of Chile's Digital Platforms law coincided with the implementation of a new logistic model at Mercado Libre"

LEADERS /

INSTITUTIONS



Brazil is home to the world's fourth-largest investment fund industry, one with potential for greater prominence



Interview with

JOÃO PEDRO NASCIMENTO
 Director, **SECURITIES
 AND EXCHANGE COMMISSION
 OF BRAZIL (CVM)**

“ESG is a cultural seachange that comes with significant investment possibilities”

Elected on a five-year mandate in 2022, João Pedro Barroso do Nascimento is the director of Brazil's Securities and Exchange Commission, CVM. In this exclusive interview, he discusses CVM's recent work in regulating crypto and other digital assets, and the state of the capital market in Brazil more generally.

LEADERS LEAGUE: What is the Securities and Exchange Commission of Brazil (CVM) doing to address the issue of regulating cryptocurrencies and digital assets in the Brazilian financial market?

João Pedro Nascimento: CVM is receptive to innovation and aspects that foster the development of the capital market, especially when well-crafted and structured in compliance with legislation and investor protection characteristics. On June 14th 2023, the Federal Government issued Decree 11.563/23, which determines that the Central Bank of Brazil is the regulator referred to in Law 14.478/22, which outlined the provision and regulation of virtual asset services. The Decree does not alter CVM's powers, as the regulatory and supervisory authority for securities remains, regardless of the form of said securities.

Prior to the publication of the above decree and law, CVM formulated and released Opinion 40, which provides recommended guidelines to the market that aim to provide greater predictability and security for all, while at the same time contributing to investor protection and safeguarding savings. It also seeks to foster a favorable environment for the development of the crypto economy, adhering to relevant constitutional and legal principles.

Opinion 40 also spells out that CVM's initial approach to crypto assets considered as securities will be in alignment with the principle of full and fair disclosure. The initial focus of the CVM is to prioritize transparency in relation to crypto assets, without disregarding the assessment of potential supplementary measures to come in the future.

What impact has this regulation had so far?

The subject is recent, but it's already evident that participants in this sector have recognized the legislative and regulatory bodies' intention is to shed light on the issue and generate opportunities for both issuers and investors. With a well-paved path, issuers feel prepared to conduct offerings, while investors start to observe a more transparent and promising landscape.

The Commission and the Central Bank have been working together at leadership level, recognizing that the crypto economy requires action from both within their respective spheres of competence.

It's important to maintain open communication with the crypto market, especially with initiatives aiming to tokenize securities, to develop a regulatory framework increasingly suited to the characteristics of these assets.

How does CVM align with the growing adoption of financial technologies (fintech) and automated trading platforms?

The capital market is becoming more sophisticated, utilizing systems that employ algorithms and artificial intelligence. It's crucial to keep up with and make good use of these innovations, creating a legal security environment conducive to their growth and integrity.

To avoid dysfunction in the way the market operates, there needs to be appropriate utilization of these tools while preserving and ensuring the boundaries of action for regulated market agents authorized by CVM. CVM has maintained open channels with those interested in understanding, accessing and developing tools within the capital market's scope.

In your assessment, how do new investment modalities impact the capital market?

In an ever-changing environment featuring a number of disruptive technologies, new investment modalities can contribute to democratization, fostering social inclusion within the capital market itself. This democratization is synonymous with investor empowerment, giving them more rights and responsibilities. As a consequence, while investors receive more comprehensive content for decision-making, they also need to carefully evaluate such information.

The crypto economy could be another path for the country's economic and social development, and is one of the four verticals CVM is aiming to highlight and explore it-through the Open Capital Market initiative, a set of opportunities for decentralizing the finance universe within CVM-regulated segments. There's room for this alongside agribusiness, Football Anonymous Societies (SAFs), and sustainable finance. Brazil has a significant inclination toward sustainable finance and various sectors like the carbon market, for instance, have a global dimension and require harmonization and comparability.

According to the International Organization of Securities Commissions (IOSCO), Brazil is now home to the world's fourth-largest investment fund industry, one with strong potential for expansion and greater prominence. Data from the Brazilian Financial and Capital Markets Entities Association (Anbima) show that the investment fund industry closed the first half of 2023 with a positive balance of four million new investor accounts, topping 35.5 million accounts in total. This, coupled with positive returns from major fund types, pushed the industry's net worth to R\$7.75 trillion (\$1.58 trillion).

What is CVM doing to promote transparency and disclosure of environmental, social, and governance (ESG) criteria by publicly traded companies?

The capital market is attuned to opportunities stemming from ESG themes, and CVM, as the regulator and developer of this market, has contributed to building a socially responsible and economically developed country. Providing information and disclosing reports involving environmental, social, and corporate governance aspects are connected to the concept of the "*green and digital future*."

Among CVM's initiatives, special mention goes to the guidance provided in the annual Circular Letter from the Superintendence of Relations with Companies (SEP). The purpose of this letter is to promote coherent disclosure of information by publicly traded companies, in line with best corporate governance practices, in order to foster transparency and equity in investor relationships. This year's document introduced a new reference form, arising from CVM Resolution 59, which introduced innovations regarding the informational regime of securities issuers, including ESG issues.

The new regulatory framework for investment funds – CVM Resolution 175, which comes into effect on October 2nd 2023 – highlights the use of terms related to sustainable finance in the nomenclature of funds whose investment policies aim to generate environmental benefits. The approach adopted for socio-environmental investments is non-invasive, adhering to practices of more developed markets, with a focus on providing information to investors and combating greenwashing.

The ESG agenda should be adopted by all those who believe in an increasingly democratic environment. It's not a passing trend but a cultural seachange that comes with significant investment possibilities. ♦

“It's important to develop a regulatory framework increasingly suited to the characteristics of crypto-assets”

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NORTH AMERICA

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CANADA

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LBOs & INVESTMENTS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Canadian Business Growth Fund	George Rossolatos, Dale Tingley, Hai Tran-Viet
Desjardins Capital Management	Claude Delâge, Éric Veilleux
Fonds De Solidarite FTQ	Dany Pelletier
Investissement Québec	Guy Leblanc, Bicha Ngo
Novacap Investments	Jacques Foisy, Pascal Tremblay
EXCELLENT	
1 BDC Capital Inc.	Claude Miron
Fondaction	Stephan Morency
Peloton Capital Mngement	Steve Faraone, Mike Murray
2 Blackstone Group	Joseph Baratta, Martin Brand
Caisse de dépôt et placement du Québec	Charles Emond
Westcap Mgt.	Blair Davidson, James Salamon
HIGHLY RECOMMENDED	
BMO Capital Partners	Andrew Hockin
CIVC Partners	Doug Potters
Copley Equity Partners	Andy Miller, Peter Trovato
Hellman & Friedman	Sean O'Brien, Greg Why
Ironbridge Equity Partners Management	Peter Dowse, Jeffrey Murphy, Peter Samson
Oliva Capital	Martin Breault, Vincent Godcharles
PFM Capital	Adam Laprairie, Ghalib Hemnani, Shayne Barrie
Regimen Equity Partners	Cooper Seeman, Gerry Bellerive, David Eisler
Seafort Capital	Rob Normandeau
RECOMMENDED	
ARC Financial	Kevin Brown, Lauchlan Currie
Cai Capital Partners	Tracey McVicar, Curtis Johansson
Clearspring Capital Partners	Lawrence Stevenson
Roynat Capital	Jamie Earle, Catherine Parent



M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Barclays	Tim Kitchen
BMO Capital Markets	Sarfraz Visram
Goldman Sachs	Michael Klym
J.P. Morgan	Marc Gagnon
EXCELLENT	
1 Evercore	George Estey, Ian Sin
Morgan Stanley	Dougal Macdonald
RBC Capital Markets	Vito Sperduto
2	
Bank of America Merrill Lynch	Haley Mann
Citi	John Hastings
HSBC	Linda Seymour
TD Securities	Robbie Pryde
HIGHLY RECOMMENDED	
Canadian Imperial Bank Of Commerce	Roman Dubczak
Credit Suisse	Mayur Palan
National Bank Financial	Thomas Bachand, Brad Spruin
Scotiabank	Dany Beauchemin, Andrew McLenan

M&A: ENERGY

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BMO Capital Markets	Shane Fildes, David Warkentin
Canadian Imperial Bank Of Commerce	Roman Dubczak
EXCELLENT	
ATB Capital Markets	Trevor Guinard
Citi	Kasey Fukada
Goldman Sachs	Michael Klym
Macquarie Group	Craig Fisher
National Bank Financial	Chuck Warnica
Peters & Co.	Jeff Lawson
RBC Capital Markets	Kent Ferguson
Scotiabank	Dany Beauchemin
TD Securities	Alec Clark
HIGHLY RECOMMENDED	
Cormark Securities	Erik Pederson
Haywood Securities Inc.	Clark Andrews
J.P. Morgan	David Rawlings
Raymond James Financial	Gavin McOuat, Ross Prokopy, John Willett



M&A: TMT

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Bank of America Merrill Lynch	Scott Black
BMO Capital Markets	David Wismer
Goldman Sachs	Kim Posnett
J.P. Morgan	David Rawlings
Morgan Stanley	Dougal Macdonald
EXCELLENT	
Barclays	Tim Kitchen
Canadian Imperial Bank Of Commerce	Roman Dubczak
PwC	Anita McOuat
Rbc Capital Markets	Brian Wang
TD Securities	Robbie Pryde
HIGHLY RECOMMENDED	
Citigroup	Keith Lukasavich
Evercore	Jonathan Bassani, George Estey
KPMG	Shez Bandukwala
National Bank Financial	Benoit Veronneau
Scotiabank	Daniel Grouix

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Blake, Cassels & Graydon	David Kruse, Geoffrey Belsher, Eric Moncik
Davies Ward Phillips & Vineberg	Vincent Mercier, Patricia Olasker, Melanie Shishler, Richard Cherney, Hillel Rosen, Franziska Ruf
Osler, Hoskin & Harcourt	Emmanuel Pressman, Shahir Guindi
Stikeman Elliott	John Ciardullo, Stewart Sutcliffe, Sidney Horn, William Braithwaite
Torys	John Emanoilidis, Karrin Powys-Lybbe, Michael Amm
EXCELLENT	
Goodmans	Dale Lastman, Neill May, Stephen Pincus, Robert Vaux, Stephen Halperin
McCarthy Tétrault	Cameron Belsher, Jonathan See, Shea Small
Norton Rose Fulbright	Stephen Kelly
Bennett Jones	Curtis Cusinato, Christian Gauthier, Kristopher Hanc, Jeffrey Kerbel, Brent Kraus, John Piasta
HIGHLY RECOMMENDED	
Borden Ladner Gervais	Fred Pletcher, Andrew Powers, Stefan Timms, Manoj Pundit, Neil Ezra Hazan, Pascale Dionne, Melissa Smith, Timothy McCormick
Burnet, Duckworth & Palmer	Syd Abougoush, Bruce Allford, Brian Borich
Cassels Brock & Blackwell	Jason (Jake) Bullen, Paul Stein
Dentons	Alex Farcas, Andrea Johnson, Kimberly Burns, Bennett Wong
Fasken	John Turner
Gowling WLG	Frank Sur
RECOMMENDED	
Aird & Berlis	Paige Backman
Baker Mckenzie	Nancy Hamzo, Chuck Magerman, David Palumbo
DLA Piper	Ted Maduri
Lawson Lundell	Valerie Mann, David Allard
McMillan	Paul Davis, John Clifford



M&A: SMALL TO MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Aird & Berlis	Martin Kovnats
BCF	Richard Epstein, Nathalie Gagnon
Lavery	Christian Dumoulin
EXCELLENT	
Burstall Winger & Zammit	V.E. Dale Burstall, Jay Zammit
Field Law	Melissa Cook, Jennifer Marshall
Labarge Weinstein	Debbie Weinstein
Lapointe Rosenstein Marchand Melançon	Bruno Floriani
McMillan	Leo Raffin, Paul Davis, David Dunlop, Brett Stewart, John Clifford
Stein Monast	Jean Brunet
Torkin Manes	Matthew Tevlin
HIGHLY RECOMMENDED	
McInnes Cooper	Danielle Daigle
Miller Thomson	Jay Hoffman
Minden Gross	Brian Temins
Wildeboer Dellelce	Perry Dellelce

PRIVATE EQUITY TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Stikeman Elliott	Steward Sutcliffe, Ron Ferguson, Samantha Horn
Torys	Michael Akkawi, Matthew Cockburn
EXCELLENT	
Blake, Cassels & Graydon	Susan Tomaine, Patrick Menda
Davies Ward Phillips & Vineberg	Patrick Barry, Cameron Rusaw
HIGHLY RECOMMENDED	
Bennett Jones	John Mercury
Goodmans	John Connon
McCarthy Tétrault	Shevaun McGrath
McMillan	Michael Withcombe, Bruce Chapple
Osler, Hoskin & Harcourt	Brian Gray



MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Blake, Cassels & Graydon	Navin Joneja, Julie Soloway, Brian Facey
Davies Ward Phillips & Vineberg	Anita Banicevic, John Bodrug, Charles Tingley, Elisa Kearney
McCarthy Tétrault	Jason Gudofsky
Stikeman Elliott	Paul Collins
EXCELLENT	
Bennett Jones	Randal Hughes, Melanie Aitken
McMillan	Neil Campbell, James Musgrove, Mark Opashinov
Osler, Hoskin & Harcourt	Shuli Rodal, Michelle Lally
Torys	Dany Assaf, Omar Wakil
HIGHLY RECOMMENDED	
Borden Ladner Gervais	Robert Russell
Fasken	Antonio Di Domenico, Huy Do
Goodmans	David Rosner
Norton Rose Fulbright	Chris Hersh
RECOMMENDED	
Baker Mckenzie	Arlan Gates
Cassels Brock & Blackwell	Davit Akman
Dentons	Barry Zalmonowitz, Sandy Walker
DLA Piper	Kevin Wright, David Neave

MEXICO

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M&A

Best Local Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
ADS - Alfaro, Dávila & Scherer	Ricardo Davila
FGA Investment Banking	Fausto García, Javier Arce
Fimecap	Leopoldo Burillo, Carlos Antonio Garrido Gomez
Serficor	Gabriel Millán
Vace Partners	Carlos Vara
EXCELLENT	
414 Capital Inc	Ariel Fischman
CFSM Corporate Finance Services Mexico	Miguel Alonzo
PC Capital (Clairfield International)	Pablo Coballasi, Pablo Cervantes, Luis Coria
RloN M&A	Martin Plettner
Sinergia Capital	Jose Antonio Moranchel Pocatererra
Zimma Corporate Finance	Arseny Lepiavka, Andrei Lepiavka
HIGHLY RECOMMENDED	
Alea Capital	Agustín Gómez del Campo, Gilberto Sotelo
Argovia Capital	Hugo García de la Vega
Bie Asesores	Gustavo Meillon San Miguel
BSI Capital Group	Alejandra Paredones
LCA Latam Capital Advisors	Eugenio Mendoza
New Way Capital	Miguel Quirós
RECOMMENDED	
AP[x] Capital	Jesús Ordaz
Dadoo & Asociados	Harish Dadoo
Kpitalia	Nathan Moussan, Iñigo Cossio, Jorge Ibarra
Silver Green Capital	Joaquin Lopez Doriga
Tactiv	Augusto Arellano, Arturo Ramirez



M&A

Best International Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
HIGHLY RECOMMENDED	
B.A.M&A	Pedro Renner
Barclays Capital	Pedro Tejero Sandoval
BBVA Bancomer	Carlos Enrique Vargas Rodríguez, Ismael de la Garza
BTG Pactual	Javier Artigas
Citi	Alexander Oechler
Crédit Suisse	Pedro Jorge Villarreal
Deutsche Bank Mexico	Claudio Curtius
Goldman Sachs	Samuel Villegas
JP Morgan	Nelson Ocampo
Morgan Stanley	Miguel Ángel Pérez Zamorano
Santander	Alejandro Capote
Seale & Associates	Sergio Garcia del Bosque

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Creel, García-Cuellar, Aiza y Enríquez	Jean Michel Enriquez, Carlos del Rio
Galicia Abogados	Manuel Galicia, Ignacio Pesqueira, José Visoso, Arturo Perdomo, Eugenio Sepúlveda, Ricardo García, Humberto Pérez, Christian Lippert, Ramiro Sandoval, Hector Kuri, José Manuel Galicia Romero, Carlos Obregon
Gonzalez Calvillo	Gonzalo Vargas, Jorge Mondragón, José Victor Torres, Jorge Cervantes, Alfredo Chávez, Rodrigo Rojas, José Ignacio Rivero, Hernando Becerra, Bernardo Reyes-Retana, Daniel Guaida
Mijares, Angoitia, Cortés y Fuentes	Ricardo Maldonado, Pablo Mijares, Francisco Fuentes
Nader Hayaux & Goebel	Michel Nader, Hans Goebel
Ritch Mueller	Federico Santacruz, Luis Nicolau, Carlos Obregon
EXCELLENT	
Basham Ringe y Correa	Carlos Velázquez, Juan José López de Silanes, Miguel Angel Peralta, Amilcar Peredo, Luis Luján, Juan Carlos Serra, Jesús Colunga, Amilcar Garcia, Pedro Said, Gerson Vaca, Rodrigo Gardner
Hogan Lovells	Juan Francisco Torres Landa
Santamarina y Steta	Jorge Barrero, Jorge Leon-Orantes
Von Wobeser y Sierra	Luis Burgueño
White & Case	Manuel Groenewold, Henri Capin-Gally
HIGHLY RECOMMENDED	
Aziz & Kaye	Allan Kaye Trueba
Baker McKenzie	Gaspar Gutierrez-Centeno, Jorge Ruiz
Creel Abogados	Carlos Creel, Gustavo Struck
Cuatrecasas	Santiago Ferrer Perez, Gustavo Robles, Ivan Libenson
DLA Piper Mexico	Diego Martínez, Álvaro Garza, Mauricio Valdespino

Garrigues Mexico	Gerardo Lemus, Gabriela Perez Sierra
Greenberg Traurig	Arturo Pérez-Estrada, José Raz Guzman
Jones Day	Javier Martinez del Campo, Mauricio Castilla
Kuri Breña, Sánchez Ugarte y Aznar	Luis Octavio Nuñez, Daniel Kuri Breña
Robles Miaja Abogados	Rafael Robles Miaja
RECOMMENDED	
Acedo Santamarina	Andres Acedo, Pedro Santamarina, Enrique Lopez
Blanco Carrillo	Diego Blanco
Bgbg - Bello, Gallardo, Bonequi y García	Federico De Palacio-Ruiz Cabañas, Juan Carlos Morales-de-Teresa, Marcela Arellano Lucatero, Miguel Gallardo-Guerra, Juan Manuel Sancho Rodrigo, Juan Carlos Tejado, Agustín Benjamín Escamilla Alfaro
Del Castillo y Castro Abogados	Alfonso Castro
Deloitte Legal Mexico	Hector Cuevas
EY Mexico	Leonora Olmedo, Tatiana Treviño, Pablo Enriquez, Barbara Fernandez
GarciaMingo & Tejedo Abogados	Alfonso Garcia-Mingo, Carlos Acle Aquique
Haynes And Boone	Jorge Sanchez
Holland & Knight	Luis Rubio Barnetche
Ibarra, Del Paso y Gallego	Gerardo Gallego
Jauregui y Del Valle	Justo Fernández del Valle y Cervantes
Kavanagh Gorozpe	Patricio Gorozpe
Macdonel, Uribe y Esquivel Abogados	Luis Cuesta Salces, Bernardo Llaca
Müggenburg Gorches y Peñalosa	Luis Gerardo Ramírez Vilella, Pablo Gómez Sáinz
PBP Abogados	Francisco Pérez Ortega
Pérez Correa Gonzalez	Fernando Eraña, Luis Gonzalez, Omar Aguilar
Sainz Abogados	Alejandro Sainz
Sanchez Devanny	Jose Antonio Postigo, Francisco Andres Gamez, Cristina Sanchez
SMPS Legal	Eduardo Pizarro Suárez, Daniel Del Río, Iván Pérez Correa, María Esther Rey
VALUABLE PRACTICE	
Anaya Abogados	Edgar Anaya
Cacheaux Cavazos & Newton	Felipe Chapula, Sergio Mario Ostos
Cannizzo	Carlo Cannizzo, Marco Cannizzo, Roberto Cannizzo, Stefano Amato, Enrique García, Miguel Jauregui
Caype Abogados	Luis Alberto Perez, Eduardo Camelo, Almudena Ariza, Maria Zebadua, Kristin Furnish, Pablo Carrillo, Eduardo Ostos, Enrique Vega, Andrea Vielma, auricio Gleva
Cervantes Díaz Abogados – CDA	Luis A. Cervantes Castillo, Alejandro Díaz Steta
Chavez Vargas Minutti	Brian Minutti Aguirre
Cuesta Campos	Hugo Cuesta, Fernando Cuesta, Vinicio Estrada
DeForest	Wilberg R. García Here, Rodrigo Márquez Romero, Jaime Gabriel López y Porras, Alejandro Salas de la Borbolla
Glz Abogados	José Luis Lavin Santacruz
Goodrich Riquelme y Asociados	Jorge Sandoval
Martín, Isla & Pickering Abogados	Sofía Idalí Cabrera Pérez, Gisela Navarrete Gómez
Noriega + Escobedo Abogados	Sergio Olivar, Pablo Cervantes
Ramirez Gutierrez Azpe Rodriguez Rivero y Hurtado	Enrique Manuel Ramirez, Jose Gutierrez-Azpe
Rapa - Ruiz Ahumada Palazuelos	Jose Ruiz Lopez, Bernardo Espinosa Aranda
Sánchez-Labrador & López Martínez	Víctor J. López Martínez, Diego A. Sánchez-Labrador
Olivares	Gustavo Alcocer
Todd y Asociados	Fernando Todd, Jorge Abraham Garcia Diaz
Villar & Villar Abogados	Juan José Villar Flores



Analysis

BASHAM, RINGE Y CORREA: FULL-SERVICE FIRM OF INTERNATIONAL RENOWN



Juan José López de Silanes

Key figure(s): Juan José López de Silanes, Miguel Ángel Peralta, Víctor Barajas, Alejandro Barrera, Gerardo Nieto, Eduardo Kleinberg, Gil Zenteno and Amílcar Peredo

Established: 1912

Track record: Full-service law firm that provides customized corporate and M&A solutions, offering comprehensive guidance for due diligence assessments. Basham excels in private wealth law, aiding high-net-worth families with tax and legal strategies to optimize their deals. Basham's expertise extends to labor and tax law, consistently resolving tax disputes and enhancing client efficiency.

Differentiation: The team has achieved favorable results in Mexican courts and is consequently highly regarded among public officials. Basham boasts three strategically located offices in Mexico, complemented by a robust network nationwide. Strengths include optimizing clients' operations, an interdisciplinary approach when assessing cases, and the active engagement of core practices.

JAUREGUI Y DEL VALLE: POISED TO DELIVER EXPERT ADVICE



Luis Gerardo Del Valle Torres

Key figure(s): Luis Gerardo Del Valle Torres, Luis Carballo Balvanera, Justo Fernández del Valle y Cervantes and Fernando Martínez Flores

Established: 1975

Track record: Jáuregui y Del Valle has impressive trial-defense capabilities on tax, labor, finance and administrative matters. With a strong track record of achieving favorable outcomes, the firm's interdisciplinary approach is made possible by the diverse expertise of its team, which has successfully represented a varied clientele in collective bargaining disputes and in litigation.

Differentiation: The team is acclaimed for its ability to craft intricate and innovative defense strategies. It excels at constructing robust arguments rooted in legal precedent, presented in a clear and judge-friendly manner. From the outset of legal proceedings, Jáuregui y Del Valle remains poised to deliver expert and specialist services on a range of issues.

SMPS LEGAL: HIGHLY ACCOMPLISHED LEGAL SERVICES



Eduardo Pizarro

Key figure(s): Jorge San Martín, Eduardo Pizarro, Iván Pérez Correa, María Teresa Pailés, Daniel Del Río, María Esther Rey and Andrés Pizarro

Established: 2012

Track record: SMPS Legal excels in pivotal roles during private equity fund creation, major corporate acquisitions, multinational company branch launches in Mexico, extensive corporate restructuring endeavors, and real estate finance. With strategically located offices in Canada, Colombia and the United States, the firm is positioned to extend its expertise globally, providing international-level corporate guidance.

Differentiation: The firm boasts an exceptionally skilled corporate negotiation team, adept at conducting meticulous risk assessments on prospective transactions. With an unparalleled grasp of diverse legal domains, SMPS Legal's partners and lawyers offer profound expertise in corporate, real estate, banking & finance, corporate tax, and more, ensuring clients always receive top-tier support.

DEFORREST ABOGADOS: REPUTATION FOR EFFICIENCY



Wilberg García Heres

Key figure(s): Wilberg García Heres, Eduardo Garduño, Rodrigo Márquez, Jaime G. López y Porras and Andrés Cabrera

Established: 2011

Track record: The firm advises on the incorporation of entities, the design of structures and strategies for acquisitions and/or mergers, the negotiation and drafting of joint venture agreements, as well as negotiations and drafting of work agreements for the construction of new facilities. DeForest also assists its clients in the application of the latest regulations in either collective or individual labor relations.

Differentiation: DeForest provides advice to clients across diverse industries, including construction, real estate, automotive, textiles and banking. Its presence in five Mexican cities has bolstered its market standing overall. The firm boasts Germany, France, China and Spain desks. Despite an ever-increasing volume of M&A and labor transactions, DeForest continues to excel at closing deals swiftly, cementing its reputation for efficiency.

VILLAR & VILLAR ABOGADOS: PERENNIALLY SATISFIED CLIENTS



Juan José Villar Flores

Key figure(s): Juan José Villar Flores and Hermes Jesús de la Rosa Luna

Established: 2007

Track record: Villar offers strategic counsel to national and international companies, and comes with outstanding capabilities spanning company establishment, restructuring, share acquisitions, public-private partnerships, liquidations, business and asset sales, due diligence, privatizations, foreign investment and co-investment, branch or subsidiary registration, and regulatory compliance.

Differentiation: The firm prioritizes enhancing the value of clients' investments, through foreign investment and regulatory compliance, notably. Its vastly experienced corporate lawyers take a holistic view to addressing operational risks and contingencies. With offices in Mexico City and Queretaro, Villar specialized teams conduct comprehensive legal audits to inform clients about potential operational risks and contingencies.

DELOITTE: PROFESSIONALISM AND ATTENTION TO DETAIL



Héctor Cuevas

Key figure(s): Ramón Bravo and Héctor Cuevas

Established: 2019

Track record: Deloitte provides domestic and cross-border mergers and acquisitions, corporate restructuring, minority investment, shareholder agreement, due diligence, and other corporate services. Real-estate law is a specialty of the firm. Stands out for its experience in real-estate contracts, real-estate trusts and guarantees, and compliance readiness reviews.

Differentiation: With a top-notch multidisciplinary team and a business-oriented approach, Deloitte stands apart in the Mexican market. Ramón Bravo leads a high-performance M&A practice that is used to achieving excellent results. Héctor Cuevas advises major clients, participating in transactions in sectors such as banking, electric power, telecommunications, mining, and oil & gas.

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Creel, García-Cuéllar, Aiza Y Enríquez	Luis Gerardo García, Mauricio Serralde
Galicia Abogados	Christian Lippert, Carlos Chavez, Juan Carlos Burgos
Gonzalez Calvillo	Cristina Massa, Patricio Martínez
Hogan Lovells	Omar Guerrero, Ricardo Pons
SAI Law & Economics	Lucia Ojeda
Valdés Abascal	Rafael Valdés Abascal
EXCELLENT	
Aziz & Kaye	Luis Alberto Aziz Checa, Ismael Henestrosa
Basham Ringe y Correa	Amilcar Peredo
Greenberg Traurig	Miguel Flores Bernés, Víctor Manuel Frías Garcés
Mijares, Angoitia, Cortés y Fuentes	Francisco Fuentes, Pilar Mata
Von Wobeser Y Sierra	Fernando Carreño
HIGHLY RECOMMENDED	
Jáuregui Y Del Valle	David Hurtado
Jones Day	Jesus Gabriel Altamirano, Javier Martinez del Campo
Ledesma Rodriguez Rivero	Luis Manuel Rodríguez Rivero, Bernardo Ledesma Uribe, Claudia de los Rios Olascoaga
López Melih y Estrada	Juan Pablo Estrada Michel
Santamarina y Steta	Vicente Grau
RECOMMENDED	
Baker McKenzie	Raymundo Enriquez
Cuesta Campos	Azucena Marin
DLA PIPER	Jorge Benejam, Antonio Cárdenas
Foley Arena	Marco Antonio Nájera
Rapa - Ruiz Ahumada Palazuelos	Jose Ruiz Lopez
Rico Robles Libenson	Juan Pablo Rico
Ritch Mueller	Octavio Olivo Villa
Sanchez Devanny	Cristina L. Sanchez



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Creel, García-Cuéllar, Aiza Y Enríquez	Francisco Montalvo, Carlos de Icaza
Nader, Hayaux & Goebel	Michell Nader, Vanessa Franyutti
Ritch Mueller	Rodrigo Conesa, Javier Domínguez Torrado
EXCELLENT	
Gonzalez Calvillo	Alfredo Chávez
Greenberg Traurig	Antonio Diez de Bonilla M.
Mijares, Angoitia, Cortés Y Fuentes	Lorenza Langarica, Manuel Echave, Eugenio Macouzet
SMPS Legal	María Teresa Paillés, Andrés Pizarro Suárez, Eduardo Pizarro Suárez, María Esther Rey, Alejandro Ortíz Prieto
HIGHLY RECOMMENDED	
Baker McKenzie	Jose Larroque
Basham Ringe y Correa	Carlos Velázquez de León, Juan José López de Silanes, Luis Luján, Juan Carlos Serra, Jesús Colunga, Amilcar García, Gerson Vaca, Rodrigo Gardner
Cannizzo	Carlo Cannizzo, Roberto Cannizzo, Mauricio Moreno, Marco Cannizzo, Enrique García
Galicia Abogados	Ramiro Sandoval, Rodrigo Rivera
Hogan Lovells	Ángel Domínguez de Pedro, Guillermo González Frankenberger, Juan Francisco Torres Landa
Holland & Knight	Guillermo Uribe, Adrián Gay Lasa
Ibarra, Del Paso y Gallego	Carlos Ibarra, Gerardo Gallego
Jones Day	Manuel Romano
Pérez Correa Gonzalez	Luis Gonzalez, Omar Aguilar
Sanchez Devanny	Rafael Villamar Ramos
Trujillo Abogados	Alejandro Trujillo
RECOMMENDED	
Blanco Carrillo	Diego Blanco
Chavez Vargas Minutti	José Antonio Chávez Vargas, Brian Minutti Aguirre
Cms Woodhouse Lorente Ludlow	Enrique Lorente Ludlow, César Lechuga Perezanta
Creel Abogados	Gustavo Struck
Cuesta Campos y Asociados	Berenice Soto
Kavanagh Gorozpe	Patricio Gorozpe
Kuri Breña, Sánchez Ugarte y Aznar	Luis Octavio Nuñez
O'Gorman & Hagerman	Manuel Sainz de la Hidalga, Pablo Gutiérrez de la Peza
Rapa - Ruiz Ahumada Palazuelos	Bernardo Espinosa Aranda
Sainz Abogados	Daniel Saltzberg
Villar & Villar Abogados	Juan José Villar Flores
Von Wobeser y Sierra	Pablo Saez, Alejandro Orellana
VALUABLE PRACTICE	
CDA - Cervantes Díaz Abogados	Luis A. Cervantes Castillo
Deforest Abogados	Rodrigo Marquez Romero, Leonardo Medellin, Mariano Möller, Mark Vasquez
DLA Piper Mexico	Gabriela Alaña
Macari y Gongora	Pedro Góngora Urcelay
Müggenburg Gorches y Peñalosa	Pablo Gómez Sáinz, Luis Gerardo Ramírez Villela

AGRARIAN LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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LEADING

Bonfiglio MacBeath

Sergio Bonfiglio MacBeath

Grupo Gap

Gabino Fraga

O’Gorman & Hagerman

Manuel Sainz de la Hidalga, Andrés Armida Moreno Lacalle, Pablo Gutiérrez de la Peza

EXCELLENT

Odilisa Gutiérrez Mendoza & Asociados

Odilisa Gutiérrez

Rodríguez Dávalos Abogados

Guillermo F. Manning Martínez

HIGHLY RECOMMENDED

Aliar Abogados

Nayar Paredes

Cannizzo

Roberto Cannizzo

Soto Resolve

Javier Soto Morales

BONFIGLIO MACBEATH: FUNDAMENTAL EXPERTISE AND CLIENT-CENTRIC SOLUTIONS



Sergio Bonfiglio MacBeath

Key figure(s):
Sergio Bonfiglio MacBeath
and Victor José Sandova
Established: 2010

Track record: Bonfiglio MacBeath is a niche boutique law firm specializing in agrarian law. The firm offers vital counsel to domestic and global businesses on regulatory compliance, investment protection and legal insurance. Its proficiency spans land regularization, investment risk assessment, communal land agreements, and usufruct contracts.

Differentiation: With over 14 years of agrarian law expertise, Sergio Bonfiglio MacBeath has guided investors through a wide spectrum of matters. The firm’s services span agrarian registry registrations and pivotal litigation in Unitary Agrarian Courts and the Superior Agrarian Court. It is actively engaged in negotiations involving Ejidos (collective lands) and their diverse internal organizations.



PROJECTS & INFRASTRUCTURE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
CMS Woodhouse Lorente Ludlow	Enrique Lorente Ludlow, Marcia Santomé Sánchez
Galicia Abogados	Carlos de María y Campos, Francisco Fernandez Cueto, Bernardo Martínez-Negrete, Alejandro de la Borbollá, Humberto Perez Rocha, Eugenio Sepúlveda, Antonio Borja, Eduardo García-Travesi, Ernesto Partida
Gonzalez Calvillo	Enrique Gonzalez Calvillo, Jorge Cervantes, Rodrigo Rojas, Oscar Moreno, Hernando Becerra, Diana Pineda
EXCELLENT	
Creel, García-Cuéllar, Aiza y Enríquez	Santiago Sepúlveda
Greenberg Traurig	Juan Manuel González
Mijares, Angoitia, Cortés y Fuentes	Pilar Mata, Horacio de Uriarte
Nader, Hayaux & Goebel	Javier Arreola, Vanessa Franyutti, Alejandro Rojas
Ritch Mueller	Jorge Oria y Anaya, Federico Santacruz
HIGHLY RECOMMENDED	
Baker McKenzie	Gaspar Gutiérrez C., Benjamín Torres-Barrón
Basham Ringe y Correa	Juan Carlos Serra, Jesús Colunga, Amilcar García, Carlos Velázquez de León
Comad	Roberto Hernández García
Cuatrecasas	Marco Antonio de la Peña
Dentons Lopez Velarde	Jorge Jiménez, Rogelio Lopez-Velarde
Garrigues Mexico	David Jiménez, Gabriela Perez Sierra, Mario Juárez
Holland & Knight	Alejandro Landa Thierry, Carlos Ochoa
Ibañez Parkman	Juan Fernando Ibañez Montaña, José Álvarez Márquez
Santamarina y Steta	Juan Carlos Machorro G., Sergio Chagoya D.
RECOMMENDED	
Cannizzo	Carlo Canizzo
Chavez Vargas Minutti	José Antonio Chávez Vargas, Brian Minutti Aguirre
DeForest Abogados	Rodrigo Marquez, Leonardo Medellin, Mark Vasquez
Deloitte Legal Mexico	Hector Cuevas
DLA Piper	Roberto Ríos, Edgar Romo
Grupo de asesores y técnicos de la construcción (Galtec)	Roberto Zavala Chavero
O’Gorman & Hagerman	Manuel Sainz de la Hidalga, Pablo Gutiérrez de la Peza
SMPS Legal	Eduardo Pizarro, Maria Teresa Paillés, Andrés Pizarro

O’GORMAN & HAGERMAN: REMARKABLE AGRARIAN AND REAL ESTATE LAW EXPERTISE



Manuel Sainz de la Hidalga

Key figure(s): Pablo Gutiérrez de la Peza and Manuel Sainz de la Hidalga
Established: 2008

Track record: The firm offers counsel on agrarian and real estate law, specializing in due diligence, and the negotiation and acquisition of property rights in rural areas within the State of Mexico. With partners boasting extensive litigation skills, O’Gorman & Hagerman is trusted by prominent national and international companies and government entities to handle intricate, often high-profile, real estate cases.

Differentiation: O’Gorman & Hagerman excels at efficiently and creatively negotiating agreements in complex situations involving diverse stakeholders. Its interdisciplinary team, which features engineers and sociologists, offers comprehensive risk management solutions designed to safeguard reputations. Leveraging deep knowledge of the Mexican legal system, its innovative consensus-building approach is prized by clients.

IBAÑEZ PARKMAN: COMPREHENSIVE CLIENT SERVICE



Juan Fernando Ibañez

Key figure(s): Juan Fernando Ibañez and José Alvarez
Established: 1992

Track record: Ibañez Parkman has more than 30 years’ experience and has gained a reputation as a client-focused outfit. The firm advises major companies on public bidding contracts, including tenders for hospital and road infrastructure projects. In 2021 it began working with one of the largest providers of power generation, transmission and distribution in Mexico.

Differentiation: The firm pays special attention to its clients, and has the ability and willingness to go the extra mile on their behalf, thanks to the transversality of its full-service team. The practice is led by José Álvarez and Juan Fernando Ibañez, who have deep expertise in infrastructure projects, renewable energy and administrative law. It has offices in Mexico City and Querétaro.

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Basham Ringe y Correa	Jorge De Presno, David Puente
Marván, González Graf y González Larrazolo	Héctor González Graf, Santiago Marván Urquiza, Nelson Guerrero
EXCELLENT	
Baker McKenzie	Alfonso García-Lozano, Manuel Limón, Salvador Pasquel
De La Vega & Martínez Rojas	Oscar De la Vega, Ricardo Martínez Rojas, Enrique García Conde
Natividad Abogados	Tomás Natividad Sánchez
Sanchez Devanny	Alfredo Kupfer Domínguez
Santamarina y Steta	Juan Carlos De la Vega, Andrés Rodríguez Rodríguez
HIGHLY RECOMMENDED	
Bufete De Buen	Carlos De Buen Unna
Bufete Díaz Mirón & Asociados	Juan José Díaz Mirón, Luis Enrique Díaz Mirón
Creel, García-Cuéllar, Aiza y Enriquez	Francisco Peniche Beguerisse, Julio Alvarez Ortega
Deloitte Legal Mexico	Claudio Marroquin Mowat, Octavio Novaro Holguín, German de la Garza
EC Rubio	Javier Canseco Malloy, Ana María Becerra Sánchez, Rogelio Sánchez Cortes
Gonzalez Calvillo	Luis Enrique Cervantes
Hogan Lovells	Hugo Hernández-Ojeda Álvarez, Luis Ricardo Ruiz Gutiérrez
Little Mexico	León Rodríguez, Mónica Schiaffino, Jorge Sales Boyoli
Maillard Abogados Laborales	César Maillard Cárdenas, César Maillard Canudas, Alejandro Cerbon, Raúl Maillard Barquera, Ary Argumedo Miranda, Evelyn Palma García
Pizá Abogados	Gabriel Pizá Avilés, Enrique Ballesteros Alvarado, Alejandro Díaz Fernández, Susana Flores Verlón, Pamela Bello Zárate
Von Wobeser y Sierra	Rodolfo Trampe, Javier Lizardi, Rafael Vallejo Gil
RECOMMENDED	
Altamirano y Estudillo	Alvaro Altamirano
Chevez Ruiz Zamarripa Y Cia.	Mayeli Cabral





MEXICO

> Ferran Martinez Abogados	Carlos Ferran Martinez
GLZ Abogados	Andrew R. Grepe Stockdale, María Alejandra Gómez Massud, María Fernanda López Téllez
Greenberg Traurig	Leslie Palma
Ibarra, Del Paso y Gallego	Jaime Rodriguez Eguarte
Ibañez Parkman	Manuel Salvador Garcia Garrido, Salvador Corona Martinez, Anhelito Estefania Soberanes Ortiz
Jáuregui y Del Valle	Fernando Martinez Flores
Mijares, Angoitia, Cortés y Fuentes	Claudio Jimenez, Rodrigo del Valle
Monsalvo Duclaud	Luis Monsalvo Valderrama, Luis Monsalvo Álvarez, Isabel Pizarro Guevara
Rapa - Ruiz Ahumada Palazuelos	Elvia Palazuelos
Roel Abogados	Jorge Enrique Roel
VALUABLE PRACTICE	
Canizzo, Ortiz y Asociados	Stefano Amato
Cuatrecasas	Jorge García de Presno Graham
Cuesta Campos y Asociados	Gerardo Valencia
DeForest	Eduardo Garduño, Edgar Andrés Barreto, Edgar Esponda, Javier Atzin Vallejo, Jaime Bustamante, Andrés Cabrera
EY Mexico	Alejandro Caro, Jacqueline Alvarez, Yeshua Gómez
Galicia Abogados	Octavio Cantón
GarciaMingo & Tejedo Abogados	Juan Tejedo
Goodrich Riquelme y Asociados	Gustavo García Cuenca
Ibañez Abogados	Juan José Ibañez, Jose Miguel Buendia
Ogletree Deakins	Pietro Straulino-Rodríguez
Sainz Abogados.	Alejandro Nila
Santos & Saucedo	Mario Saucedo Montemayor, Enrique Santos Guzman
Vega, Guerrero & Asociados	Oziel Guerrero
Villar & Villar Abogados	María Leticia Montero

MONSALVO DUCLAUD: DEVOTED LABOR LAW SPECIALISTS



Alan Duclaud

Key figure(s): Alan Duclaud, Lidia Monsalvo, Luis Monsalvo Valderrama, Isabel Pizarro, Luis Monsalvo Alvarez and Andrés Cámara
Established: 2021

Track record: Renowned for its top-tier services, Monsalvo Duclaud handles a comprehensive spectrum of labor, employment and social security law issues, spanning litigation, appeals (amparo proceedings) and advisory services. Its expertise has saved clients over four billion Mexican dollars (\$229 million) by averting contingencies and safeguarded 1.4 million jobs through strategic counsel.

Differentiation: Fueled by a client-centric ethos and ongoing training, Monsalvo Duclaud's diverse and innovative team of over 30 lawyers and six partners boasts extensive experience representing significant local and international clients across diverse sectors. Its members are renowned for delivering high-quality expert opinions in these specialist domains.

USA

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LBOs: LARGE CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Apollo Global Management	Marc Rowan
KKR	George Roberts, Henry Kravis
The Blackstone Group	Stephen Schwarzman
2 Bain Capital	Joshua Bekenstein, Stephen Pagliuca
CVC Capital Partners	James Christopoulos
Hellman & Friedman	Patrick Healy
The Carlyle Group	Joe Bress
Warburg Pincus	Chip Kaye
EXCELLENT	
1 Advent International	David Mussafer
Neuberger Berman Group	George Walker
Thoma Bravo	Carl Thoma, Orlando Bravo
TPG Capital	Jon Winkelried, Jim Coulter
2 Clayton, Dubilier & Rice	Nathan Sleeper
Harbourvest Partners	John Toomey
Insight Partners	Conrad Gorospe, Cian Cotter
Leonard Green & Partners	John Danhagl, Jonathan Sokoloff
Silver Lake Partners	Egon Durban, Greg Mondre
Stone Point Capital	Charles Davis
Vista Equity Partners	Robert Smith
HIGHLY RECOMMENDED	
1 American Securities	Michael Fisch
BDT Capital Partners	Byron Trott
Ta Associates	Brian Conway
AEA Investors	Brian Hoesterey
Centerbridge Partners	Jeffrey Aronson
2 Cerberus Capital Management	Stephen Feinberg, Frank Bruno
Chicago Capital	Michael Solt
L Catterton	Michael Chu, Scott Dahnke
Symphony Technology Group	Marc Bala, William Chisholm, Adam Hendricks
Veritas Capital	Ramzi Musallam
RECOMMENDED	
Genstar Capital	Jean-Pierre Conte
Marlin Equity Partners	Nicholas Lukens, Ryan Laurin
New Enterprise Associates	Scott Sandell
Providence Equity Partners	Jonathan Nelson



INVESTMENT & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Mayfield Fund	Navin Chaddha
Ribbit Capital	Micky Malka
Sequoia Capital	Douglas Leone, Michael Moritz, Roelof Botha, Alfred Lin, Brian Schreier
EXCELLENT	
Accel	Sameer Gandhi, Andrew Braccia, Ryan Sweeney
Addition	Lee Fixel
Benchmark	Erick Vishria, Peter Fenton, Chetan Puttagunta
Founder Collective	David Frankel
GGV Capital	Hans Tung
Greylock Partners	Reid Hoffman
Redpoint Ventures	Satish Dharmaraj, Scott Raney, Elliot Geidt
Union Square Ventures	Fred Wilson
Y Combinator	Garry Tan
HIGHLY RECOMMENDED	
Andreessen Horowitz	Jeff Jordan, Ben Horowitz, Chris Dixon, David George
CRV	Saar Gur, Murat Bicer, Max Gazor
Founders Fund	Keith Rabois, Peter Thiel, Brian Singerman
Pear VC	Pejman Nozad, Mar Hershenson
Primary Ventures Partners	Ben Sun
Tiger Global Management	Scott Shleifer
RECOMMENDED	
Emergence Capital	Santi Subotovsky
Felicis Ventures	Aydin Senkut
FirstMark Capital	Rick Heitzmann
Greenoaks Capital	Neil Mehta
Index Ventures	Shardul Shah, Mike Volpi, Martin Mignot
Khosla Ventures	Vinod Khosla
Kleiner Perkins	Mamoon Hamid
New Enterprise Associates	Scott Sandell
VALUABLE PRACTICE	
Battery Ventures	Russell Fleischer
First Round Capital	Rob Hayes, Bill Trenchard, Chris Fralic
Lightspeed Venture Partners	Ravi Mhatre
Softbank Vision Fund	Rajeev Misra
Spark Capital	Pravin Patel
Thrive Capital	Josh Kushner

PROXY SOLICITATION

Best Proxy Solicitation Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Innisfree	Arthur Crozier, Jennifer Shotwell, Meredith Cole
Okapi Partners	Bruce Goldfarb, Patrick McHugh
2	
D.f. King	Richard Grubaugh, Thomas Germinario, Edward McCarthy
MacKenzie Partners	Lawrence Denny, Daniel Burch, Robert Marese
EXCELLENT	
Georgeson	William Jackson, William Fiske
Harkins Kovler	Peter Harkins, Jordan Kovler
InvestorCom	Michelle Frosch, John Glenn Grau
Morrow Sodali	Donna Corso, Thomas Skulski
Saratoga Proxy Consulting	Joseph Mills, John Ferguson, Ann Marie Mellone
HIGHLY RECOMMENDED	
Alliance Advisors	Peter Casey, Abe Borad
Kingsdale Advisors	Ian Robertson, Wes Hall
Laurel Hill Advisory Group	Donna Ackerly, Joseph Moran, Joseph Contorno



M&A: ENERGY

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BofA Securities	Brad Hutchinson, Jason Satsky, Randy Bayless
Citi	Michael Jamieson
Goldman Sachs	Suhail Sikhtian
Lazard	Pablo Hernandez Schmidt-Tophoff
UBS	George Manahilov
EXCELLENT	
1 Guggenheim Securities	Allen Otto
J.P. Morgan	Robert Keepers
Moelis & Company	Martin Houston, Scott DeGhetto
2	
KPMG	Angie Gildea
RBC Capital Markets	Nick Woodruff
Société Générale	Ben Koehler
HIGHLY RECOMMENDED	
Barclays	John Plaster
BMO Capital Markets	Jon Marinelli
Evercore	Shaun Finnie
Jefferies	Conrad Gibbins
Morgan Stanley	Christopher Mize
Piper Sandler	James Baker, Mike Dillahunt
TD Securities	Liana Chernysheva
Tenoaks Energy Advisors	Lindsay Sherrer, Jason Webb, BJ Brandenberger
Tudor, Pickering, Holt & Co	Lance Gilliland, Paul Perea

M&A: HEALTHCARE & LIFE SCIENCES

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Centerview Partners	Stuart Smith, Michael Muntner
Citi	Jason Jun
Goldman Sachs	Sonia Gupta, Matthew Leskowitz
J.P. Morgan	Mike Gaito, Christopher Gartin
Morgan Stanley	Joseph Modisett
EXCELLENT	
1 BofA Securities	John Bishai, Bruno Stambaum
Greenhill & Co.	Jay Barnes, Richard Jacobsen Jr.
Guggenheim Securities	Jeffrey Kirshner, Todd Richter
Jefferies	Real Leclerc
2	
Barclays	Naeem Merchant
Credit Suisse Securities	David Kostel
Evercore	François Maisonrouge
Lazard	Michael Wiggins
Piper Sandler	Peter Day, J.P. Peltier
PJT Partners	Tom Davidson
UBS Investment Bank	Lisa Rogers
HIGHLY RECOMMENDED	
Cain Brothers	Carsten Beith, James Moloney, Jill Frew, John Soden
Moelis & Company	Maarten de Jong
Perella Weinberg Partners	Philippe McAuliffe, Christopher O'Connor, Jason Forschler
Raymond James Financial	Riley Sweat, Andrew Gitkin
Rothschild & Co	Timothy Hotchandani
SVB Financial Group	Barry Blake
William Blair	Brent Felitto, Steve Tole

**M&A: INDUSTRIALS****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BofA Securities	Joe Messina
Citi	Susan Manuelle, Niraj Shah
Goldman Sachs	Matt McClure
J.P. Morgan	Charles Bouckaert
Lazard	Robert Frost
EXCELLENT	
Baird	Joel Cohen, Joseph Packee
Barclays	John McCann
Evercore	Anthony Magro
Guggenheim Securities	John Welsh, Onur Eken
Jefferies	David Bradley
Lincoln International	Tom Williams
Morgan Stanley	John Church, Joe Kistler
HIGHLY RECOMMENDED	
Centerview Partners	Gayle Turk
Deutsche Bank	Mustafa Hafeez
Greenhill & Co.	David Hunt, Stephen Cruise
Harris Williams & Co.	Patrick McNulty
Houlihan Lokey	Bill Peluchowski
Moelis & Company	Greg Starkins
Rothschild & Co	Adam Reeder
UBS Investment Bank	Eric Moskal

M&A: RETAIL & CONSUMER GOODS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BofA Securities	Lisa Clyde, Tucker Williamson
Jefferies	Vinay Prabhu
Rothschild & Co	David Mell
EXCELLENT	
1 Centerview Partners	Kenneth Berliner
Goldman Sachs	Karen Levin
2	
Deloitte	Rod Sides, Anthony Waelter
Houlihan Lokey	Jay Novak
Lazard	Jim D'Aquila, Thibaud Leblanc, David Iverson
RBC Capital Markets	Marco Habert, Matthew Stopnik, Jim Wolfe
HIGHLY RECOMMENDED	
Barclays	Lowell Strug
Citi	Craig Vallorano
J.P. Morgan	Dana Weinstein
Morgan Stanley	Kristen Rossi
UBS Investment Bank	Solon Kentas
RECOMMENDED	
Baird	Glen Clarke
Evercore	Adam Taetle, Wilco Faessen
Guggenheim Partners	Sean Daugherty, Peter Moses
Harris Williams & Co.	John Neuner
Piper Sandler	Damon Chandik, Janica Lane
William Blair	Adam Filkin

**M&A: TMT****Best Investment Banks**

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Sam Britton, Jason Tofsky
J.P. Morgan	Fred Turpin, Jennifer Nason, Scott Wilcoxon
Morgan Stanley	Michael Grimes, Jon Yourkoski
Qatalyst Partners	George Boutros
EXCELLENT	
1 Barclays	Amir Barash
BofA Securities	David Fishman
LionTree Advisors	Aryeh Bourkoff
Raymond James Financial	Brendan Ryan
2	
Citi	Mark Keene
Evercore	Naveen Nataraj
Houlihan Lokey	Rob Louv
Lazard	Garrett Baker
Needham & Company	Jack Iacovone, Pooyan Mehdizadeh
Wells Fargo Securities	Gerry Walters
HIGHLY RECOMMENDED	
Centerview Partners	David Hess
Deutsche Bank	Ajay Shah
Jefferies	Cameron Lester, Phil Berkowitz
RBC Capital Markets	Matthew Stopnik, Jim Wolfe, Madonna Park

PRIVATE EQUITY

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Andre Alfaro
EXCELLENT	
1 BofA Securities	Kevin Morrison
J.P. Morgan	Andrew Tuthill
Morgan Stanley	William Sanders
2	
Houlihan Lokey	Kevin Salmini, John Mavredakis
Lazard	Steven Tipler, Kevan Comstock, Stephen Salyer
William Blair	Brandon Lower
HIGHLY RECOMMENDED	
1	
Barclays	Chris Sullivan
Citi	Cary Kochman, Mark Shafir
Deutsche Bank	Kent Penwell
Jefferies	Jeffrey Greenip
2	
Evercore	Saul Goodman
Harris Williams & Co.	Bruce Kelleher
Lincoln International	Franklin Harris
Raymond James Financial	David Clark
Truist Securities	Michael Carter
RECOMMENDED	
Guggenheim Securities	Jonathan Cary, Christopher Macios
Moelis & Company	Tarik Rguem
RBC Capital Markets	Matthew Stopnik, Jim Wolfe
UBS Investment Bank	Matt Eilers



SHAREHOLDER ACTIVISM

Best Activist Investor Funds

In each tier, the funds are ordered alphabetically

FUND	KEY FIGURE(S)
LEADING	
Elliott Management Corporation	Jesse Cohn, Paul Singer
Pershing Square Capital Management	Bill Ackman
Third Point	Daniel Loeb
Valueact Capital	Mason Morfit
EXCELLENT	
1 Eminence Capital	Ricky Sandler
Pentwater Capital Management	Matt Halbower
Starboard Value	Jeffrey Smith
2 Bridgewater Associates	Bob Prince, Greg Jensen, Karen Karniol-Tambour
Citadel	Kenneth Griffin
Effissimo Capital Management	Hisaaki Sato
Renaissance Technologies	Jim Simons
Sachem Head Capital Management	Scott Ferguson
Scopia Capital Management	Matt Sirovich, Jeremy Mindich
Triam Partners	Ed Garden, Nelson Peltz, Peter May
HIGHLY RECOMMENDED	
1 Amber Capital	Joseph Oughourlian
Barington Capital Group	James Mitarotonda
Corvex Management	Keith Meister
JANA Partners	Barry Rosenstein
Sherborne Investors Management	Edward Bramson
2 Cat Rock Capital Management	Alexander Captain
Gamco Investors	Kevin Dreyer, Christopher Marangi
Icahn Partners	Carl Icahn
Oasis Management	Seth Fischer
Saba Capital Management	Boaz Weinstein

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Wachtell, Lipton, Rosen & Katz	Andrew Brownstein, Steven Rosenblum
2 Cravath Swaine & Moore	Richard Hall, Robert Townsend, Faiza Saeed
Davis Polk & Wardwell	Georges Bason, Louis Goldberg, William Aaronson
Kirkland & Ellis	Daniel Wolf, David Fox
Latham & Watkins	Justin Hamill
Simpson Thacher & Bartlett	Eric Swedenburg
Skadden, Arps, Slate, Meagher & Flom	Stephen Arcano, Allison Schneirov
Sullivan & Cromwell	Alison Ressler, Francis Aquila, Melissa Sawyer
EXCELLENT	
1 Cleary Gottlieb Steen & Hamilton	David Leinwand
Paul, Weiss, Rifkind, Wharton & Garrison	Scott Barshay, Steven Williams
Weil, Gotshal & Manges	Michael Aiello, Michael Lubowitz
2 Debevoise & Plimpton	Michael Diz, Kevin Rinker
HIGHLY RECOMMENDED	
Gibson, Dunn & Crutcher	Robert Little, Saeed Muzumdar
Shearman & Sterling	Scott Petepiece, George Casey
White & Case	John Reiss, Gregory Pryor, Chang-Do Gong
RECOMMENDED	
1 Baker McKenzie	Alan Zoccolillo
Dechert	Mark Thierfelder
Freshfields Bruckhaus Deringer	Ethan Klingsberg
Fried, Frank, Harris, Shriver & Jacobson	Steven Epstein, Philip Richter, Christopher Ewan, Steven Steinman
Hogan Lovells	William Curtin
Jones Day	James Dougherty, Robert Profusek, Randi Lesnick
Ropes & Gray	Jane Goldstein
Sidley Austin	Paul Choi, Brian Fahrney, Mark Metts, Sharon Flanagan
Willkie Farr & Gallagher	David Boston, Steven Seidman
2 Akin Gump Strauss Hauer & Feld	Thomas Yang
DLA Piper	Christopher Giordano
Morgan, Lewis & Bockius	Benjamin Wills, Richard Aldridge, Sheryl Orr
Morrison & Foerster	Eric McCrath, Spencer Klein, Jackie Liu
Paul Hastings	Eduardo Gallardo; Steve Camahort
Proskauer Rose	Lauren Boglivi, Benjamin Wills
Vinson & Elkins	Sarah Morgan, John Grand, Stephen Gill,
Wilson Sonsini Goodrich & Rosati	Robert Ishii

CRAVATH, SWAIN & MOORE: AT THE CENTER OF THE WORLD'S MOST IMPORTANT TRANSACTIONS



Robert Townsend III

Key figure(s): Robert Townsend III, Richard Hall and Faiza Saeed
Established: 1819

Track record: Cravath, Swaine & Moore is regularly involved in the very largest M&A deals, acting for the creme de la creme of corporate America. In 2023 the firm represented IBM during its acquisition of cloud and SaaS firm Polar Security, and the European Investment Bank in connection with its \$4 billion registered notes offering.

Differentiation: Cravath's highly trained lawyers exude experience and expertise in a diverse range of areas, including mergers and acquisitions, capital markets, banking and credit and regulatory matters. Global M&A dept. co-head Robert Townsend's niche expertise includes corporate governance and activist defense.

**M&A: UPPER MID-CAP****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Eversheds Sutherland	Bert Adams, Robert Pile, Robert Copps
K&L Gates	Kevin Stichter, Calvina Bostick, Jessica Pearlman
King & Spalding	Raymond Baltz, Rahul Patel
Pillsbury Winthrop Shaw Pittman	StephenAmdur, Allison Leopold Tilley, Jarrod Murphy
Venable	Charles Morton, Robert Bolger, Jr, Bryan Rakes, Patricia McGowan
2 Akerman	Martin Burkett, Paul Quinn, Kenneth Wiggins
Arnold & Porter	Edward Deibert
Cadwalader, Wickersham & Taft	Richard Brand, William Mills
DLA Piper	Christopher Giordano, Robert Salter
Goodwin	Lisa Haddad, John Haggerty, Deborah Birnbach, Stuart Cable
Hunton Andrews Kurth	Steven Haas, Steve Patterson
Vedder Price	Michael Nemeroff
WilmerHale	Hal Leibowitz, Joseph Conahan
EXCELLENT	
1 Bakerhostetler	Steven Goldberg, Ronald Stepanovic
Ballard Spahr	Brian Doerner, Maggie Tatton
Bryan Cave Leighton Paisner	John Welge
Fenwick & West	Kris Withrow, Douglas Cogen
Katten Muchin Rosenman	Christopher Atkinson, David Washburn
Kilpatrick Townsend & Stockton	Richard Cicchillo, Christina Gattuso
McDermott Will & Emery	Wilson Chu
McGuireWoods	Michael Woodard
Norton Rose Fulbright	Mark Greenfield, Scarlet McNellie, Sheldon Nussbaum
Orrick, Herrington & Sutcliffe	Matthew Gemello, David Ruff, Mark Seneca
Seward & Kissel	Craig Sklar, James Abbott
Sheppard, Mullin, Richter & Hampton	Jordan Hamburger, Zachary Turke
Winston & Strawn	Matt Stevens
2 Dentons	Tonya Vachirasomboon
Holland & Knight	David Barkus, Robert Grammig, George Mencio
Neal, Gerber & Eisenberg	John Koenigs knecht
Nixon Peabody	Todd Tidgewell, Lori Green, Christopher Keefe
Thompson Hine	Frank Chaiken
HIGHLY RECOMMENDED	
ArentFox Schiff	David McHugh, Steve Isaacs
Curtis, Mallet-Prevost, Colt & Mosle	Lawrence Goodman
Dickinson Wright	Scot Crow, Amy Kwiatkowski
Dorsey & Whitney	Layne Smith
Duane Morris	Brian Kerwin
Foley & Lardner	Kevin Schulz
Nelson Mullins Riley & Scarborough	Gus Dixon, Michael Hollingsworth, Rhys Wilson
Stroock & Stroock & Lavan	Christopher J. Doyle, Jeffrey Lowenthal
Thompson & Knight	Robert Grammig, George Mencio, David Barkus

PRIVATE EQUITY TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Kirkland & Ellis	Jon Ballis, Eunu Chun
Simpson Thacher & Bartlett	Marni Lerner, Elizabeth Cooper
EXCELLENT	
Debevoise & Plimpton	Kevin Schmidt, Jonathan Adler
Latham & Watkins	Paul Sheridan Jr.
Paul, Weiss, Riffkind, Wharton & Garrison	Matthew Abbott, Udi Grofman, Angelo Bonvino
Ropes & Gray	David Blittner
HIGHLY RECOMMENDED	
1 Cleary Gottlieb Steen & Hamilton	David Leinwand, Paul Imperatore, John Kupiec, Matthew Salerno
Gibson, Dunn & Crutcher	Sean Griffiths, Steven Shoemate, Ari Lanin
Skadden, Arps, Slate, Meagher & Flom	Kenneth Wolff, Stephanie Teicher
Sullivan & Cromwell	Brian Hamilton, Rita-Anne O'Neill, Alison Ressler
Weil, Gotshal & Manges	Douglas Warner, Kevin Sullivan
Willkie Farr & Gallagher	Neil Townsend, Jeffrey Poss
2	
Cravath, Swaine & Moore	Mark Greene, Richard Hall
Davis Polk & Wardwell	John Amorosi, William Chudd
Dechert	Mark Thierfelder, Henry Nassau
DLA Piper	Joseph Silver
Fried, Frank, Harris, Shriver & Jacobson	Robert Schwenkel, Steven Steinman, Christopher Ewan
Goodwin	John LeClaire, Andrew Weidhaas, Michael Kendall
Jones Day	Michael Earley, Andrew Levine
Morgan, Lewis & Bockius	James Loss
Paul Hastings	Brian Richards
Proskauer Rose	Lauren Boglivi, Daniel Ganitsky
RECOMMENDED	
Arnold & Porter	Stephen Koval, Lowell Dashefsky
Clifford Chance	Kevin Lehpamer, Neil Barlow
King & Spalding	Jonathan Melmed, Rahul Patel
McDermott Will & Emery	Harris Siskind
Morrison & Foerster	Eric McCrath, Dario Avram, Patrick Huard
Vinson & Elkins	Matthew Strock, Keith Fullenweider, David Palmer Oelman
White & Case	John Reiss, Olivier Brahmst
Winston & Strawn	Eva Davis, Bradley Vaiana



VENTURE CAPITAL TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cooley	Pat Mitchell, Mike Lincoln
Fenwick & West	Cynthia Hess, Mark Leahy
Goodwin	John Egan, Anthony McCusker
Gunderson Dettmer Stough Villeneuve Franklin & Hachigian	Scott Dettmer, Robert Gunderson, Marc Dupre
EXCELLENT	
DLA Piper	Jeffrey Lehrer, Jenifer Smith
Latham & Watkins	John Chory, Benjamin Potter
Morgan, Lewis & Bockius	Michael Conza, Steven Cohen
Morrison & Foerster	Murray Indick, Steve Rowles
Orrick, Herrington & Sutcliffe	Stephen Venuto, Amanda Galton
WilmerHale	Mick Bain, Gary Schall, Daniel Zimmerman
Wilson Sonsini Goodrich & Rosati	Larry Sonsini
HIGHLY RECOMMENDED	
Choate, Hall & Stewart	Brian Goldstein, John Pitfield
Dentons	Victor Boyajian
Gibson, Dunn & Crutcher	Gregory Davidson
Hogan Lovells	Mahvesh Qureshi
Jones Day	Michael Earley
King & Spalding	Linda Lorenat, Jeremy Schropp, Charles Katz
Pillsbury Winthrop Shaw Pittman	Stanley Pierson
RECOMMENDED	
Covington & Burling	Catharina Min, Tom DeFilipps, Paul Rogers
McDermott Will & Emery	Mark Mihanovic
O'Melveny & Myers	Warren Lazarow
Reed Smith	LiLing Poh, Donald Reinke, Michael Sanders
Stradling Yocca Carlson & Rauth	Mark Skaist, Ryan Azlein
Vinson & Elkins	Wesley Jones, Milam Foster Newby

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Arnold & Porter	Jonathan Gleklen, Debbie Feinstein
Cleary Gottlieb Steen & Hamilton	Jeremy Calsyn, George Cary, Mark Leddy
Cravath, Swaine & Moore	Christine Varney
Latham & Watkins	Amanda Reeves, Belinda Lee
Skadden, Arps, Slate, Meagher & Flom	Steven Sunshine, Clifford Aronson
Weil, Gotshal & Manges	Steven Newborn
EXCELLENT	
Baker Botts	Stephen Weissman, Maureen Ohlhausen, John Taladay
Davis Polk & Wardwell	Arthur Burke
Gibson, Dunn & Crutcher	Scott Hammond, Daniel Swanson, Rachel Brass, Stephen Weissman
Jones Day	Craig Waldman
Kirkland & Ellis	Marin Boney, Michael Thorpe, Ian John, Ellen Jakovic
Paul, Weiss, Rifkind, Wharton & Garrison	Andrew Finch, Aidan Synnott
White & Case	Mark Gidley, George Paul
Wilson Sonsini Goodrich & Rosati	Susan Creighton
HIGHLY RECOMMENDED	
Axinn Veltrop & Harkrider	John Harkrider, Michael Keeley
Covington & Burling	Thomas Barnett, Anne Lee
Crowell & Moring	Shawn Johnson, Jason Murray
Dechert	Steven Bizar, Mike Cowie
Freshfields Bruckhaus Deringer	Eric Mahr, Mary Lehner
Hogan Lovells	Edith Ramirez
McDermott Will & Emery	Raymond Jacobsen
Morgan, Lewis & Bockius	Harry Robins
Simpson Thacher & Bartlett	John Terzaken, Sara Razi, Peter Guryan
Wachtell, Lipton, Rosen & Katz	Ilene Knable Gotts, Damian Didden, Nelson Fitts
RECOMMENDED	
Akin Gump Strauss Hauer & Feld	Corey Roush
Mayer Brown	Andrew Marovitz
Morrison & Foerster	Jeff Jaeckel
O'Melveny & Myers	Ian Simmons, Ben Bradshaw, Courtney Dyer
Ropes & Gray	Mark Popofsky
Shearman & Sterling	David Higbee, Jessica Delbaum
Sullivan & Cromwell	Renata Hesse
Willkie Farr & Gallagher	William Rooney, Jeffrey Korn
WilmerHale	Thomas Mueller
Winston & Strawn	Jeffrey Kessler

CENTRAL AMERICA

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Aguilar Castillo Love	John Aguilar-Quesada, John Aguilar-Osborne, Marco Solano
BLP	David Gutiérrez, Eduardo Calderón
Consortium Legal	Rolando Laclé
EXCELLENT	
Arias	Andrey Dorado, Melania Dittel
ECIJA	Guillermo Zuñiga
Ey Law Central America	Hernán Pacheco, Fernando Vargas
Facio & Cañas	Carlos Oreamuno, Sergio Solera
Lang & Asociados	Henry Lang
Sfera Legal	Eric Scharf
Zurcher, Odio & Raven	Alberto Raven
HIGHLY RECOMMENDED	
Alta Batalla	Rodrigo Zelaya, Sergio Amador
Bg&a Abogados Corporativos	Benjamín Gutiérrez
Central Law	Rafael Quiros, Tomás Quirós Jiménez
Dentons Muñoz	Jose Antonio Muñoz
Oller Abogados	Pedro Oller, Ricardo Vargas
Soley Saborio & Asociados	Emilia Saborio-Pozuelo
RECOMMENDED	
Colbs Estudio Legal	Sebastián Jiménez
Magnalex Abogados	Marielena Mora
Nassar Abogados	Tomas Nassar
TACTIC Estudio Legal	Javier Escalante

GUATEMALA

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CORPORATE / M&A

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Alta Qil + 4 Abogados	Marcos Ibargüen, María Isabel Luján
Arias Law	Luis Pedro del Valle
Blp Legal	Luis Ruiz
Consortium Legal	Rafael Alvarado Riedel
MAYORA & MAYORA S.C.	Claudia Pereira, Sandra Castillo
EXCELLENT	
AGUILAR CASTILLO LOVE	Esteban Agüero, Natalia Callejas
Carrillo & Asociados	Alfonso Carrillo
CENTRAL LAW	Juan Pablo Carrasco
Legalsa	David Font
HIGHLY RECOMMENDED	
A D SOSA & SOTO S C	Juan Sebastián Soto
Alegalis	Juan Antonio Mazariegos
Latamlex Abogados	Alfredo Skinner-Klée
LEXINCORP	Gonzalo Menéndez González
Novales Abogados	Cristián Novales Schlesinger
Palomo Abogados	Héctor Palomo
RECOMMENDED	
Bermejo & Bermejo	Juan Carlos Bermejo
Bmt Law	Jorge Rolando Barrios, Lorena Barrios Pinzón
Ey Law	Ruby Asturias
Latinalliance	José Adolfo Torres, Michelle Sutter
Mollerlaw	Enrique Möller
PPQ Legal	Rodrigo Quevedo
Sfera Legal	Christian Michelangeli

PANAMA

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FIRM	KEY FIGURE(S)
LEADING	
Alfaro, Ferrer & Ramírez	Alejandro Alemán, Luis R López Alfaro
Arias, Fábrega & Fábrega	Andrés Rubinoff, Estif Aparicio, Ricardo Arango, Fernando Arias
Galindo, Arias & López	Diego Herrera Dutari, José Luis Sosa, Ramón Ricardo Arias Porras
Morgan & Morgan	Francisco Arias, Inocencio Galindo, Roberto Vidal, Carlos Gonzalez, Aristides Anguizola, Ana Carolina Castillo
EXCELLENT	
Alemán, Cordero, Galindo & Lee	Arturo Gerbaud de la Guardia, Carlos Cordero, Rita de la Guardia
Anzola Robles & Asociados	Ramón Anzola, Erika Villarreal Zorita
HIGHLY RECOMMENDED	
Fabrega Molino	Dani Kuzniecky, Juan Pablo Fabrega
Icaza, González-Ruiz & Alemán	Alexis Herrera Jr, Gabriel González-Ruiz, Luis Chalhoub, Michelle Oteiza de la Guardia
Patton, Moreno & Asvat	María de Lourdes Marengo, Khatiya Asvat
RECOMMENDED	
Arias, Alemán & Mora	Jaime Mora, Stella Ballanis
Arias law	Maria Cristina Fábrega, Yuri Moreno
Delvalle, Escalona, Levy Y Corró - Delco	Alberto Levy, Diego Corró, Felipe Escalona, Ricardo Delvalle
Dentons Muñoz	Gisella Porras
Lovill	Elizabeth Heurtematte, Alejandro Fung
VALUABLE PRACTICE	
Arias, Abrego, Lopez & Noriega	Carlos Ábrego Dávila, Mario Alberto Arias V.
Mdu Legal	David Mizrachi Fidanque
Pardini & Asociados	Juan Francisco Pardini, Juan José Espino
Quijano & Associates	Jaime E. Sánchez, Carla I. Rojas, Julio A. Quijano
Sigma Law Firm	Cecilio Castellero
Sucre, Briceño & Co.	Fernando Sucre
Tapia, Linares y Alfaro	Eloy Alfaro de Alba
Virtu Atelier Legal	Ana Lucrecia Tovar, Melissa Esther Cortizo

SOUTH AMERICA

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ARGENTINA

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Beccar Varela	Roberto Crouzel, Ramon Moyano, María Shakespear, Alejandro Poletto
Marval O'Farrell & Mairal	Pablo Artagaveytia, Pablo Viñals, Diego Chighizola, Barbara Ramperti, Santiago Carregal
Mitrani Caballero & Ruiz Moreno	Diego Parise, Siro Astolfi, Aixa Sureda, Verónica Zarate, Mercedes Rodríguez Giavarini
EXCELLENT	
Allende & Brea	Valeriano Guevara Lynch, Diego Botana, Santiago Sturla, Tomas Di Cio
Bomchil	Maximo Bomchil, Adrian Furman, Patricio A. Martin, Tomás M. Araya, Marcelo Den Toom
Brons & Salas	Guillermo Malm Green, Pablo D. Brusco, Florencia Askenasy, Joaquín Vallebella
Bruchou & Funes de Rioja	Estanislao Olmos, Enrique Bruchou, Mariano Luis Lucchetti
Pérez Alati Grondona, Benites & Arntsen	Jorge Perez Alati, P. Eugenio Aramburu, Santiago Daireaux
HIGHLY RECOMMENDED	
1 Tavarone, Rovelli, Salim & Miani	Juan Pablo Bove, Federico Otero, Julián Razumny, Federico Salim, Camila Evangelista
Zang, Bergel & Viñes Abogados	Pablo Vergara de Carril, María Laura Barbosa, Juan Manuel Quintana
2 Baker McKenzie	Gustavo Boruchowicz
Dla Piper Argentina	Martin Mittelman, Marcelo Etchebarne, Antonio Arias, Guillermo Cabanellas
Errecondo Gonzalez & Funes Abogados	Saturnino Funes, Baruki Gonzalez, Javier Errecondo, Facundo Goslino
Estudio O'Farrell	Juan Pablo Fratantoni, Ernesto Genco
MHR Abogados	Fernando Zoppi, Tomas Dellepiane
Nicholson y Cano Abogados	Maria Fraguas, Santiago Nicholson
Salaverri, Burgio, Wetzler & Malbrán	Diego Salaverri, Elena Sozzani
TCA Tanoira Cassagne	Alejandro Ciero, Manuel Tanoira, Santiago Monti



ARGENTINA

RECOMMENDED

1	Barreiro. Oliva. De Luca. Jaca. Nicastro	Nicolás Jaca-Otaño, Gonzalo Oliva Beltrán, Ricardo Barreiro-Deymonnaz, Lucía López Laxague
	Bullo Abogados	Gustavo Javier Torassa
	Dentons Rattagan Arocena	Juan Arocena, Michael Rattagan, Roberto Bauza, Analía M. D'Oria, Santiago Oliva Pinto, Ricardo Balestra
	Estudio Bunge – Bunge, Smith & Luchía Puig	Diego Cesar Bunge, Cristian Lacoste, Pedro Menendez, Agustín C. Bunge, Silvia Ludtke
	González & Ferraro Mila	Pablo Ferraro Mila, Mariano Gonzalez
	Hope Duggan & Silva	Juan Duggan, Rufino Arce

2	A&F Allende & Ferrante Abogados	Lisandro Allende, Mariana Miglino
	Beretta Godoy	Federico Godoy, Juan Sonoda
	Busso & Fariña Abogados	Federico Busso
	Cerolini & Ferrari Abogados	Agustín Cerolini
	Estudio Garrido Abogados	Gustavo Garrido, Diego Garrido
	EY Law	Jorge Garnier, Pablo Bisogno
	Richards, Cardinal, Tützer, Zabala & Zaefferer	Jorge Tützer, Matias Zaefferer, Patricio Trench
	Rosso Alba Francia & Asociados	Gerardo Francia, Christian Fleischer
	Salaberren & López-Sanson	Rafael Salaberren
	Severgnini Robiola Grinberg & Tombeur	Matias Grinberg, Carlos Tombeur
	Wiener, Soto, Caparrós (WSC)	Laurence Wiener, Mariela del Carmen Caparrós, Gonzalo Manuel Soto

VALUABLE PRACTICE

	Abeledo Gottheil Abogados	Luis Alberto Erize
	Alfaro Abogados	Carlos Alfaro
	Candioti Gatto Bicain & Ocantos	Jose Antonio Ocantos, Alejandro Candioti
	Croz Tax & Legal	Hernan Carassai
	Cueto Rua, Mercau Saavedra & Biritos	Gerardo Biritos
	Fiorito Murray & Diaz Cordero	Tomas Fiorito, Pablo Murray
	Jp O'Farrell Abogados	John O'Farrell
	Lanfranco & Detry	Fermin Castro Madero, Mariano Gramajo
	Malis & Asociados	Sergio Malis
	Mayer Remiro Abogados	Cecilia Remiro, Jorge Mayer
	Mbp Partners	Ignacio Meggiolaro, Victoria Bengochea

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allende & Brea	Julian Peña, Federico Rossi
Beccar Varela	Agustin Waisman
Bomchil	Marcelo Den Toom
Marval O'Farrell & Mairal	Miguel del Pino, Santiago del Rio
EXCELLENT	
Bruchou & Funes de Rioja	Estanislao Olmos, Gabriel Lozano
Mitrani Caballero & Ruiz Moreno	Cristian Mitrani, Aixa Sureda
Pérez Alati Grondona, Benites & Arntsen	Luis Barry, María Clara Rodríguez, María Carolina Abdelnabe
HIGHLY RECOMMENDED	
Baker McKenzie	Esteban Ropolo
BRYA Abogados	Gabriel Bouzat, Virginia del Águila
Brons & Salas	Maria José Rodriguez M.
Estudio O'Farrell	Agustín Siboldi
TCA Tanoira Cassagne	Bernardo Cassagne
RECOMMENDED	
MHR Abogados	Juan Cruz
Nicholson y Cano Abogados	Maria Fraguas, Marcela Anchava
Quevedo Abogados	Maria Viviana Guadagni
Salaverri, Burgio, Wetzler & Malbrán	Diego Salaverri
Tavarone, Rovelli, Salim & Miani	Julián Razumny
Wiener, Soto, Caparrós (WSC)	Mariela del Carmen Caparrós

**LABOR****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bruchou & Funes de Rioja	Ignacio Funes de Rioja, Eduardo Viñales, Guillermo Perego, Florencia Funes de Rioja, Ignacio Capurro
EXCELLENT	
Baker McKenzie	Diego Bongiovanni, Alberto Gonzalez Torres, Daniel Orlansky, Matias Herrero, Felipe Graham
Beccar Varela	Alvaro Galli, Gaspar Aguirre, María Eduarda Noceti
Marval O'Farrell & Mairal	Javier Patrón, Enrique Stile, José Llano
Mitrani Caballero & Ruiz Moreno	Julio Caballero, Felicitas de Achaval, Jorge Pico, Lorenzo Gnecco, Rita Payarola, Esteban Valansi, Ana Gomez
HIGHLY RECOMMENDED	
Allende & Brea	Nicolás Grandi
Bomchil	Edgardo Isola, Esteban Carcavallo, Gabriel Schlosser
Pérez Alati Grondona, Benites & Arntsen	Enrique Betemps, Julio Lococo, Julio César Stefanoni, Geraldine Moffat
RECOMMENDED	
Adrogué Marques Zabala	Javier Adrogué, José Antonio Zabala
Brons & Salas	Javier Fernández Verstegen
De Diego & Asociados	Julián De Diego
Estudio O'Farrell	José Luis Zapata, Ignacio Castiglione
Salvat, Etala, Saravi	Juan José Etala
VALUABLE PRACTICE	
Barreiro. Oliva. De Luca. Jaca. Nicastro	Pablo Nicastro
Del Carril, Colombres, Vayo & Zavalía Lagos	Gonzalo Vayo
Dla Piper Argentina	Alberto Rubio
Estudio Bunge – Bunge, Smith & Luchía Puig	Carlos Nogueira, Juan Ignacio Campenni
García, Perez, Boiani y Asociados	Héctor García
Lalanne Abogados	Julio Esteban Lalanne
Marin Perez Abogados	Carlos Gustavo Marín Rodríguez
MBB Abogados	Mercedes Balado Bevilacqua
Nicholson y Cano Abogados	Juan Carlos Etchebehere, Pablo Javier Venarotti
TCA Tanoira Cassagne	Pablo Mastromarino
Zang, Bergel & Viñes Abogados	Rodrigo Bustingorry, Alejandro Mao, Noelia Martins



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LEADING	
1 Carrasco Firma De Abogados	Pablo Carrasco Quintana
2 Dentons Guevara & Gutiérrez	Primitivo Gutiérrez, Jaime Lora
Indacochea & Asociados	Andere Indacochea
Moreno Baldivieso	René Claire Veizaga
EXCELLENT	
1 Gumucio & Abogados	Daniel Gumucio Carrasco, Ximena Gumucio Carrasco, Karina Jordán
2 PPO	Alejandro Pemintel
Würth Bedoya Costa Du Rels Abogados	Karla Würth
HIGHLY RECOMMENDED	
Araujo & Forgues	Jannine Forgues, Jaime Araujo
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Carolina Aguirre
C.R. & F. Rojas – Abogados	Antonio Sanjines, Roberto López, Sandra Salinas
Inchauste & Navarro	Fidel Navarro Claros, Juan Inchauste
Mendieta Romero y Asociados	Gonzalo Mendieta
Reinicke Ostria	Enrique Reinicke Ostria
Sanjinés & Asociados	Raúl Sanjinés
Villegas Aldazosa y Asociados Soc Civ	Gabriel Villegas Aldazosa
Wayar & Von Borries Abogados	Fernando Lemaitre Pastor, Mauricio Dávila Jordan, Iver von Borries

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Eduardo Quintanilla Ballivián
Dentons Guevara & Gutiérrez	Jorge Luis Inchauste, Ramiro Guevara, Enrique Barrios, Rodolfo Mercado, Mauricio Dalman
Indacochea & Asociados	Alonso Indacochea, Mariana Pereira
Moreno Baldivieso	Andrés Moreno
EXCELLENT	
C.R. & F Rojas Abogados	Diego Rojas, Elizabeth Landivar, Pablo Rojas, María del Carmen Ballivian, Sandra Salinas
PPO	Carlos Pinto
Würth Bedoya Costa Du Rels Abogados	Karla Würth, Fernando Bedoya
HIGHLY RECOMMENDED	
Becerra de la Roca Donoso & Asociados	Mauricio Becerra de la Roca
Criales & Urcullo	José Antonio Criales, Daniel Mariaca
Mendieta Romero y Asociados	Gonzalo Mendieta, Daniela Murialdo
Sanjinés & Asociados	Raul Sanjines, Paola Justiniano, Daniela Rocha
Villegas Aldazosa y Asociados Soc Civ	Gabriel Villegas Aldazosa, Sergio Dávila Corrales
Wayar & Von Borries Abogados	Iver Von Borries, Javier Romero Mendizabal, Bernardo A. Wayar Ocampo, Bernardo Wayar C., Mauricio Dávila
RECOMMENDED	
Estudio Jurídico Gerke	Carlos Gerke Siles
Gumucio & Abogados	Julio César Landívar Castro, Daniel Gumucio Carrasco, Ximena Gumucio Carrasco
Lima & Asociados	Juan José Lima, Pablo Marin
Medina Galindo & Richter	Rodrigo Galindo Garrett
Reinicke Ostría	Gody Reinicke Ostría, Erick Reinicke Ostría, Enrique Reinicke Ostría, Benjamín Reinicke Ostría
Rigoberto Paredes & Asociados	Rigoberto Paredes Candia
Serrate Paz & Asociados	José Mario Serrate
Urenda Abogados	Juan Carlos Urenda, Mary Isabel Saucedo
Von Borries Blanco	Erwin Von Borries, Fernando Krutzfeldt Monasterio, Christian Von Borries

INDACOCHEA & ASOCIADOS: CORPORATE TAX AND FINANCE SPECIALISTS



Alonso Indacochea Pardo de Zela

Key figure(s): Alonso Indacochea Pardo de Zela, Mariana Pereira Nava, Andere Indacochea Pardo de Zela and Anwar Farah Montero

Established: 1991

Track record: The firm has developed expertise in complex corporate transactions, advising on foreign investment mandates, including mergers and acquisitions, incorporations and capital increases. It also advises on labor and social security compliance, reorganizations and labor litigation and provides tax advice. Fricción S.R.L., Astara, Ransa Bolivia and EFG Bank are clients.

Differentiation: Alonso Indacochea, who heads the corporate and legaltech departments, drafts strategies for foreign investment and project finance transactions. Mariana Pereira is in charge of the banking and finance practice, and is a go-to lawyer for financing projects in Bolivia. She regularly handles incorporations, mergers and acquisitions, corporate restructurings and tax planning.

WAYAR & VON BORRIES: ACCOMPLISHED CORPORATE TEAM



Bernardo Wayar Caballero

Key figure(s): Mauricio Dávila, Bernardo Wayar Ocampo and Bernardo Wayar Caballero

Established: 1964

Track record: The corporate law department is a recognized player in the Bolivian law firm market, regularly sought out to provide legal advice to clients in areas such as construction, mining, energy and natural resources, IT, pharmaceuticals, textiles, food & drink, oil & gas and telecoms. Eptisa, Industrias Ferrotodo, Bomoser and Cascada Group are clients.

Differentiation: Throughout its history, successive generations of Wayar & Von Borries partners have played key roles in formulating government policy as well as drafting and revising laws, decrees and regulations. Bernardo Wayar has a successful track-record in banking, labor, tax, commercial, corporate and competition law, while Mauricio Dávila specializes in tax and M&A law.

MEDINA, GALINDO & RICHTER ABOGADOS: TRUSTED BY LEADING NAMES IN THE CORPORATE FIELD



Rodrigo Galindo Garrett

Key figure(s): Rodrigo Galindo Garrett, Sergio Medina and Jorge Richter

Established: 2009

Track record: The team specializes in providing impactful advice to medium and large foreign and national businesses on matters related to banking and finance, insurance, administrative and tax law, labor and social security, civil law, M&A, arbitration, telecoms, hydrocarbons, mining, environment and international trade, among others.

Differentiation: Rodrigo Galindo Garrett has extensive experience advising major domestic and foreign companies on the development of major infrastructure and engineering projects in Bolivia. The team, composed of three partners and two other lawyers, continually update their knowledge on state, labor, civil and commercial contracts.

BRAZIL

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M&A: MID/SMALL CAP

Best Independent Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
IGC Partners	André Pereira, Flávia Silveira, Ludimila Mangili
EXCELLENT	
Condere	Mônica Carvalho, Paulo Cury, Luiz Eduardo Andrade
IT Investimentos	Gustavo Barros
Lazard	Ana Carolina de Barros Cardoso Lellis, Flavio de Picciotto, Yan Edward Vogel Majewski
Setter	Felipe Camargo, Flávia Pareto Conrado, Judith Toledo Piza Varandas
Vinci Partners	Felipe Sousa Bittencourt
HIGHLY RECOMMENDED	
CRG Core Assessoria Financeira	Diego Saito, Gustavo Falciano
Criteria Partners	João Pedro Levier Cardoso Maciel, Lutfala Wadhy, Nicolás Gómez
Imeri Capital	Carlos Barcellos, Christiano Miguel Moysés
Kroll	Alexandre Pierantoni, José Thompson
Lince Partners	Italo Ferrara, Felipe Shinomata, Raul Maeda
Pipeline Capital	Alon Sochaczewski, Pyr Marcondes, André Zimmermann
RECOMMENDED	
Brasilpar	Luiz Eduardo Costa, Tom Waslander
BR Finance	Osiás Brito, Mauricio Nozawa
Focal Capital	Rubens Cavalieri
Ivory Business Management	Mauro C. Fistarol, Luiz C. Estevam Jr., Alexandre F. Fistarol
Magma	Juliano Penatti, Marcos Magnani
Naia Capital	Guilherme Monteiro, João Faloppa, Daniel Fernandes
Otto Partners	Bruno Menicucci, Daniel Quadros, Felipe Mol
Pulsar Invest	Marco Serra, Daniel Baldin, Alexandre Ivanoff
Singular Partners	Armando Sereno, Gregor Martins
Stoic Capital	Felipe Manara, Alan Nogales, Artur Schutte
VALUABLE PRACTICE	
Arsenal	José Eduardo de Lacerda Soares
Centria Partners	Ricardo Asse, Fernando Gemi, Camila Shimizu
FC Partners	Ricardo Resende Silva
Go2 Capital	Carlos Tristão, José Carlos Tristão, Christian Bubeck
Impacto Hub	Matheus Rigueira de Azevedo
JGP L6 Capital Partners	Rafael Dale
Northstone	Cynthia Galia
Quatá Confidence Capital	Beatriz Degani
Rosenberg Partners	Luís Paulo Rosenberg
StoneCapital	Fernando Magalhães, Ricardo Albert Schmitt
Target Advisor	Douglas Carvalho Jr.
Zaxo M&A Partners	Alexandre F. Nunes, Leonardo P. Grisotto

M&A: MID/LARGE CAP

Best Independent Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ártica Investimentos	Luiz Penno, Érico Nikaido
RGS Partners	Guilherme Stuart, Renato Stuart, Fábio Jamra
JK Capital	Daniel Damiani, Luis Mazzarella Martins, Marcell Portugal
EXCELLENT	
Araújo Fontes	Evaldo Fontes, Fábio Salazar, Gederson Ferreira
Galapagos Cypress	Carlos Parizotto, Fabio Matsui, Luiz Felipe Alves
G5 Partners	Corrado Varoli, Marcelo Lajchter
Seneca Evercore	Daniel Wainstein, Rodrigo Mello
Olimpia Partners	Richard Rainer
HIGHLY RECOMMENDED	
Deloitte	João Rabelo, Reinaldo Grasson
EY	Rodrigo Maluf
Fortezza Partners	Sophia Prado
Galapos	Fábio Vitola, Maurício Bergamaschi, Carlos Moraes
Grant Thornton	Marco Aurélio Neves
KPMG	Marco André Almeida, Luiz Renato Pereira
Laplace	Renato Carvalho, Allan Libman, Marcelo Saad
Volt Partners	Jairo Ohno, Henrique Faria
RECOMMENDED	
44 Capital	Guilherme Steagall, Fernando Ruiz
Alvarez & Marsal	Luis de Lucio
Ceres Inteligência Financeira	Alexandre Galvão, Cristiane Delage
Estáter	Pércio Freire Rodrigues de Souza
Inspire Capital Partners	Alexandre Rezende
UNIO Partners	Marco Dorigon, Marcelo Serro Azul, João Albanese



M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 Bradesco BBI	Pedro Quintão, Danilo Ene Borges
BR Partners	Jairo Loureiro, Ricardo Lacerda
BTG Pactual	Bruno Amaral, Daniel Anger
Itaú BBA	Cristiano Guimarães, Flavio Souza, Mario Mesquita
2	
Citi	Eduardo Miras
Morgan Stanley	Felipe Mattar
Rothschild & Co.	Luiz Muniz
Santander	Leonardo Cabral
EXCELLENT	
Bank of America Merrill Lynch	Diogo Aragão, Hans Lin
Credit Suisse Group	Bruno Fontana, Thiago Rocha
JP Morgan	Dimas Megna, Pedro Juliano
XP Investimentos	Andre Quaresma Guillaumon, Diego Mendes
HIGHLY RECOMMENDED	
Goldman Sachs	Pedro Muzzi, Ricardo Bellissi
UBS BB Investment Bank	Daniel Bassan
RECOMMENDED	
Banco Safra	Otavio Vasconcelos de Azevedo
BNP Paribas	Luís Castro, Thomaz Dreifuss
VALUABLE PRACTICE	
Banco ABC Brasil	César Valdez Mindof, José Eduardo Cintra Laloni
Banco Fator	Ewerton de Souza Henriques
Banco Genial	Ricardo Fonseca, Fabio Morais
Órama IB	Aleardo Veschi, Robert Chalita
Rabobank	Alexandre Betzios, Bruno Ferreira
Scotiabank	Paulo Andre Bernardo, Victor Rosa

TRANSACTION SERVICES

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Alvarez & Marsal	Adriano José Ponciano, Emerson Santana
Deloitte	Nivaldo Mello, João Cardoso Rabelo, Mariana Ribeiro, Cristina Hae Soh, Rodrigo Reis
EY	Rogério Villa
PwC	Leonardo Dell'oso
2 KPMG	
EXCELLENT	
Baker Tilly Brasil	Alexandre De Labetta Filho
BDO	Mauro Johashi
Ceres Inteligência Financeira	Alexandre Galvão, Cristiane Delage
Crowe Brasil	Marcelo Lico, Marcelo Tommasi, Mario Alves
Grant Thornton	João Rafael Araujo Filho, Hugo Luna, Glória Lucena, Raphael Vieira, David Benevides, Rodrigo Nigri
IRKO Hirashima	Renata Daré, Sergio Gomes, Eduardo Luque
MCS Markup	Fabio Jimenez
PP&C Auditores Independentes	Paulo José de Carvalho, Ana Gabriela Maia Alves
Rio Novo	Dennis Terassi
RSM Brasil	Carlos Eduardo R. Gerhard, Laércio Soto
HIGHLY RECOMMENDED	
Cosmos Advisors	João Lipai, Pablo Almeida
ECOVIS WFA	André Valério, Leandro Cossalter, Antônio Rocha
HLB Brasil	Douglas Locatelli, Eduardo Vaz
Kroll	Alexandre Pierantoni
Mazars	Michel Maluf
PKF Brazil	Cleverson Lacerda
RECOMMENDED	
Apsis	Luiz Paulo Silveira, Miguel Monteiro, Bruno Bottino
Ática Consultoria	André Lima, Thiago Kühn
Berkan Auditores Independentes	Bradley Ricardo Moretti
BKR - Lopes, Machado Auditores	Paulo César Costa de Araujo Feio
Investor Consulting Partners	Rodrigo Garcia
Moore Brasil	Ruy Gomes da Silva
VALUABLE PRACTICE	
Grounds	Ana Campos
Krypton BPO	Rogério Marques Noé
PlanConsult	Ronald Bryan Salem
UHY Bendoraytes	Carlos Bernardo Gonçalves



FINANCIAL TRANSLATION

Best Financial Translation Agencies

In each tier, the agencies are ordered alphabetically

AGENCY	KEY FIGURE(S)
LEADING	
1 Korn Traduções	Célia Korn
2 Just Traduções	Eulália de Souza, Sandra Regina Mattos, Fernanda Borghetti
EXCELLENT	
Aliança Traduções	Cristina Gonzales
Fidelity	Deepak Aildasani
TC Traduções	Adriana Maestrello, Leila Ribeiro
HIGHLY RECOMMENDED	
Brazil Translations	Celia Sposito
Breton Woods	Robert Chanda
BTS - Business Translation Services	Luiz Fernando Doin
Flash Traduções	Ana Cristina Frony
Spark English	Eric John Menau
RECOMMENDED	
Magma Translation	Turian da Silva
Konekto	Diogo Feital

HEADHUNTERS: FINANCIAL POSITIONS

Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Assetz Expert Recruitment	Felipe Brunieri, Guilherme Federico Malfi
Egon Zehnder	Andre Abram, Ivan Marc Farber, Bruno Carrasco
EXEC	Lúcio Daniel
Flow Executive Finders	Luiz Mariano, Igor Schultz, Bernardo Cavour
Heidrick & Struggles	João Marco Frederico
Spencer Stuart	Karin Karay
EXCELLENT	
Korn Ferry	Manoel Rebello
Russell Reynolds Associates	Fernando Machado, Tatiana Mereb, Mariane Montana
Tailor Exec	Bruno da Matta Machado, Fernanda Nogueira
Talenses Group	Alexandre Benedetti, João Marcio Souza
HIGHLY RECOMMENDED	
Bold HRO	Maria Eduarda Silveira
Boyden Brasil	Aurea Imai
Brava Executive Search	Fábio Salomon
Fesa Group	Renato Bagnolesi
Hays	Fernanda Siqueira, André Borges
Michael Page	Ricardo Basaglia
Options Group	Vinicius Bolotnicki, Bruno Argimon
Robert Half	Maria Sartori
ZRG Partners Brasil	Darcio Crespi, Aline Larangeira, Geraldo Teixeira
HIGHLY RECOMMENDED	
Alexander Hughes	Luis Guilherme Fernandes
Demandolx_Furtado	Renato Furtado
For Good	Rui Furtado
Fox Human Capital	Filippe Apolo
INWI Consulting	Fátima Zorzato
Neo Executive Search	André Peyneau
Plongê	Adriana Orelhana, Renata Fabrini
Prime Talent	David Braga
TargetRH	Felippe Mendes
Vila Nova Partners	Fernando Carneiro, Norton Lara, Julia Nachim
VALUABLE PRACTICE	
G4 Soluções em Recursos Humanos	Graciela Hetzel
Petra Group Executive Search	André Malheiros
Randstad	Eduardo Silvestre
Robert Walters	Fabiano Kawano
Robert Wong Consultoria Executiva	Robert Wong
Vittore Partners	Bruno Lourenço
NOTABLE PRACTICE	
Adecco	André Vicente
Croma	Marcelo Lico, Bruno Petcov
Paola Salgado Gestão de Carreira	Paola Salgado



HEADHUNTERS: HUMAN RESOURCES

Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Elliott Scott	Eduardo Saigh
EXCELLENT	
Bold HRO	Maria Eduarda Silveira
Brava Executive Search	Fábio Salomon
Egon Zender	Ângela Pêgas
EXEC	Danylo Hayakawa
Flow Executive Finders	Fabiane Cardoso
Heidrick & Struggles	Ana Paula Bonilha, Ana Paula Chagas
Korn Ferry	Deborah Nunes
Spencer Stuart	Laura Menezes
Vertical RH	Priscila Salgado
HIGHLY RECOMMENDED	
Prime Talent	Barbara Nogueira, David Braga
WePlace	Daniela Pellegrino
Qwan	Renata Wright, Bia Soares, Thais Teperman
Robert Half	Maria Sartori
Hays	Luis Fernando Martins
Michael Page	Ricardo Basaglia
Tailor Exec	Bruno da Matta Machado, Fernanda Nogueira
RECOMMENDED	
Croma	Marcelo Lico, Bruno Petcov
Fesa	Carlos Guilherme Nosé
Find HR	Marynes Medici, Fernanda Amorim, Luisa Veloso Lopes
For Good	Rui Furtado
Fox Human Capital	Fillipe Apolo
Talenses	João Marcio Souza
Triade	Leonardo Kurzhals
VALUABLE PRACTICE	
NAUS Recrutamento e Consultoria	Bianca Azzi, Camila Badaró
Paola Salgado Gestão de Carreira	Paola Salgado
Robert Walters	Fabiano Kawano

HEADHUNTERS: LEGAL POSITIONS

Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Laurence Simons	Dennis Mello, Ricardo Chazin
2 Bold HRO	Maria Eduarda Silveira, Bianca Cestari, Tamara Castrezana
BRAVA Executive Search	Fábio Salomon, Camila Dable, Rodrigo Miwa
Perroni Consultoria	Eduardo Perroni, Ricardo Oliveira, Karine Duarte
EXCELLENT	
Egon Zehnder	Ângela Pêgas
NAUS Recrutamento e Consultoria	Bianca Azzi, Maria Clara Carmo, Camila Badaró
Sapiro e Associados	Renato Sapiro
Vittore Partners	Raul Cury Neto, Tauan Mendonça, Erica Andrade
HIGHLY RECOMMENDED	
EXEC	Danylo Hayakawa, Rodrigo Forte, Thais Pegoraro
Heidrick & Struggles	Guilherme Maciel, Guilherme Brandão
Nicolau - Recrutamento Especializado	Guilherme Nicolau
Prisma Capital Humano	Bernardo Leite
Tailor Exec	Ana Miranda, Bruno da Matta, Fernanda Nogueira
Toller Consulting	Heloisa Toller
RECOMMENDED	
Flow Executive Finders	Luiz Gustavo Mariano, Bernardo Cavour, Katy Salvador
Robert Half	Mariana Horno
Russell Reynolds	Flávia Leão Fernandes
Spencer Stuart	Michel Hannas
Woke People	Guilherme Petreche
VALUABLE PRACTICE	
Fesa Group	Fabiana Pita da Rocha
Michael Page	Ricardo Basaglia
Randstad	Guilherme Filgueiras
Selpe	Glaucus Botinha, Robson Fonseca Barbosa



FUND FORMATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Mattos Filho	Pedro Whitaker de Souza Dias, Marina Procknor, Ana Carolina Lima Nomura
Lefosse Advogados	André Mileski, Sergio Machado, Ricardo Prado
2 Machado Meyer Advogados	Guilherme Bueno Malouf, Renato Maggio, Eduardo Castro
Pinheiro Neto Advogados	Rodrigo de Almeida Manso Vieira, Enrico Bentivegna, Caio Ferreira Silva
Pinheiro Guimarães Advogados	Plínio Pinheiro Guimarães, Paula Pessoa, Roberta Pimentel
EXCELLENT	
Cescon, Barriou, Flesch & Barreto Advogados	Maria Cristina Cescon, Marcos Rafael Flesch, Cristina Bueno
Demarest Advogados	Thiago Giantomassi, João Paulo Minetto, Leticia Galdino Wanderley
Stocche Forbes Advogados	Marcos Ribeiro, Henrique Filizzola
HIGHLY RECOMMENDED	
Cepeda Advogados	Fábio Cepeda, Fabricio Avino, Andre Wakimoto
i2a Advogados	Ronaldo Ishikawa, Luis Peyser
Lobo de Rizzo Advogados	Rodrigo M. de Castro Guerra, Milton Pinatti, Otávio Lucas Solano Valério
Madrona Fialho Advogados	Marcelo Cosac Said, Leonardo Di Cola Nunes, Luis Bellini
VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Erik Oioli, José Alves Ribeiro Jr
Vidigal Neto Advogados	Rubens Vidigal Neto, Fernanda Mary Sonoki
RECOMMENDED	
BMA – Barbosa Müssnich Aragão	Francisco Müssnich, Monique Mavignier, Luís Flaks
Freitas, Leite e Avvad Advogados	Cristiano da Cruz Leite, Humberto De Paula Lima Isaac, Fernanda Amaral
Lacaz Martins, Pereira Neto, Gurevich e Schoueri Advogados	Erica Fernandes Campos Verissimo, Livia Maria Siviero Bittencourt Huh, Ana Cristina Nogueira Rocha
Mello Torres Advogados	Carlos José Rolim de Mello, Thais Ambrosano, Rafael Biondi Sanchez
TozziniFreire Advogados	Alexei Bonamin, Gustavo Rabello, Fabíola Cavalcanti
VALUABLE PRACTICE	
Bronstein, Zilberberg, Chueiri & Potenza Advogados	André Rainho das Neves
Altit Advogados	Michael Altit
NFA - Negrão Ferrari Advogados	Carlos Eduardo Peres Ferrari, Bruno Gagliardi
Souto Correa Advogados	Alvaro Rossini, Conrado Davoli, Júlia Tourinho

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Mattos Filho	Pedro Whitaker de Souza Dias, Marina Procknor, Ana Carolina Lima Nomura
Lefosse Advogados	Luiz Octavio Lopes, André Mileski, Sérgio Machado
EXCELLENT	
Demarest Advogados	José Diaz, Thiago Sandim, Ana Carolina Botto Audi, Paulo Rocha, Luciana Tornovsky, Thiago Maia
Machado Meyer Advogados	Guilherme Bueno Malouf, Renato Maggio, Eduardo Castro
Pinheiro Neto Advogados	Rodrigo de Almeida Manso Vieira, Enrico Bentivegna, Caio Ferreira Silva
HIGHLY RECOMMENDED	
BMA – Barbosa Müssnich Aragão	Francisco Müssnich, Monique Mavignier, Luís Flaks
Bronstein, Zilberberg, Chueiri & Potenza Advogados	André Rainho das Neves
Cescon, Barrieu, Flesch & Barreto Advogados	Maria Cristina Cescon, Marcos Rafael Flesch, Cristina Bueno
Lobo de Rizzo Advogados	Rodrigo M. de Castro Guerra, Milton Pinatti, Otávio Lucas Solano Valério
Madrona Advogados	Marcelo Cosac Said, Leonardo Di Cola Nunes
Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães, Paula Pessôa, Roberta Pimentel
Stocche Forbes Advogados	Marcos Ribeiro, Henrique Filizzola, Frederico Moura
RECOMMENDED	
Cepeda Advogados	Fábio Augusto Cepeda, Fabricio Avino, André Wakimoto
Tauil & Chequer Advogados in association with Mayer Brown	Carlos Motta, Christian Roschmann, Guilherme Tranquillini
Mello Torres Advogados	Carlos José Rolim de Mello
TozziniFreire Advogados	Alexei Bonamin, Gustavo Rabello, Fabíola Cavalcanti
Vidigal Neto Advogados	Rubens Vidigal Neto, Fernanda Mary Sonoki



CORPORATE / M&A: LARGE CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Machado Meyer Advogados	Adriana Pallis, Mauro César Leschziner, Guilherme Bueno Malouf
Mattos Filho Advogados	Moacir Zilbovicius, João Ricardo de Azevedo Ribeiro, Rodrigo Figueiredo Nascimento, Pedro Whitaker Dias
Pinheiro Neto Advogados	Alexandre Bertoldi, Carlos Alberto Moreira Lima Junior, Fernando Meira, Marcelo Moura, Miguel Tornovsky
Lefosse Advogados	Luiz Octavio Lopes, Carlos Barbosa Mello, Sergio Machado
2 BMA - Barbosa, Müssnich, Aragão	Amir Bocayuva Cunha, Paulo Cezar Aragão, Luiz Antonio Campos, Francisco Müssnich, Plínio Simões Barbosa
Cescon, Barriau, Fleisch & Barreto Advogados	Maria Cristina Cescon, Marcos Rafael Fleisch
Demarest Advogados	José Setti Diaz, Thiago Sandim, Ana Carolina Audi, Paulo Rocha, Luciana Tornovsky, Thiago Maia
EXCELLENT	
Lobo de Rizzo Advogados	Ana Paula Miguel, Daniel Barros, Guilherme Henke Menegassi
Madrona Fialho Advogados	Alice Dourado, Danilo Mininel, José Senedesi, Luciana Felisbino, Luciano Fialho, Milena Mazzini
Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães Neto, Francisco José Pinheiro Guimarães, Marcelo Lamy Rego, Fábio Yanitchkis Couto
Stocche Forbes Advogados	André Mestriner Stocche, Flavio Meyer, Fabiano Milani
Tauil & Chequer Advogados	Carlos Motta, Alexandre Chequer, Victor Galante
TozziniFreire Advogados	João Busin, Marcela Waksman Ejnisman, Fernando Carvalho
Trench Rossi Watanabe	Anna Mello, Daniel Facó, Mauricio Pacheco
Veirano Advogados	Ricardo Veirano, Alberto de Orleans e Bragança, Robson Barreto, Lior Pinsky
HIGHLY RECOMMENDED	
Campos Mello Advogados	Fabiano Gallo, Miriam Machado Kleissl, Carolina Marcondes Sant'Angelo
KLA Advogados	Karin Alvo, Mariana Cortez
Mello Torres Advogados	Natália Teixeira Rabaça, Carlos José Rolim de Mello, Alexandre Simões Pinto, Clovis Torres, Vinicius Alvarez, Roberto Panucci
Souto Correa Advogados	Carlos Souto, Gilberto Deon Corrêa Junior, Fernanda Girardi Tavares, Rodrigo Tellechea, Luis F. Spinelli
Spinelli Advogados	Sergio Spinelli Silva Junior, Hiram Pagano Filho, Luis Arthur Terra Alves
Trindade Advogados	Marcelo Trindade

MELLO TORRES: NOTABLE M&A TEAM



Carlos José Rolim de Mello

Key Figure(s):
 Natália Teixeira Rabaça,
 Carlos José Rolim de Mello,
 Alexandre Simões Pinto,
 Clovis Torres, Vitor Henrique
 Pagani and Roberto Panucci
Established: 2018

Track record: Notable M&A department within a full-service outfit that capably advises both buyers and sellers in all stages of business acquisitions and assets transactions, from drafting letters of intent and offers to closing arrangements and support in the integration of the acquired business. Additionally well-equipped to assist with tax planning and before antitrust authorities.

Differentiation: Headquartered in São Paulo and with an office in Rio de Janeiro, Mello Torres was founded in 2018 and consists of professionals with solid backgrounds in the financial and legal markets. Founding partners Carlos José Rolim de Mello and Clovis Torres spearhead the firm, which has established itself as a go-to name in the corporate transactions sector.

CORPORATE / M&A: MID CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Bronstein, Zilberberg, Chueiri & Potenza Advogados	Sergio Bronstein, Eduardo Zilberberg, Pedro Chueiri
2 Felsberg Advogados	Claudia Maniaci, Evy Marques, João Carlos Mendonça
Vieira Rezende Advogados	Paulo Albert Weyland Vieira, Cláudio Guerreiro, Ricardo C. Ariani Filho, Alberto Weyland Vieira
EXCELLENT	
Azevedo Sette Advogados	Luiz Azevedo Sette, Fernando Azevedo Sette
BRZ Advogados	Pedro Henrique F. Raimundo, Rodrigo Câmara, Julio Barbosa, Alexandre Zanotta
Cascione Advogados	Eduardo Boulos, Milana Martins, Luiz Eduardo Malta Corradini
Dias Carneiro Advogados	Artur Fernandes Andrezo, Paula Seabra Carvalho Reis
FM/Derraik	Fabiana Fagundes, Rodrigo Menezes, Carlos Derraik
Ulhoa Canto Advogados	Aloysio Meirelles, Guilherme Rocha, Marcelo Maria Santos
VPBG - Vella Pugliese Buosi e Guidoni Advogados	Frederico Buosi, Rodrigo Vilardo Vella, Denise Chachamovitz Leão De Salle
HIGHLY RECOMMENDED	
/asbz	Ricardo Augusto Melaré, Gabriela Claro, Alexandre B. David
b/luz	Luis Felipe Baptista Luz, Érico Lopes Tonussi, Jessica Bernstein Heumann, Alexandre José de Pauli Santana
Candido Martins Advogados	Henrique Martins, Daniel Rodrigues Alves, Mateus Lopes da Silva Leite
Castro Barros Advogados	Helen Gaudio Valente Figurelli, Anna Cecilia Rostworowski da Costa Buff, Guilherme Tepedino Hernandez
CGM Advogados	Adriano Chaves, René Gelman, Martim Machado





> Eskenazi Pernidji Advogados	Sergio Eskenazi Pernidji, Carlos Flexa Ribeiro
Mundie e Advogados	Rodolpho Protasio, Eduardo Zobaran, Cesar Carvalho
L.O. Baptista Advogados	Marta Rodrigues, Daniela Zaitz, Sueli de Freitas Verissimo Vieira
Rolim, Viotti, Goulart, Cardoso Advogados	Fábio Appendino, Daniel Tardelli Pessoa, Luis Gustavo Miranda
Vilas Boas Lopes e Frattari Advogados	Christian Sahb Batista Lopes

RECOMMENDED

Santos Neto Advogados	Bruno Salama
CMT – Carvalho, Machado e Timm Advogados	Rafael Bicca Machado, Henrique Tetsuaki Matsura Misawa, Giordano Andrei dos Santos
Chediak Advogados	Julian Fonseca Peña Chediak, Luiz Claudio Salles Cristofaro, Caio Machado Filho
Gaia Silva Gaede Advogados	Gerson Stocco, Antonio Pacheco, Alberto Mori
Graça Couto, Sequerra, Levitinas, Bicudo, Leal e Abby Sociedade de Advogados	Natalie Sequerra
Manucci Advogados	Daniel Manucci, Edson Martins, Guilherme Poggiali
Miguel Neto Advogados	José Antônio Miguel Neto, Ronaldo M. Assumpção Filho, Décio Andrade
Silveiro Advogados	Pedro Chagas, Bia Kowalewski, Rodrigo Nascimento

VALUABLE PRACTICE

BVA – Barreto Veiga Advogados	Felipe Barreto Veiga
Focaccia Amaral e Lamonica Advogados - FAS Advogados	Renata Homem De Melo, Carla Anastácio
Freitas Ferraz Capuruço Braichi Riccio Advogados	Adriano Ferraz, Bernardo Freitas
Freitas, Leite e Avvad Advogados	Claudio Fabricio Lima, Pedro Afonso Gutierrez Avvad

GVBG | Gentil Monteiro, Vicentini, Beringhs e Gil Sociedade de Advogados

Fernando Gentil Monteiro, Terence Beringhs, Apoena Joels

Huck Otranto Camargo

Diego Billi Falcão, Fernanda Annenberg

Lacerda Diniz Sena Advogados

Rafael de Lacerda Campos, Rômulo José Martins, Eric Gariglio Nahum

Machado Associados

Mauro Takahashi Mori, Rochelle Ricci, Mirella da Costa Andreola

Spinelli Advogados

Sergio Spinelli Silva Junior

Pereira Neto | Macedo Advogados

Ricardo Ferreira de Macedo, Mônica Figueiredo de Camargo Arruda, Vinícius Mancini Guedes

NOTABLE PRACTICE

Bichara Advogados

Fabio Ramos, Filipe Morais Cunha, Luiz Henrique Vieira

Cepeda Advogados

Flavia Anagnostopoulos

De Luca, Derenusson, Schuttoff Advogados

João Claudio De Luca Junior, Guilherme Filardi

Franco Leutewiler Henriques Advogados

Vitor Henriques, Gabriela Sella

Ferraz de Camargo e Matsunaga Advogados (FCAM)

Luciana Godoi Lorenti, Rodrigo de Mello Motta, Sílvia Lira

VBSO - Vaz, Buranello, Shingaki & Oioli Advogados

Erik Frederico Oioli, Amanda Visentini Rodrigues, Renata Simon

B/LUZ: M&A ROYALTY



Luis Felipe Baptista Luz

Key Figure(s): Luiz Felipe Baptista Luz, Érico Lopes Tonussi, Jessica Heumann, Alexandre José Santana and Rafael Abal

Established: 2004

Track record: Top-tier M&A practice group admired for its stellar track record advising tech companies, venture capital and private equity funds on sophisticated corporate transactions. Singled out for its multidisciplinary approach, as well as for its use of cutting-edge tools that promote transparency and integration. B/luz has added over 25 new clients to its impressive portfolio in the past year.

Differentiation: Based out of São Paulo and with offices in Florianópolis, Londrina, Porto Alegre and Miami (USA), b/luz is a go-to name in the tech and innovation sectors. The M&A team has five partners and 13 associates all dedicated to corporate transactions and is led by distinguished founding partner Luis Felipe Baptista Luz. Additionally sought out for its tax, labor, IP and data protection proficiency.

MIGUEL NETO ADVOGADOS: ESTABLISHED M&A ADVISORS



José Antônio Miguel Neto

Key Figure(s): José Antônio Miguel Neto, Ronaldo Machado Assumpção Filho, Décio Andrade and Juliana Miyuki Honda

Established: 1990

Track record: Established firm which excels at advising household names from the food and beverage, technology and real estate industries on sophisticated mid-sized domestic and cross-border M&A deals. Distinguished for its post-transaction restructuring and corporate governance know-how, and for negotiating practical and cost-effective corporate transaction solutions, including capital investments and joint ventures.

Differentiation: São Paulo based Miguel Neto Advogados has three partners and seven associates all geared towards corporate transactions. Seasoned founding partner José Antônio Miguel Neto leads the practice, with four decades' experience in the legal market. Of late, the firm has increased its clients in the startup market, having taken part in several deals involving young and innovative companies.



CORPORATE / M&A: SMALL CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carvalho, Sica, Muszkat, Vidigal e Carneiro – CSMV Advogados	Graciema Almeida, Octávio Souto Vidigal Filho
Gasparini, Nogueira de Lima e Barbosa Advogados	Marcus Phelipe Barbosa de Souza, Felipe Mavignier, Paula Taira Horiuti
Monteiro de Castro, Setoguti Advogados	Rodrigo Castro, Guilherme Setoguti, Renato Jabur
EXCELLENT	
Almeida Advogados	André de Almeida, Pedro Tinoco, Leonardo Barém Leite
BBL Advogados	Victor Hugo Brito
Farroco Abreu Guarnieri Zotelli Advogados	Bruno H. S. Guarnieri
PGLaw	Carlos Portugal Gouvêa, Caio Henrique Yoshikawa, Rodrigo Fialho Borges
HIGHLY RECOMMENDED	
Carvalho Borges Araujo Advogados	Rodrigo Caldas de Carvalho Borges, Thiago de Mattos Rhein
Coelho & Dalle Advogados	Eduardo Coelho
Fleischman Advogados	Gustavo Fleischman, Julio Wehrs Fleischman, Rosinei Silvestre Libano
Martins Villac Advogados	José Ricardo de Bastos Martins, Rafael Villac Vicente de Carvalho, Renato Oliveira Valença
Melcheds Advogados	Rodrigo Mello, Fernanda Passos, Isabela Xavier
Urbano Vitalino Advogados	Delmar Siqueira, Ricardo Thomazinho, Hermes de Assis
Peixoto & Cury Advogados	Pedro Cury, Claudia Soares Garcia

CORPORATE / COMMERCIAL: NORTHEAST

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Da Fonte, Advogados	Alexandre Andrade Da Fonte Filho, Rogério Da Fonte, Guilherme de Sá Cavalcante
2 Coelho & Dalle Advogados	Eduardo Coelho
EXCELLENT	
Queiroz Cavalcanti Advocacia	Camila Oliveira, Manuela Moura, Gabriela Figueiras
Urbano Vitalino Advogados	Urbano Vitalino Neto, Delmar Siqueira, Alexandre José Gois Lima de Victor, Hermes de Assis
Valença & Associados Advocacia e Consultoria	André Parente, Marcio Rafael Gazzineo
HIGHLY RECOMMENDED	
1 Martorelli Advogados	João Humberto Martorelli, Nathália Grizi
Mello Pimentel Advocacia	Marcus Heronydes Batista Mello, Márcio Blanc Mendes
Pupe Braga Monteiro Zirpoli Advogados	Marcelo Pupe Braga, Rodrigo Zirpoli
Serur Advogados	Eduardo Montenegro Serur
2 Advocacia Galdino & Rebêlo	Luís Felipe De Souza Rebêlo
Bomfim Novis Advogados	Elisa Gantois Novis, Rafaela Setenta, Luísa Pinheiro
Pessoa & Pessoa Advogados Associados	André Pessoa
Severien Andrade Advogados	Francisco Loureiro Severien



CORPORATE / COMMERCIAL: SOUTHEAST

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Azevedo Sette Advogados	Luís Ricardo Miraglia, Fernando Azevedo Sette, Ana Paula Terra
Madrona Fialho Advogados	Alice Dourado, Luciano Fialho, Patricia Alvarenga, Érico Andrade, Gustavo Magalhães, Leonardo Canabrava
EXCELLENT	
Cescon, Barriau, Flesch & Barreto Advogados	Frederico Viana Rodrigues, Alice Fulgêncio Brandão
Machado Meyer Advogados	Gustavo Rugani, Bruno Costa
Rolim, Viotti, Goulart, Cardoso Advogados	Fábio Appendino, Luis Gustavo Miranda
Vilas Boas Lopes Frattari Advogados	Christian Sahb Batista Lopes, Fernanda Galvão
HIGHLY RECOMMENDED	
Coimbra, Chaves & Batista Advogados	Paula Andrade Ribeiro Chaves, Rafael Costa Zimmer Prados, Francisco Camilo Gruppione Côrtes
Freitas Ferraz Advogados	Adriano Ferraz, Bernardo Freitas
Goulart & Colepicolo Advogados	João Gilberto Freire Goulart, Cristiano Silva Colepicolo, Pedro Paulo Moreira Rodrigues
Lacerda Diniz Sena Advogados	Rafael de Lacerda Campos, Rômulo José Martins, Eric Gariglio Nahum
Manucci Advogados	Daniel Manucci, Edson Martins, Guilherme Poggiali
Portela, Lima, Lobato & Colen Advogados	Júlio de Carvalho Paula Lima, Milton Eduardo Colen, Gustavo de Ávila Rajão
Tavernard Advogados	Mário Tavernard Martins de Carvalho, Murilo Melo Vale, Guilherme Vinseiro Martins
RECOMMENDED	
dcom - Drumond Cunha Oliveira Milagres	Victor Júlio Oliveira Milagres, Marcus Guimarães Drumond
Geraldo Néry Lopes Advogados	Geraldo Néry Lopes, Geraldo Teixeira Néry Lopes, Mariana Germano Gontijo
Gotlib Massara Rocha Advogados	Renzo Brandão Gotlib, David Massara Joanes, Pedro Figueiredo Rocha
Henrique Mourão Advocacia	Henrique Mourão, Raul de Araujo Filho, Renata Mangualde Felizardo
VALUABLE PRACTICE	
Almeida Advogados	Guilherme Doval
Bernardes & Advogados Associados	Flavio Couto Bernardes, André Tostes
Chenut Oliveira Santiago Advogados	Philippe Boutaud-Sanz, Luiz Gustavo Rocholi, Iara Peixoto Melo
Loyola Advogados	Mariana Loyola
Maneira Advogados	Pedro Brito, José Elias de Pádua, Eduardo Caixeta
Nankran e Mourão Sociedade de Advogados	Luis Nankran, Pedro Mourão
Sion Advogados	Alexandre Sion, Bernardo Pessoa, Gustavo Santiago

LACERDA DINIZ SENA: DISTINGUISHED MINAS-BASED FIRM



Rafael de Lacerda Campos

Key Figure(s):
Rafael de Lacerda Campos,
Romulo Martins
and Eric Nahum
Established: 1998

Track record: The firm capably advises key players in the transportation and logistics, agribusiness, food and beverage, healthcare and technology sectors on the full range of corporate and commercial matters. Singled out for its stellar track record on complex M&A operations and corporate restructuring projects. The firm's impressive client portfolio includes Gerdau, Usiminas and MRV Engenharia.

Differentiation: Lacerda Diniz has offices in São Paulo, Minas Gerais, Mato Grosso and Rondônia and a team of three partners and 21 associates. Rafael Lacerda de Campos leads the firm, with over 20 years of experience in the legal market and in-depth know-how on corporate and M&A, tax, and succession and estate planning. Of late, the firm has welcomed two new associates, Fernando Oliviera and Beatriz Fonseca.

CORPORATE / COMMERCIAL: SOUTH

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Souto Correa Advogados	Carlos Fernando Souto, Raquel Stein, Rodrigo Tellechea, Gilberto Deon Corrêa Junior, Fernanda Girardi Tavares
2 Silveiro Advogados TozziniFreire Advogados	Pedro Chagas, Bia Kowalewski, Rodrigo Nascimento, Rafael Brunati, Maria Bofill, Luis Renato Ferreira da Silva, Fernanda Fossati
EXCELLENT	
CMT – Carvalho, Machado e Timm Advogados	Rafael Bicca Machado, Henrique Tetsuaki Matsura Misawa, Giordano Andrei dos Santos
Gaia Silva Gaede Advogados	Antonio Carlos Pacheco, Ivan Alberto Hasse, Enrico Soffiatti
Lippert Advogados	George Lippert Neto, Juliano Langaro Da Silva
Matter, Boettcher, Zanini e Souza Advogados	Carlos Klein Zanini, Rodrigo Rosa de Souza
Zulmar Neves Advocacia	Zulmar Neves
Veirano Advogados	Fernando Gava Verzoni, Diego Lerner
HIGHLY RECOMMENDED	
Berger, Simões, Plastina e Zouvi Advogados	Fabiano Zouvi
Hapner Kroetz Advogados	Tarcisio Araújo Kroetz
Justen, Pereira, Oliveira & Talamini	Eduardo Talamini, André Guskow Cardoso
Lollato Lopes Rangel Ribeiro Advogados	Felipe Lollato, Francisco Rangel Efting, Aguinaldo Ribeiro Junior
Martinelli Advogados	Carolina Scopel, Cintia Eliane Meyer, Daniel Oliveira
Mosimann-Horn Advogados	Rafael Horn, Douglas Dal Monte, Rodrigo Horn, Lio Bocorny, Ítalo Mosimann, Fábio Silveira
RECOMMENDED	
Andrade Maia Advogados	Júlio Cesar Goulart Lanes, Fábio Cardoso Machado, Nathália Ceratti Scalco
b/Luz	Rafael Peixoto Abal, Pedro Henrique Moritz, Eduardo Wagner Knabben
Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados	Diego Campos, Felipe Henrique Braz, Luiz Lessa, Rodrigo Ponce Bueno
Buzaglo Dantas Advogados	Marcelo Buzaglo Dantas
Cabanellos Advocacia	Luiz Henrique Cabanellos Schuh, Marcelo Lima Bertuol, João Otávio Bacchi Gutinięki, Christian Homero Groff
FG Lamb	Felipe Lamb
Marins Bertoldi Advogados Associados	Marcelo Bertoldi, James José Marins de Souza, Maurício Ribeiro Maciel
Trench Rossi Watanabe	Cláudio Moretti
VALUABLE PRACTICE	
Araúz Advogados	Carlos Arauz Filho, Rodrigo Laynes Milla, Paulo Roberto Stoberl
Casillo Advogados	Michel Guerios, Luiz Phillip Moreira
ILARRAZ Advogados	Lucas Martins Dias
Vernalha Pereira Advogados	Luiz Fernando Casagrande Pereira

CABANELLOS ADVOCACIA: SOUTH-BASED FIRM OF REFERENCE



Luiz Henrique
Cabanellos Schuh

Key Figure(s):
Luiz Henrique Cabanellos Schuh, Marcelo Lima Bertuol, João Otávio Bacchi Gutinięki and Christian Homero Groff
Established: 2001

Track record: Expansive regional law firm specializing in business law that plays a pivotal role for enterprises across the technology, finance, agriculture and football-association sectors. Capably advises on corporate, tax, data protection, white-collar, regulatory and antitrust matters, as well as on sophisticated M&A transactions. Additionally singled out for its data protection proficiency.

Differentiation: Established in 2001, Cabanellos Advocacia is headquartered in Porto Alegre and has additional offices in Florianópolis, Curitiba, and São Paulo. Its team consists of 18 partners and 102 associates, who are led by respected founding partner Luiz Henrique Cabanellos Schuh. The firm additionally excels on environmental, compliance and litigation mandates.

MOSIMANN-HORN ADVOGADOS: ESTABLISHED PRACTITIONERS



Rafael Horn

Key Figure(s):
Rafael Horn, Douglas Dal Monte, Rodrigo Horn, Lio Bocorny, Ítalo Mosimann and Fábio Silveira
Established: 1999

Track record: Florianópolis-based practice group that serves as a one-stop-shop for clients from a wide range of industries. Particularly noted for its stellar track record advising on high-stakes dispute resolution mandates. Trusted by key names from the infrastructure, healthcare and power sectors, for the high quality of its legal services and the academic pedigree of its professionals.

Differentiation: Mosimann Horn has 21 partners and 33 associates all geared towards corporate and commercial matters. Founding partner Rafael Horn leads the firm, with more than 20 years' experience in complex conflict resolution, corporate transactions and contract negotiations. Its impressive client portfolio includes BRK Ambiental, Ideas and White Martins.

SOUTO CORREA ADVOGADOS: PORTO ALEGRE-BASED COMMERCIAL AND CORPORATE SPECIALISTS



Carlos Souto

Key Figure(s):
Carlos Souto, Raquel Stein, Rodrigo Tellechea, Gilberto Corrêa Jr. and Fernanda Girardi Tavares
Established: 2013

Track record: Porto Alegre-based law firm with an impressive track record advising key companies and shareholders on sophisticated M&A transactions, corporate restructuring projects and joint venture agreements. Additionally sought out for its bankruptcy, labor, real estate and competition proficiency. Boasts an enviable portfolio of clients from various industries, such as power, technology and healthcare.

Differentiation: Celebrating its 10th anniversary, Souto Correa has a truly national reach, with offices in São Paulo, Porto Alegre, Rio de Janeiro and Brasília. Seasoned founding partner Carlos Souto is a well-recognized corporate law attorney, with over three decades of experience in the legal market. The firm recently welcomed a new partner, Ingrid Hessling.



CORPORATE / COMMERCIAL: CENTER-WEST

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Mattos Filho	Thiago Luís Sombra, Adriano Drummond Trindade
Pinheiro Neto Advogados	Carlos Vilhena, José Alexandre Buaiz Neto, Daniel Costa Rebello
EXCELLENT	
Ana Frazão Advogados	Ana Frazão, Angelo Prata de Carvalho
Mudrovitsch Advogados	Rodrigo de Bittencourt Mudrovitsch, Guilherme Pupe da Nóbrega
Piquet, Magaldi e Guedes Advogados	Guilherme Henrique Magaldi Netto, Arthur Lima Guedes, Daniel Bogéa
TozziniFreire Advogados	Claudio Timm
HIGHLY RECOMMENDED	
Dutra e Associados Advocacia	José Dutra Jr.
Hadmann & Dutra Advogados	Eric Hadmann Jasper
Justen, Pereira, Oliveira & Talamini	Eduardo Talamini, André Guskow Cardoso
Trench Rossi Watanabe	Bruno Corrêa Burini
Vieira e Serra Advogados	Eduardo Serra Rossignieux Vieira

GENERAL BUSINESS LAW: NORTH

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff Advogados	Jorge Alex Nunes Athias, Fernando Facury Scaff, Afonso Marcius Vaz Lobato
2 Andrade GC Advogados	Germano Costa Andrade, Armando Cláudio Dias dos Santos Junior, Keyth Yara Pontes Pina, Carolina Ribeiro Botelho, Lucianna de Souza Silva
DD&L Advogados Associados	Cláudia Lopes Bernardino, Átila de Oliveira Denys, Adriana Rother, José Albertó Maciel Dantas
EXCELLENT	
ASJUR - Higino, Sordi, Sousa, Toledano & Advogados Associados	José Higino de Sousa Netto
Cavalcante, Pereira & Advogados Associados	Ophir Cavalcante Júnior
Fonseca Brasil Advogados	Eduardo Brasil, Gustavo Fonseca
Mendes Advocacia e Consultoria	Lucca Darwich Mendes, Felipe Prata Mendes, João Paulo Mendes Neto
HIGHLY RECOMMENDED	
Brandão Ozores Advogados	Luiz Felipe Brandão Ozores, Fábio Silva Andrade, Fernanda de Andrade Rebouças Machado
FFV Advogados	Ugo Freire, Daniel Farias, Michel Viana, Saulo Pereira, Gustavo Pereira, Américo Ribeiro
Nelson Wilians Advogados	Sergio Rodrigo Russo Vieira, Karem Lúcia Corrêa da Silva, Claudine Basilio

RECOMMENDED

Abdulmassih Advogados	Chedid Abdulmassih
AMTF - Almeida Prado, Marx Tesser & Flor Advogados	Pedro Marx, Paulo Tesser, Marlon Flôr
Coelho de Souza Sociedade de Advogados	Bruno Coelho de Souza, Roberta Coelho de Souza
BF:LB Advogados	Bruno Frota, Leandro Benevides, Henrique Ribeiro
Jacob e Nogueira Advogados	Marcos Choy
SiqueiraCastro	Cassio Chaves Cunha, Gustavo Gonçalves Gomes
Xerfan Advocacia	Roberto Tamer Xerfan Jr., Leonardo Xerfan, Thiago Rezende, Thiago Mendes, Arthur Nobre, Raul Fraiha

ASJUR - HIGINO, SORDI, SOUSA, TOLEDANO & ADVOGADOS ASSOCIADOS: SOPHISTICATED LEGAL ADVICE



José Higino de Sousa Netto

Key figure(s):
José Higino de Sousa Netto
Established: 1975

Track record: North-based corporate law firm widely recognized for its expert advice on sophisticated labor, environmental, compliance, consumer law and corporate mandates. Frequently retained for its corporate labor capabilities, advising clients on a myriad of sector-related issues, such as risk management and dispute resolution proceedings. Additionally sought out for the academic pedigree of its professionals.

Differentiation: Based in Manaus, ASJUR Advogados Associados has a team of 18 qualified associates, which are led by seasoned founding partners José Higino de Sousa Neto, João Bosco Toledano and Marcio Luiz Sodi. The firm is additionally known for its in-depth knowledge of the health-care industry. Retained by key players in the North market for its business-oriented advice.

MENDES ADVOCACIA E CONSULTORIA: EXCEPTIONAL CORPORATE EXPERTISE



Lucca Darwich Mendes

Key figure(s):
Lucca Darwich Mendes, Felipe Prata Mendes and João Paulo Mendes Neto
Established: 2015

Track record: Highly regarded Belém-based firm, acknowledged for its expertise in providing counsel to prominent clients across a spectrum of legal areas including, corporate, labor, civil, real estate and tax. Trusted by major players in the healthcare, agribusiness, and real estate sectors for the excellence of its services and the academic qualifications of its lawyers.

Differentiation: Mendes Advocacia e Consultoria is led by seasoned founding partners, Lucca Darwich Mendes and Felipe Prata Mendes. Renowned for their strategic counsel and bolstered by their extensive academic backgrounds, they guide a team of 21 experienced lawyers, known for their expertise in advisory and litigation, particularly in highly complex cases.

FFV ADVOGADOS: OUTSTANDING NORTHERN TEAM



Ugo Freire

Key Figure(s): Ugo Freire, Daniel Farias, Michel Viana, Saulo Pereira, Gustavo Pereira and Américo Ribeiro
Established: 2002

Track record: Belém-based outfit recognized for its capabilities advising companies on environmental, civil, real estate, corporate, labor and tax matters. Retained by heavy hitters in the consumer goods, agribusiness, real estate and mining industries for the quality of its services and the academic pedigree of its attorneys. Trusted by key names such as Suzano, Hapvida and Lider.

Differentiation: With over two decades in the Brazilian legal market, FFV Advogados has 11 partners and 29 associates captained by seasoned founding partners Ugo Freire, Daniel Farias and Michel Viana. The firm, which is widely recognized for its innovative and strategic approach, recently welcomed five new partners – Camila Migliano, Leandro Maués, Lucas Bombonato, Nelson Nasser and Wanildo Torres.

XERFAN ADVOCACIA: RECOMMENDED NORTHERN LAW FIRM



Roberto Tamer Xerfan Jr.

Key figure(s):
Roberto Tamer Xerfan Jr., Leonardo Xerfan, Thiago Rezende, Thiago Mendes, Arthur Nobre and Raul Fraiha
Established: 1999

Track record: Based in the North region, Xerfan Advocacia has garnered distinction for its expertise in dispute resolution cases, as well as on registration rights and judicial recoveries. Frequently retained by players from the real estate, hospitality and construction industries for its responsiveness and tailor-made services. Additionally sought out for its flourishing agribusiness department.

Differentiation: Established in 1999, Xerfan Advocacia is headquartered in Belém and was founded by widely recognized partner Roberto Tamer Xerfan Jr, who spearheads a team of eight attorneys. Its impressive client portfolio includes the likes of Quadra Engenharia, Agropalma and SINEPE. Of late, the firm has welcomed three new trainees.



CORPORATE: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BMA - Barbosa, Müssnich, Aragão	Paulo Cezar Aragão, Luiz Antonio Campos
Eizirik Advogados	Nelson Eizirik
Mattos Filho	Moacir Zilbovicius, João Ricardo de Azevedo Ribeiro, Rodrigo Figueiredo Nascimento, Pedro Whitaker Dias
Pinheiro Neto Advogados	Fernando Meira, Alexandre Bertoldi, Carlos Alberto Moreira Lima Junior, Henry Sztutman
Trindade Sociedade de Advogados	Marcelo Trindade
EXCELLENT	
1 Bocater, Camargo, Costa e Silva, Rodrigues Advogados	Francisco da Costa e Silva, João Laudo de Camargo, Maria Isabel Bocater, Jaques Wurman, Bernardo Costa e Silva, Carlos Augusto Castelo Branco
Chediak, Lopes da Costa, Cristofaro - Advogados	Julian Fonseca Peña Chediak, Luiz Claudio Cristofaro, Pedro Paulo Cristofaro, Caio Machado Filho, Julio Maia Vidal, Paulo Fisher
Lefosse Advogados	Carlos Barbosa Mello
Machado Meyer Advogados	José Roberto de Camargo Opice, Adriana Pallis, Mauro Cesar Leschziner, Guilherme Bueno Malouf
Stocche Forbes Advogados	Alessandra Zequi, Ricardo Freoa
Yazbek Advogados	Otavio Yazbek
2	
Advocacia Von Adamek	Marcelo von Adamek
Cescon, Barriau, Flesch & Barreto Advogados	Fernanda Cirne Montorfano Gibson, Luciana de Castro Mares Torres,
Gustavo Gonzalez Advogados	Gustavo Gonzalez
Renteria Advogados	Pablo Renteria
Trench Rossi Watanabe	Alvaro Schmidt Gallo Neto, Anna Tavares de Mello, Bruno von Dreifus
Spinelli Advogados	Sergio Spinelli Silva Junior

ADVOCACIA VON ADAMEK: CORPORATE EXPERTS



Marcelo von Adamek

Key Figure(s):
Marcelo von Adamek
Established: 1958

Track record: Respected boutique law firm frequently retained for its expert counsel on strategic corporate advisory matters, such as transactional and contractual planning. Singled out for the high standard of its legal opinions, as well for its civil and commercial litigation and arbitration capabilities. Additionally appreciated for its first-rate German desk.

Differentiation: São Paulo headquartered Advocacia von Adamek has six highly qualified attorneys captained by seasoned founding partner Marcelo von Adamek, who is a widely recognized professional in the corporate and litigation fields and also acts as a commercial law professor at Universidade de São Paulo (USP). The firm also stands out for its capital markets and bankruptcy expertise.

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 BMA - Barbosa, Müssnich, Aragão	Barbara Rosenberg, Marcos Exposto, José Inacio Ferraz de Almeida Prado Filho
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Amadeu Ribeiro, Lauro Celidonio Neto, Marcio Soares
2 Lefosse Advogados	José Carlos da Matta Berardo, Juliana Daniel, Paola Pugliese
Machado Meyer Advogados	Tito Amaral de Andrade, Maria Eugênia Novis
Pinheiro Neto Advogados	Cristianne Zazur, José Alexandre Buaziz Neto, Leonardo Peres da Rocha e Silva
EXCELLENT	
Caminati Bueno Advogados	Eduardo Caminati, Marcio Bueno, Luiz Fernando Coimbra
Cescon, Barrieu, Flesch & Barreto Advogados	Joyce Midori Honda, Ricardo Lara Gaillard
Demarest Advogados	Daniel Andreoli, Bruno Drago
Tauil & Chequer Advogados	Francisco Todorov, Adriana Giannini, Lorena Nisiyama
TozziniFreire Advogados	Marcelo Calliari, Guilherme Ribas, Marcel Medon Santos
HIGHLY RECOMMENDED	
Advocacia José Del Chiaro	José Del Chiaro, Ademir Antonio Pereira Junior
Grinberg Cordovil Advogados	Mauro Grinberg, Leonor Cordovil, Karen Ruback
Levy & Salomão Advogados	Bolívar Moura Rocha, Ana Paula Martinez, Mariana Tavares de Araujo
Lobo de Rizzo Advogados	Sergio Varella Bruna, Natalia Salzedas Pinheiro da Silveira
Magalhães e Dias Advocacia	Carlos Francisco de Magalhães, Gabriel Nogueira Dias, Fábio Nusdeo
Pereira Neto Macedo Advogados	Caio Mario da Silva Pereira Neto, Daniel Douek, Ricardo Ferreira Pastore
Stocche Forbes Advogados	Ana Paula Paschoalini
Trench Rossi Watanabe	Paulo Casagrande, Francisco Niclós Negrão, Tulio Freitas do Egito Coelho
VMCA - Vinicius Marques de Carvalho Advogados	Ticiana Lima, Marcela Mattiuzzo
RECOMMENDED	
Brolio Gonçalves Advogados	Priscila Brolio Gonçalves, Mariana Villela
Campos Mello Advogados	Luciana Martorano
Marcos Verissimo Advogados (MVA)	Marcos Paulo Veríssimo, Ana Carolina Lopes de Carvalho
Madrona Fialho Advogados	Luis Nagalli, Julia Haddad Niemeyer
Mello Torres	Fabricio A. Cardim de Almeida
Veirano Advogados	Leonardo Maniglia Duarte, Enrico S. Romanielo
VALUABLE PRACTICE	
Cascione Advogados	Denise Junqueira, Guilherme Bertolini
Dias Carneiro Advogados	Joyce Ruiz Rodrigues Alves
Mundie e Advogados	João Carlos Zanon, Rafael Fabbri D'Avila
IWRCF - Inglez, Werneck, Ramos, Cury e Françolin Advogados	Ricardo Inglez de Souza
L.O. Baptista Advogados	Patricia Agra Araujo
Marchini Botelho Caselta Advogados	Aurélio Marchini Santos, Ricardo Botelho, Daniel Caselta
Sampaio Ferraz Advogados	Tércio Sampaio Ferraz Jr., Thiago Francisco da Silva Brito
Vicente Bagnoli Advogados	Vicente Bagnoli
Mudrovitsch Advogados	Victor Santos Rufino
Vilanova Advocacia	Polyanna Vilanova



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bicalho, Mirisola, Bresolin, Dias Advogados	Rodrigo Cury Bicalho, Renato José Mirisola Rodrigues, Thiago Antonio Dias
Duarte Garcia, Serra Netto e Terra	Marcelo Terra, Guilherme Caffaro Terra, Natália Japur, José Carlos Baptista Puoli, Natalie Collet Feitosa Lange
Pinheiro Neto Advogados	Luciano Garcia Rossi, Franco Musetti Grotti, Gustavo S. Freitas
EXCELLENT	
Campos Mello Advogados	Bernardo Buarque Schiller, Ivandro Trevelim, Fabio Perrone Campos Mello
KLA Advogados	Pedro Cortez, Tomaz Matheus, Mariana Cortez
Machado Meyer Advogados	Maria Flavia Seabra, Ivana Coelho Bomfim, Fátima Tadea Rombola Fonseca
Mattos Filho	Rossana Fernandes Duarte, Mariana Spoto Cobra, Janaina Vargas
Stocche Forbes Advogados	Alexandre Clápis, Vilmar Lima Carreiro Filho
PMK Advogados	Fernando Maximiano, Luciana Oliveira, Pedro Luiz Papi de Moraes
Tauil & Chequer Advogados	José Paulo Marzagão, Ludmila Braga
VBD Advogados	Olivar Lorena Vitale Junior, Rodrigo Antonio Dias, Daniele Brandão Gazel de Araújo, Bruno Sales da Silva
HIGHLY RECOMMENDED	
i2a Advogados	Luis Peysler, Ronaldo Ishikawa, Vanessa A. Oliveira
Lefosse Advogados	Andréa Caliento, Mariana Rodrigues, Henrique Miguel
Veirano Advogados	Rodrigo de Castro, Raphael Moreira Espírito Santo, Diego Lerner
RECOMMENDED	
Amaral e Nicolau Advogados	José Vicente Amaral Filho, Julio Nicolau Filho
BMA - Barbosa, Müssnich, Aragão	Cristiana Moreira, Guilherme Zoghbi Ayala
Caselli Guimarães Advogados	Lúcia Silveira Frias, Fernanda Inhasz
Cescon, Barriou, Flesch & Barreto Advogados	Marcos Lopes Prado
Demarest Advogados	Lucas Tavares Bueno, Marc Stalder, Thiago Giantomassi
Gustavo Padilha Advogados	Gustavo Pinheiro Guimarães Padilha, Celio dos Santos Kelab, Mariana Neves Monteiro
Huck Otranto Camargo	Estela Monteiro Soares de Camargo, Thalita Duarte Henriques Pinto
Lacaz Martins, Pereira Neto, Gurevich & Schoueri Advogados	Erica Fernandes Campos Verissimo, Livia Maria Siviero Bittencourt Huh, Flavia Meira de Castro Checchia
Madrona Fialho Advogados	Eduardo Tristão, José Luis Camargo Jr.
TozziniFreire Advogados	Vladimir Miranda Abreu, Pablo Meira Queiroz, Julian Junqueira Rillo
VALUABLE PRACTICE	
Cascione Advogados	Fábio Cascione
FreitasLeite Advogados	Cristiano da Cruz Leite
Lobo & Lira Advogados	José-Ricardo Pereira Lira, Joana Ribeiro, Juliana Zielinsky
Navarro Advogados	Alexandre Tadeu Navarro, Juliana Rubiniak

NFA - Negrão Ferrari Advogados	Ricardo Negrão, Isabel Loffredo da Rocha Leite
Portela, Lima, Lobato & Colen Advogados	Júlio de Carvalho Paula Lima, Milton Eduardo Colen, Gustavo de Ávila Rajão
Romani Advogados	Tarso Romani, Aloísio Santini
Souto Correa Advogados	Fábio Machado Baldissera
Silveiro Advogados	Rodrigo Mutti, Nicolas Aires Paiva, Bruna Quintana, Ana Larissa da Rosa Pereira, Giovanni Mendes Ribeiro Pallaoro
NOTABLE PRACTICE	
1 DDSA - De Luca, Derenusson, Schuttoff Advogados	Luanda Pinto Backheuser, José Davi Fidalgo, Flavia Marcilio Barbosa
Goulart Colepicolo Advogados	João Gilberto Freire Goulart, Cristiano Silva Colepicolo
Lobo de Rizzo Advogados	Fernanda Christina de Souza Rosa
Martens & Dornaus Advogados	Georges Louis Martens Filho, Victor Dornaus
Pantano Advogados	Tania Pantano, Maria Alice Vega Deucher
2 ALM Advogados	Telmo Arbex Linhares, Rubens Leonardo Marin
Andrade Foz Advogados	Carolina Moura Foz
ASBZ Advogados	Raquel de Moraes Laudanna Marinelli
CGM Advogados	Carolina Penteado da Costa Galvão
Claudio Mandelblatt Advogados Associados	Claudio Mandelblatt, Ilan Levacov, Carolinne Barcelos, Ananda Ulhoa
Eichenberg, Lobato, Abreu & Advogados Associados	Lucas Braga Eichenberg, Carlos Eduardo Fransceschini Lobato, Theo Keiserman de Abreu
Dib, Almeida, Laguna e Manssur	Luis Rodrigo Almeida, William Adib Dib Junior, Fernanda Turini Pugliano
Lange Conti Advogados	Renata Lange Moura, Bárbara Pupin de Almeida Trefiglio
Isoldi Advogados	Maria Cecilia Guimarães Isoldi

GUSTAVO PADILHA ADVOGADOS: SEASONED REAL ESTATE EXPERTS



Gustavo Pinheiro
Guimarães Padilha

Key Figure(s):
Celio dos Santos Kelab,
Gustavo Pinheiro
Guimarães Padilha
and Mariana Neves
Monteiro
Established: 1997

Track record: Notable real estate boutique with an impressive track record advising on complex construction and shopping center operations, property acquisitions and built-to-suit agreements. Frequently retained for its multidisciplinary approach and the strong academic credentials of its professionals. Routinely trusted by major names in the national market, such as BRMalls, Queiroz Galvão and Cyrela.

Differentiation: Based in Rio de Janeiro and with offices in Belo Horizonte and São Paulo, Gustavo Padilha Advogados has nine partners and 72 associates dedicated to its real estate clients. Founding partner Gustavo Padilha is a prominent figure in the real estate market and specializes in shopping center matters. The firm is also retained for its corporate, M&A, capital markets and labor capabilities.

AMARAL E NICOLAU: RESPECTED REAL ESTATE BOUTIQUE



José Vicente Amaral
Filho

Key Figure(s):
José Vicente Amaral Filho
and Julio Nicolau Filho
Established: 1997

Track record: Distinguished boutique frequently retained by key names in the real estate and construction markets for its vast expertise. Trusted for its proficient counsel on real estate regularization, due diligence for real estate acquisition, ventures and mergers and elaboration and administration of contracts. Relied upon by the city's executive administration for the high standard of its legal opinions.

Differentiation: Headquartered in São Paulo, Amaral e Nicolau has two partners and 22 associates all geared towards real estate matters. Seasoned founding partners José Vicente Amaral Filho and Julio Nicolau Filho were heads of legal departments of well-known real estate and construction companies before founding the boutique. Its impressive client portfolio includes the likes of Tegra, Even and Braskem.

CLAUDIO MANDELBLATT ADVOGADOS ASSOCIADOS: PRESTIGIOUS REAL ESTATE TEAM



Claudio Mandelblatt

Key Figure(s):
Claudio Mandelblatt
and Ilan Levacov
Established: 2007

Track record: Real estate boutique law firm frequently retained by heavy hitters for its in-depth know-how in sophisticated acquisitions, joint ventures, due diligences, built-to-suits and sale-and-lease back agreements. Clients include pre-eminent companies from the construction and real estate sectors, such as Gafisa, Cyrela and Cury Construtora. Additionally valued for its innovative approach and tailor-made solutions.

Differentiation: Established in 2007 and headquartered in Rio de Janeiro, the firm has over 15 years of market tradition. Founding partner Claudio Mandelblatt is a key figure in the sector, having taken part in some of the most noteworthy real estate operations in the state of Rio de Janeiro. The firm currently has four partners and seven specialist associates all dedicated to the full range of real estate matters.



POWER LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Lefosse Advogados	Raphael Gomes, Pedro Dante
Ulhôa Canto Advogados	Isabel Lustosa
2 Julião Coelho Advocacia	Julião Silveira Coelho, Camila Alves Angoti de Moraes
Machado Meyer Advogados	Ana Karina Esteves de Souza, Paulo Machado, Laura Souza
Mattos Filho	Fabiano Ricardo Luz de Brito, Giovanni Loss, Felipe Feres
EXCELLENT	
Magalhães, Reis & Figueiró Advogados	Gerusa Magalhães, Cristiana Reis, Miriam Zagatto, Marcela Figueiró
Pinheiro Neto Advogados	José Roberto Oliva Júnior
Rolim, Viotti, Goulart, Cardoso Advogados	Maria João Rolim, Helvécio Franco Maia Júnior, Vitor Sarmento de Mello
Serrão Advogados	André Serrão
SiqueiraCastro	Humberto Negrão, Eduardo Evangelista
HIGHLY RECOMMENDED	
1 Edelstein Advogados	André Fabian Edelstein, Ana Clara Brito, Gabriel Faria Bernardes
Mundie e Advogados	Rafael Fabbri D'Avila
Tauil & Chequer Advogados	Débora Yanasse, Bruno Salzano
Sergio Bermudes Advogados	Marcio Vieira Souto Costa Ferreira, Vitor Ferreira Alves de Brito, Elena Landau
2 Advocacia Bettiol	Luiz Antonio Bettiol, Marcio Pina
Demarest Advogados	Rosi Costa Barros, Rafael Gagliardi
Madrona Fialho Advogados	Rodrigo Machado
TozziniFreire Advogados	Leonardo Miranda, Ana Carolina Katlauskas Calil, Jun Makuta
Veirano Advogados	Alberto Büll, Daniel Engel, Ana Carolina Barretto
RECOMMENDED	
Baggio e Costa Filho Sociedade de Advogados	Guilherme Baggio
GSA - Girardi & Schmitke Advogados	Claudio Girardi
Lobão Cosenza, Figueiredo Cavalcante Advogados Associados	Caio Figueiredo Cavalcante, Tiago Lobão Cosenza, Valéria De Souza Rosa
LO Baptista	Henrique Reis, Victor Gomes
Souto Correa Advogados	Anderson Cardoso, Carlos Souto, Erika Dutra
Stocche Forbes Advogados	Frederico Moura, Bruno Gandolfo, Mariana Saragoça
Trench Rossi Watanabe	José Roberto Martins, Mauricio Pacheco
VALUABLE PRACTICE	
/asbz	Daniel H. Ribeiro do Valle, Rafael Janiques
Dias Carneiro Advogados	Thiago Vallandro Flores, Ricardo Sanches, Gustavo Junqueira
Freitas Ferraz Advogados	Thiago Riccio
VPBG - Vella Pugliese Buosi e Guidoni Advogados	Antonio Carlos Guidoni, Gabriella Maranesi Najjar, Rodrigo Vella
Terciotti Andrade Gomes Donato Advogados	Marvin Menezes
Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados	Felipe Henrique Braz, Leonardo Coelho Ribeiro, Rafael Vêras

ULHÔA CANTO ADVOGADOS: MULTI-DISCIPLINARY POWER LAW EXPERTS



Isabel Lustosa

Key Figure(s): Isabel Lustosa
Established: 1959

Track record: Trailblazing power team widely recognized for its stellar track record advising on sophisticated sector-related issues, which include generation, distribution, transmission, trading and consumers matters. Frequently retained by household names in the national and foreign market for its dispute resolution, M&A, tax, project financing and public-tender capabilities.

Differentiation: Established in 1959, Ulhôa Canto is based out of Rio de Janeiro and has branch offices in São Paulo and Brasília. Its front-running power practice, captained by well-known partner Isabel Lustosa, a Harvard Law School graduate who has over two decades of experience in the sector, is respected for its regulatory and administrative know-how.

OIL & GAS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Mattos Filho	Giovani Loss, Felipe Feres, Nilton Mattos
Tauil & Chequer Advogados	Alexandre R. Chequer, Victor Galante, Bruno Belchior, Tiago Macedo
2 Machado Meyer Advogados	Daniel Szyfman, Maria Fernanda Soares, Fernando Xavier
EXCELLENT	
1 Demarest Advogados	João Luis Ribeiro de Almeida, David Meiler, Bárbara Bittencourt
Lefosse Advogados	Felipe Boechem, Jayme Freitas
2 Campos Mello Advogados	Alexandre Calmon, Marcelo Frazão, João Marçal
Schmidt, Valois, Miranda, Ferreira & Agel	Paulo Valois Pires, Rogério Miranda, Sonia Agel
HIGHLY RECOMMENDED	
Pinheiro Neto Advogados	Marcelo Viveiros de Moura, Ricardo Coelho, Bianca Pumar
Trench Rossi Watanabe	Danielle Valois
Vieira Rezende Advogados	Daniela Ribeiro Davila, Carlos Mauricio Ribeiro
RECOMMENDED	
BRZ Advogados	Marilda Rosado, Bernardo Pedrete
Cescon, Barriau, Flesch & Barreto Advogados	Rafael Baleroni
Faveret Tepedino Londres Fraga	José Roberto Faveret Cavalcanti
VALUABLE PRACTICE	
Kincaid Mendes Vianna Advogados	Godofredo Mendes Vianna, Camila Mendes Vianna Cardoso, Paulo Fernandes, Juliana Pizzolato Furtado
SiqueiraCastro	Luis Menezes, Carlos Roberto Siqueira Castro
Souto Correa Advogados	Anderson Cardoso, Carlos Souto, Erika Dutra
Stocche Forbes Advogados	Guilherme Forbes, Frederico Moura, Bruno Gandolfo
Veirano Advogados	Ali El Hage Filho, Rogério Campos



PROJECTS & INFRASTRUCTURE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Machado Meyer Advogados	Jose Virgilio Lopes Enei, Mauro Bardawil Penteado, Jose Prado
Mattos Filho	Pablo Sorj, Giovanni Loss, Marina Anselmo Schneider
EXCELLENT	
Cescon, Barriau, Flesch & Barreto Advogados	Maurício Teixeira dos Santos, Rafael Baleroni
Pinheiro Neto Advogados	Júlio César Bueno, Ricardo Coelho, Ricardo Russo
Lefosse Advogados	Miriam Signor, Raphael Gomes, Pedro Dante
Lobo de Rizzo Advogados	Andre Ramos Bedim, Fabrizio De Oliveira Sasdelli, Gustavo Silveira Da Cunha
Stocche Forbes Advogados	Guilherme Forbes, Frederico Moura, Bruno Gandolfo, Mariana Saragoça, Marco Saliba, Laercio Munechika
Tauil & Chequer Advogados	Bruno Werneck, Eduardo Lima, Luis Montes
HIGHLY RECOMMENDED	
Demarest Advogados	Bruno Aurélio, Renan Sona, Thiago Giantomassi, João Almeida, David Meiler, Izabella Reis
Dias Carneiro Advogados	Thiago Vallandro Flores, Ricardo Sanches, Gustavo Junqueira
Pinheiro Guimarães Advogados	André Sigelmann, Roberta Pimentel Fonseca, Maria Manuela Andrade
TozziniFreire Advogados	Leonardo Miranda, Jun Makuta, Karin Yamauti Hatanaka
Veirano Advogados	Ana Carolina Barretto, Pedro Aguiar de Freitas, Robson Barreto
RECOMMENDED	
Arap, Nishi e Uyeda Advogados	Massami Uyeda, Sami Arap
Azevedo Sette Advogados	Frederico Bopp Dieterich, Rafael Adler, Leonardo Moreira
Madroneira Advogados	Rodrigo Machado
Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados	Florian de Azevedo Marques Neto
Mello Torres	Clovis Torres, Diogo Octavio Nebias
Toledo Marchetti Advogados	Leonardo Toledo da Silva, Marcelo Vicentini Marchetti, Rodrigo Esposito Petraso
Trench Rossi Watanabe	José Roberto Martins, Danielle Valois, Henrique Frizzo
VALUABLE PRACTICE	
1 BMA - Barbosa, Müssnich, Aragão	José Guilherme Berman, Ana Cândida de Mello Carvalho
Felsberg Advogados	Maria da Graça Pedretti, Marianne Albers, Rodrigo de Pinho Bertoccelli, Ligia Schlittler
Giamundo Neto Advogados	Luiz Felipe Pinto Lima Graziano, Antonio Carlos Bastos
Justen, Pereira, Oliveira & Talamini	Cesar Pereira, Rafael Wallbach Schwind
Pereira Neto Macedo Advogados	Caio Mario da Silva Pereira Neto, Mateus Piva Adami, Daniel Douek
Schmidt, Valois, Miranda, Ferreira & Agel	Antonio Luís Ferreira, Paulo Valois Pires, Rogério Miranda
SiqueiraCastro	Carlos Roberto Siqueira Castro, Thiago de Oliveira
Vernalha Pereira Advogados	Fernando Vernalha, Angélica Petian, Luiz Fernando Casagrande Pereira
Vieira Rezende Advogados	Cláudio Guerreiro, Marina Ferraz Aida, Claudio Roberto Pieruccetti Marques
VPBG - Vella Pugliese Buosi e Guidoni Advogados	Gabriella Maranesi Najjar
2 Campos Mello Advogados	Fabiano Gallo, Roberto Barros
Cascione Pulino Boulos Advogados	Marcos Vinicius Pulino, Leonardo Espindola
Portugal Ribeiro Advogados	Mauricio Portugal Ribeiro
Queiroz Maluf Sociedade de Advogados	Leticia Queiroz de Andrade
Rolim, Viotti, Goulart, Cardoso Advogados	Luis Gustavo Miranda, Fábio Appendino
Souza Okawa Advogados	Rosane Menezes Lohbauer, Fernando Gallacci
Ulhôa Canto Advogados	Isabel Lustosa
NOTABLE PRACTICE	
Aroeira Salles Advogados	Alexandre Aroeira Salles
Porto Lauand Advogados	Aline Licia Klein, Rodrigo Pinto de Campos
Lampert Advogados	Claudio Lampert
XVV Advogados	Eduardo Xavier, Eduardo Xavier, Beto Vasconcelos
Souto Correa Advogados	Eden Soares

MINING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cescon, Barrieu, Flesch & Barreto Advogados	Marcelo Mendo de Souza, Mauricio Pellegrino de Souza, Paula Azevedo
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Adriano Drummond C. Trindade
Veirano Advogados	Carlos Americo Castro, Pedro Garcia
EXCELLENT	
BSBC - Borba, Simões Barbosa, Bessone, Cristofaro Advogados	Virgilio Borba, Daniela Bessone
Pinheiro Neto Advogados	Carlos Vilhena
William Freire Advogados Associados	William Freire, Tiago de Mattos Silva
HIGHLY RECOMMENDED	
Azevedo Sette Advogados	Fernando Azevedo Sette, Leonardo Lamego
Mello Torres	Clovis Torres, Renata Ribeiro Kingston, Solange Costa
Rolim Goulart Cardoso	Thiago Pastor Alves Pereira, Fábio Appendino
Sion Advogados	Alexandre Sion, Bernardo Pessoa, Gustavo Santiago
RECOMMENDED	
Lacerda Advogados	Carlos Alberto Lacerda
Lima Feigelson Advogados	Marcello Ribeiro Lima Filho, Bruno Feigelson, Bernardo Souza
Machado Meyer Advogados	Pedro Henrique Jardim, Liliam Fernanda Yoshikawa, Roberta Danelon Leonhardt
VALUABLE PRACTICE	
Demarest Advogados	Thiago Maia
Grebler Advogados	Renato Mascarenhas Alves
Tanzilli – Sociedade de Advogados (GTLawyers)	Eduardo Junqueira de Oliveira Martins
SiqueiraCastro	Simone Paschoal Nogueira



AGRIBUSINESS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Franco Leutewiler Henriques Advogados	Nancy Gombossy de Melo Franco, Gabriel Buscarini Leutewiler, Thiago Soares Gerbasi
Santos Neto Advogados	Domicio dos Santos Neto, Fernando Bilotti Ferreira, Matheus Ziliotti Silva, Frederico Favacho
VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Renato Buranello, Marcelo Winter, José Afonso Leirião Filho
EXCELLENT	
1 Pinheiro Neto Advogados	Tiago Themudo Lessa
PSAA - Passos e Sticca Advogados Associados	André Ricardo Passos de Souza, Ralph Melles Sticca, André Bachur
2	
Demarest Advogados	Bruna Pacheco, Claudio Mattos, Lucas Tavares Bueno, José Diaz, Thiago Giantomassi
Ramos e Zuanon Advogados	Christian de Lima Ramos
Souto Correa Advogados	Fernando Pellenz, Ticiane Vitoria Figueiredo, Thiago Medeiros Borba
TozziniFreire Advogados	Alexei Bonamin, Vladimir Miranda Abreu, Luiz Renato Okumura
HIGHLY RECOMMENDED	
Ernesto Borges Advogados	Ernesto Borges Neto, Flávia Andrea Sant'Anna Benites, Priscila Ziada Camargo Fernandes
Feijó Lopes Advogados	Lucio Feijó
Huck Otranto Camargo	Eduardo Oliveira Lima, Estela Soares de Camargo, Thalita Duarte Henriques Pinto
J. Ercilio de Oliveira Advogados	J. Ercilio de Oliveira, Aduino Kaneyuki
Luchesi Advogados	Celso Umberto Luchesi, Ellen Carolina da Silva, Guilherme Fernandes Guardelin
Mattos Filho Advogados	Bruno Mastriani Simões Tuca, Marina Procknor
Trench Rossi Watanabe	Cláudio Moretti, Alvaro Schmidt Gallo Neto, Luis Ambrosio

RECOMMENDED

Petribu, Cabrera e Pires de Mello Advogados

Ben Hur Cabrera

Machado Meyer Advogados

Bruno Costa, Bruno Racy, Eduardo de Campos Ferreira

Mattos Engelberg Echenique Advogados

Ubiratan Mattos, Fernando Engelberg de Moraes, Leonardo Santini Echenique

Oliveira Paolucci Advogados

Amauri de Oliveira, Olavo Guarnieri

Tauil & Chequer Advogados

Lilian Toscani, Victor Galante, Christian Roschmann

J. ERCÍLIO DE OLIVEIRA ADVOGADOS: DISTINGUISHED AGRIBUSINESS BOUTIQUE



J. Ercílio de Oliveira

Key Figure(s):
J. Ercílio de Oliveira
and Aداuto Kaneyuki
Established: 2003

Track record: Distinguished agribusiness boutique singled out for its proficiency advising key names from the domestic and foreign market in the full range of sector-related matters. Recognized for its tailor-made legal services, as well as its trade operations, litigation and real estate expertise. Additionally valued for corporate, commercial and tax law capabilities.

Differentiation: Celebrating its 20 anniversary this year, J. Ercílio de Oliveira is based out of São Paulo and has a branch office in Primavera do Leste. Founding partners José Ercílio de Oliveira and Aداuto Kaneyuki are widely recognized as key figures in the market, with solid track records representing major agribusiness companies. The firm stands out for its pragmatism and business-oriented solutions.

ERNESTO BORGES ADVOGADOS: OUTSTANDING AGRIBUSINESS EXPERTS



Ernesto Borges Neto

Key Figure(s):
Ernesto Borges Neto,
Flávia Benites and Priscila
Ziada Camargo Fernandes
Established: 1951

Track record: Well-regarded agribusiness practice group widely recognized for its skillful representation of key players in the industry, on issues related to rural credit bonds and alternative sources of loans, corporate, financial and tax structuring, tax planning and consulting and consolidation and acquisition. Trusted by household names in the sector, such as JBS, Votorantim and Bradesco.

Differentiation: Founded in 1951, Ernesto Borges Advogados has offices in Campo Grande, Cuiabá, Goiânia, Palmas, Brasília, Porto Alegre and São Paulo. The agribusiness department is captained by seasoned partner Ernesto Borges and consists of 15 highly specialized partners and 36 associates. Also noted for its expertise helping secure lines of credit for members of the agribusiness industry.

SANTOS NETO ADVOGADOS: AGRIBUSINESS POWERHOUSE



Domicio dos Santos Neto

Key Figure(s):
Domicio dos Santos Neto
Established: 1992

Track record: Top-tier agribusiness firm widely recognized for its extensive experience representing key financial institutions, trading companies, funds, mills, crushers and investors on sophisticated financing and transactional mandates. Frequently retained for its superior proficiency on securitization of agribusiness receivables, commodity financing, foreign and domestic loans and cross-border transactions.

Differentiation: With over three decades in the market, São Paulo headquartered Santos Neto is home to eight partners and 66 associates well-equipped to counsel on all agribusiness-related issues. Domicio dos Santos Neto, the firm's founding partner, helped draft of the new Brazilian agribusiness law, enacted in 2020. Additionally retained for its stellar bankruptcy, M&A and banking capabilities.

OLIVEIRA PAOLUCCI ADVOGADOS: ESTABLISHED AGRIBUSINESS SPECIALISTS



Amauri de Oliveira

Key Figure(s):
Amauri de Oliveira
and Olavo Guarnieri
Established: 2001

Track record: Respected agribusiness team that boasts a strong reputation for its proficient advocacy on behalf of major industry stakeholders, focusing on matters pertaining to rural credit securities, corporate and financial arrangements, as well as company restructuring. Esteemed by prominent companies within the sector, including Suzano, Bunge, Santander Bank and Bradesco.

Differentiation: São Paulo-based Oliveira Paolucci Advogados has over 20 years of market tradition. The agribusiness department is captained by seasoned partner Amauri de Oliveira and boasts a team of highly skilled professionals, including partners and associates with extensive expertise in agribusiness and academic qualifications in agribusiness finance, strategic management, and international trade.



ENVIRONMENTAL LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Pinheiro Neto Advogados	Antônio José Monteiro, Werner Grau Neto, Alexandre O. Jorge, André Vivan de Souza, Luis Celso Ribeiro
Graça Couto, Sequerra, Levitinas, Bicudo, Leal & Abby Advogados	Oscar Graça Couto, Guilherme Leal, Alexandre Abby
2 Milaré Advogados	Édis Milaré, Lucas Milaré, Roberta Jardim de Morais
Machado Meyer Advogados	Roberta Danelon Leonhardt, Eduardo Ferreira, Thais Ferreira Moreno
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	Lina Pimentel Garcia, Antonio Augusto Reis, Rômulo Sampaio
Trench Rossi Watanabe	Renata Amaral, Giovanni Tomasoni, Alexandre Jabra
EXCELLENT	
Demarest Advogados	Luiz Fernando Sant'Anna, Fernanda Stefanelo
Tauil & Chequer Advogados	Luiz Gustavo Bezerra, Gedham Gomes Medeiros
TozziniFreire Advogados	Adriana Mathias Baptista, Bianca Signorini Antacli, Vladimir Miranda Abreu
HIGHLY RECOMMENDED	
BMA - Barbosa, Müssnich, Aragão	Márcio Pereira
Campos Mello Advogados	Vilmar Gonçalves
Felsberg Advogados	Fabricio Soler
Lobo de Rizzo Advogados	Renata Pires Castanho
Sergio Bermudes Advogados	Marcio Vieira Souto Costa Ferreira, Fabiano Robalinho Cavalcanti, Vitor Brito
Veirano Advogados	Maria Christina Gueorguiev
RECOMMENDED	
Azevedo Sette Advogados	Leonardo Pereira Lamego
Bichara Advogados	Luciana Gil
Silveira, Athias, Soriano de Mello, Bentes, Lobato & Scaff - Advogados	Jorge Alex Athias, Paula Vianna, Fábio Flores
Sion Advogados	Alexandre Sion
SiqueiraCastro	Simone Paschoal Nogueira, Iris Zimmer, Annelise Abi-Ramia Ferreras
Souto Correa Advogados	Fabiana Figueiró, Juliana Stangherlin, Mariana Vicente Niquel
Stocche Forbes Advogados	Beatriz Marcico Pereira
Tabet Advogados	Fernando Tabet

VALUABLE PRACTICE

Buzaglo Dantas Advogados	Marcelo Buzaglo Dantas, Lucas Dantas Evaristo de Souza
Cescon, Barrieu, Flesch & Barreto Advogados	Marcelo Mendo, Maurício Pellegrino de Souza
Julia Rabinovici Advocacia Ambiental	Julia Rabinovici
Ricardo Carneiro Advogados Associados	Ricardo Carneiro
Senise & Paiva Advogados	Walter José Senise, Diogo de Mello Paiva Ferreira

NOTABLE PRACTICE

1 Antici Vidigal Werneck Sociedade de Advogados	Vera Rezende Vidigal
CGM Advogados	Paula Chacur de Cresci
KLA Advogados	Leticia Yumi Marques
Lefosse Advogados	Guilherme d'Almeida Mota
Nascimento e Mourão Advogados	Anita Pissolito Campos
Sales & Kesselring Advogados	Ana Beatriz Kesselring, Rodrigo Sales
Trindade / Lavratti Direito Ambiental	Gustavo Trindade
2 Almeida Advogados	Guilherme Doval, Igor Luna, Rafael Zinato Moreira
Cascione Advogados	Rafael Fernando Feldmann
Savin, Paiva Advogados	Glauca Savin, Sergio Luis da Costa Paiva, André Papaphilippakis, Heloisa dos Santos, Renato Spaggiari, Camila Canesi Morino
VPBG - Vella Pugliese Buosi e Guidoni Advogados	Anderson Moura

SAVIN, PAIVA ADVOGADOS: NOTABLE ENVIRONMENTAL PRACTICE



Glauca Savin

Key Figure(s): Glauca Savin, Sergio Luis da Costa Paiva, André Papaphilippakis, Heloisa dos Santos, Renato Spaggiari and Camila Canesi Morino
Established: 2003

Track record: Environmental law firm specializing in consultancy services that encompass licensing, due diligence and rehabilitation, in addition to managing administrative and judicial litigation cases, strategic initiatives, and in-house training. Routinely advises major foreign and domestic names from the chemicals, commodities and food industries, such as Raizen, BRF and Louis Dreyfus.

Differentiation: Savin, Paiva Advogados was founded two decades ago in São Paulo by key attorneys in the environmental law market, Glauca Savin and Sergio Luis da Costa Paiva. The firm currently has a multidisciplinary team of 10 partners and one associate, who capably provide innovative perspectives and solutions to the issues facing clients.

MILARÉ ADVOGADOS: ENVIRONMENTAL SPECIALISTS



Édis Milaré

Key Figure(s): Édis Milaré, Lucas Tamer Milaré, Roberta Jardim de Moraes, Thiago Sales Pereira, Rubens Silveira Neto and Maria Clara Rodrigues Alves Gomes
Established: 1996

Track record: Traditional environmental law boutique frequently sought out by heavy hitters from the domestic and foreign markets for its expertise on environmental liabilities and remediation matters. Its team boasts biologists, engineers and geologists. Its impressive client portfolio includes the likes of Neoenergia, Danone and Gerdau.

Differentiation: Milaré Advogados was the first law firm in Brazil exclusively dedicated to environmental law. Based out of São Paulo, the firm consists of two partners and 15 associates, as well as a cross-disciplinary team of professionals from various related fields. Founding partner Édis Milaré is widely recognized as one of the most iconic professionals in the sector.



PUBLIC LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Justen, Pereira, Oliveira & Talamini	Marçal Justen Filho, Cesar Pereira, Fernão Justen de Oliveira, Eduardo Talamini, André Guskow Cardoso, Alexandre Wagner Nester
Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados	Floriano de Azevedo Marques Neto, Marcos Augusto Perez
Machado Meyer Advogados	Jose Virgilio Enei, Lucas Sant'Anna, Rafael Domingos Faiardo Vanzella
Sundfeld Advogados	Carlos Ari Sundfeld, Vera Monteiro, Jacintho Arruda Câmara
EXCELLENT	
1 Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados	André Luiz Freire, Thiago Luís Sombra, Henrique Lago da Silveira
Pereira Neto Macedo Advogados	Caio Mario da Silva Pereira Neto, Mateus Piva Adami, Daniel Douek
Tauil & Chequer Advogados	Bruno Werneck, Flávio Amaral, Henrique Bastos Rocha
2 Demarest Advogados	Bruno Aurélio, Renan Sona, Tomás Paiva, Izabella Reis
Giamundo Neto Advogados	Giuseppe Giamundo Neto, Camilo Giamundo, Thays Chrystina Munhoz de Freitas
Gustavo Binenbojm & Associados	Gustavo Binenbojm, Andre Cyrino, Alice Voronoff
HIGHLY RECOMMENDED	
Madrona Fialho Advogados	Érico Andrade, Gustavo Magalhães, Anderson Novais
Lobo de Rizzo Advogados	Rodnei Iazzetta, Marcelo Rangel Lennertz
Queiroz Maluf Sociedade de Advogados	Leticia Queiroz de Andrade, Fabio Maluf Tognola
TozziniFreire Advogados	José Augusto Dias de Castro, Marcelo Zenkner, Caio Loureiro
XVV - Xavier Vasconcelos Valerim Corrêa De Paula Advogados	Eduardo Xavier, Beto Vasconcelos, Luis Felipe Valerim Pinheiro, Ivo Corrêa, Felipe de Paula
RECOMMENDED	
Azevedo Sette Advogados	Frederico Bopp Dieterich
Aroeira Salles Advogados	Alexandre Aroeira Salles
Cescon, Barriou, Flesch & Barreto Advogados	Mário Saadi
Lefosse Advogados	Eduardo Carvalhaes

Portugal Ribeiro Advogados

Mauricio Portugal Ribeiro

Tojal Renault Advogados

Sebastião Botto de Barros Tojal

Vernalha Pereira Advogados

Fernando Vernalha Guimarães, Thiago Lima Breus

VALUABLE PRACTICE

Arap, Nishi & Uyeda Advogados

Massami Uyeda

Duarte Garcia, Serra Netto e Terra Advogados

Luiz Eduardo Menezes Serra Netto

Pinheiro Neto Advogados

Ricardo Pagliari Levy, Marcello Alfredo Bernardes

Porto Lauand Advogados

Aline Lícia Klein, Rodrigo Pinto de Campos

NOTABLE PRACTICE

1 BMA - Barbosa, Müssnich Aragão

Ana Cândida de Mello Carvalho

SABZ Advogados

Kleber Luiz Zanchim

Campos Mello Advogados

Carolina Caiado, Paulo Renato Barroso

Trench Rossi Watanabe

Heloisa Uelze, Henrique K. Frizzo, Bruno Duarte

VAK Advogados

Fernando Villela de Andrade Vianna, Renato Otto Kloss

2 Barroso Fontelles Barcellos

Ana Paula de Barcellos, Thiago Magalhães Pires, Márcio Monteiro Reis

Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados - BCVL

Rafael Véras, Leonardo Coelho Ribeiro, Felipe Henrique Braz

Carneiros Advogados

Rafael Araripe Carneiro, Felipe Santos Correa, Rafael Marquez

Coelho & Dalle Advogados

Ricardo Dalle

Dal Pozzo Advogados

Augusto Neves Dal Pozzo, Antonio Araldo Ferraz Dal Pozzo, Beatriz Neves Dal Pozzo

Piquet, Magaldi e Guedes Advogados

Guilherme Henrique Magaldi Netto, Arthur Lima Guedes, Daniel Bogéa

Tavernard Advogados

Murilo Melo Vale

JUSTEN, PEREIRA, OLIVEIRA & TALAMINI: PUBLIC LAW EXPERTS



Marçal Justen Filho

Key Figure(s):
Marçal Justen Filho,
Cesar Pereira, Fernão Justen
de Oliveira,
Eduardo Talamini,
André Guskow Cardoso
and, Alexandre Wagner
Nester

Established: 1986

Track record: Distinguished public law department that stands out for its vast know-how in regulatory affairs, infrastructure initiatives, government concessions, public-private collaborations, governmental procurement, contracts, and associated conflict resolution. Additionally valued for the robust experience of its professionals. Frequently retained by key players in the technology, construction and telemarketing industries.

Differentiation: Justen, Pereira, Oliveira & Talamini operates from offices in Curitiba, São Paulo, and Brasília. Its team of associates possesses a unique blend of specialized expertise and is spearheaded by seasoned founding partners Marçal Justen Filho, Cesar Pereira, Fernão Justen de Oliveira and Eduardo Talamini. The firm additionally excels in projects & infrastructure and dispute resolution cases.



GOVERNMENT RELATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
MJ Alves e Burle Advogados e Consultores	Marcos Joaquim Gonçalves Alves, Fernanda Burle, Alan Flores Viana
XVV - Xavier Vasconcelos Valerim Advogados	Beto Vasconcelos, Ivo Corrêa, Felipe de Paula
EXCELLENT	
Celuppi Advocacia e Relações Institucionais	Juliana Celuppi
Cescon, Barriou, Flesch & Barreto Advogados	Luciano Inácio de Souza
TORO: RIG	Antonio Totaro Neto, Caio Leonardo, Vital Perpétuo
TozziniFreire Advogados	Claudio Timm
HIGHLY RECOMMENDED	
BFA - Bialer Falsetti Associados	Mauro Falsetti, Ana Paula Bialer
Perman Advogados e Associados	Bruno Perman, Tiago Santana
Queiroz Monteiro Advogados	Armando de Queiroz Monteiro Bisneto
Strozzi e Hoffmann Advogados	Andrea Hoffmann Formiga, Thaís Strozzi C. Carvalho

AVIATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Machado Meyer Advogados	Fabio Falkenburger, Marina Estrella
Bernardi & Schnapp Advogados	Ricardo Bernardi
2 DDSA - De Luca, Derenusson, Schuttoff Advogados	Ana Luisa Castro Cunha Derenusson, Rita de Cássia Fernandes de Godoy
EXCELLENT	
/asbz	Guilherme Amaral, Thiago Carvalho, Renan Melo
Basch & Rameh	Carlos Rameh, Renata
Costa, Albino & Lasalvia Advogados - CAL	Julio Costa
Di Ciero Advogados	Simone Di Ciero, Luisa Medina, Valeria Curi de Aguar
HIGHLY RECOMMENDED	
Demarest Advogados	Bruno Aurélio
Mattos Filho	Giovani Loss
Montgomery & Associados	Neil Montgomery
Pinheiro Neto Advogados	Caroline Guazzelli Queiroz Gomes, Antonio de Paula Siqueira Filho
Veirano Advogados	Maria Eduarda Mendonça
RECOMMENDED	
JG Assis de Almeida e Associados	José Gabriel Assis de Almeida
Fenelon Advogados	Ricardo Fenelon
Taliba e Advogados Associados	Rita Taliba
Motta Fernandes Advogados	Regina Mangabeira Albernaz Lynch
Simões Sociedade de Advogados	Adriana Simões

DI CIERO ADVOGADOS: HIGH-FLYING AVIATION SPECIALISTS



Simone Di Ciero

Key Figure(s):
Simone Di Ciero,
Luisa Medina, Valéria
Starling, Paulo Stipsky,
Paula Bastos
and Gabriella Gaida
Established: 2006

Track record: Highly specialized boutique with a stellar track record advising household names in the aviation industry. Routinely advises aviation companies, cargo agents, aeronautics technology and systems companies, private airports, and fuel and other suppliers, on complex regulatory, civil, corporate, antitrust, customs, tax and labor law issues. Experts at establishing new airlines.

Differentiation: Di Ciero has offices in Rio de Janeiro and São Paulo and a team of eight partners and 23 associates all geared towards aviation matters. With almost three decades of experience, seasoned founding partner Simone Di Ciero heads the firm and is widely respected in the aviation market. Recently, the firm added a new partner with the promotion of associate Ricardo Romero.



SHIPPING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Kincaid Mendes Vianna Advogados	Godofredo Mendes Vianna, Camila Mendes Vianna Cardoso, Iwam Jaeger
EXCELLENT	
Escritório Jurídico Carbone	Artur R. Carbone, Luis Felipe Galante
Pedro Calmon Filho & Associados (PCF&A)	Pedro Calmon Filho, Henrique Oswaldo Motta, Pedro Calmon Neto
Sammarco Law Office	Oswaldo Sammarco, Marcelo Sammarco
Siano & Martins Advogados Associados	Luiz Roberto Leven Siano, Fabiana Simões Martins, Marcos Martins
HIGHLY RECOMMENDED	
Advocacia Rocha Baptista	Arthur Rocha Baptista
Garbois Melo Advogados	Breno Garbois, Flavia Melo
Farinon, Carvalho da Silva & Advogados Associados	Roberto Farinon, Ruy Fernando Carvalho da Silva
RC Law	Larry Carvalho, Jeová Lima Neto
Vieira Rezende Advogados	Bernardo Mendes Vianna, Daniela Ribeiro Davila
RECOMMENDED	
Demarest Advogados	Gabriel Ricardo Kuznietz, Bruno Aurélio, David Meiler, Thereza Montoro
Lopes Pinto Advogados Associados	Alessander Lopes Pinto
Mattos Filho	Nilton Gomes de Mattos Neto
Castro Barros Advogados	Olympio José de Carvalho e Silva, Camilla Werneck
Salomão, Kaiuca, Abrahão, Raposo & Cotta Advogados	Livia Sancio, Rodrigo Cotta, Luis Felipe Salomão Filho
Shipping Consultoria	Fernando Sobrino Porto, Antonio Francisco Sobral Sampaio
Ruy de Mello Miller Advocacia	Thiago Testini de Mello Miller
Tauil & Chequer Advogados	Joyce Jacobsen, Juliana Pizzolato Furtado Senna
VALUABLE PRACTICE	
KLIEMANN & ARRUDA ADVOCACIA	Ana Carolina Kliemann, Rebeca Arruda Gomes
Pinheiro Neto Advogados	Luis Cláudio Furtado Faria
Reis, Braun e Regueira Advogados	João Paulo Justo Braun, Buadilio Gonzaliz Regueira

INTERNATIONAL TRADE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Demarest Advogados	Vitor Bovarotti Lopes, Fernando Benjamin Bueno, Camila Biral, José Diaz
Pinheiro Neto Advogados	Renê Guilherme da Silva Medrado, Mauro Berenholz, Carol Sayeg
Veirano Advogados	Ana T. Caetano
EXCELLENT	
Magalhães e Dias	Yi Shin Tang, Gabriel Nogueira Dias
MPA Trade Law	Claudia Marques, Rodrigo Pupo
HIGHLY RECOMMENDED	
Carla Junqueira & Associadas Trade Law	Carla Amaral Junqueira
Madrona Fialho Advogados	Lucas Spadano
TozziniFreire Advogados	Vera Kanas Grytz, Lisandra Pacheco, Marcelo Calliari
RECOMMENDED	
Azevedo Sette Advogados	Luiz Eduardo Salles
Bichara Advogados	Giuseppe Mellotti
Gringberg Cordovil Advogados	Ricardo Casanova Motta
Nasser Sociedade de Advogados	Rabih Nasser, Salem Nasser, Anderson Stefani, Marina Takitani
Mundie Advogados	Andrea da Rocha Salviatti, Antenori Trevisan Neto, Rodolpho de Oliveira Franco Protasio
VALUABLE PRACTICE	
Monteiro & Weiss Trade - MW Trade	Andrea Weiss Balassiano, Carol Monteiro de Carvalho
Trench Rossi Watanabe	Francisco Negrão, Paulo Casagrande, Rafael Gregorin, Horácio Veiga de Almeida Neto, Alessandra Machado

CHILE

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M&A

Best International Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 BTG Pactual	José Ignacio Zamorano
2 JP Morgan	Alfonso Eyzaguirre
EXCELLENT	
Banco Santander Chile	Claudio Vergara
Credicorp Capital	James Loveday
Goldman Sachs Chile	Joaquin Escribano
HIGHLY RECOMMENDED	
Bank of America Merrill Lynch	Rodrigo Demaria
BNP Paribas	Sebastián Valle Lorenzini
Credit Suisse	Jerónimo Correa Braun
Deloitte (investment bank area)	Christopher Lyon
Morgan Stanley	Pedro P. Jottar Awad
Rothschild	Matthew Smith

M&A

Best National Investment Banks

In each tier, the bank are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 Larrain Vial	Felipe Porzio
2 Asset Chile	Gonzalo Fanjul
Landmark Capital	Julio Cardenal
Tyndall Group	Juan Ignacio Langlois
EXCELLENT	
Bansud Capital	Jaime Milic
Econsult	Jorge Muñoz
Providence Capital	Pablo D'Agliano
HIGHLY RECOMMENDED	
Altis	Alejandro Puentes
Hudson Bankers	Todd Huckaby
IMAP Chile	Sergio Milic
Key Capital Asesores Financieros	Cristián Mandiola Silva
Quest Capital	Alejandro Valenzuela
RECOMMENDED	
Ameris	Rodrigo Guzmán
Banmerchant	Agustín Larrain
Capital Trust	Rodrigo Muñoz Vivaldi
Link Capital Partners	Fernando Edwards

PROVIDENCE CAPITAL: EXCELLENT ADVICE ON CORPORATE FINANCE MATTERS



Pablo D'Agliano

Key figure(s):
Pablo D'Agliano
Established: 2013

Track record: Providence Capital is an independent corporate finance and M&A advisory firm with three main lines of business: M&A advisory, debt and valuation advisory, and financial modeling. As such, it has in-depth knowledge of a wide range of key industries in Chile and an extensive local and international network of financial and strategic investors.

Team & differentiation: The team provides strategic advice to both corporate clients and shareholders. Pablo D'Agliano has over 24 years' experience in client management, origination, structuring and execution of transactions in Latin America. Over the years the firm has helped clients successfully execute over 50 transactions totaling \$15 billion in countries such as Chile, Peru, Colombia, Argentina, Bolivia, Brazil and Ecuador.



PRIVATE EQUITY

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Ecus Capital	Hubert Porte
Humus Capital	Ramiro Lauzan
Linzor Capital Partners	Carlos Ingham
Patria Investments	José Mestres
Riverwood Capital Partners	Francisco Alvarez
Venturance Alternative Assets	Roberto Loehnert
Victoria Capital Partners	Carlos Garcia

VENTURE CAPITAL FUNDS

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Alaya Vc Capital	Luis Bermejo
Aurus	Raimundo Cerda
Austral Capital	Marcos Kulka
Beagle Ventures	Pablo Vicuña
Chile Ventures	Felipe Matta
Dadneo	Allan Jarry
Devlabs	Rubén Hernandez
Fen Ventures	Cristobal Silva
Genesis Ventures	Rodrigo Castro
Hcs Capital Partners	Alex Horvitz, Luis Felipe San Martin
Invexor	Cristian Undurraga
Magma Partners	Nathan Lustig
Manutara Ventures	Cristian Olea
Masisa Lab	Mauricio Matus
Scale Capital	Oliver Alexander Flögel
Taram Capital	Felipe Camposano
Venturance Alternative Assets	Roberto Loehnert
Wayra	Andrés Saborido

JULY 3
2024



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—DES—
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—DE LA—
FINANCE



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PARTICIPANTS



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SPEAKERS



150
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CORPORATE FINANCE



CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Barros & Errázuriz	Pablo Guerrero, Sergio Eguiguren, Vicente Cordero, Emilio Vásquez, Carlos Ducci, Bernardo Simian, Lucas Marinovic, Luis Alberto Letelier
Bofill Mir Abogados	Octavio Bofill, Ana Maria Yuri, Rodrigo Saffirio
Carey	Jorge Carey, Jaime Carey, Salvador Valdés, Pablo Iacobelli, Francisco Ugarte, Marcos Ríos, Guillermo Acuña, Cristián Eyzaguirre, Jorge Ugarte, Francisco Guzmán, Cristián Figueroa, Patricia Silberman, Alejandra Daroch, Jaime Carey Jr.
Cariola Diez Pérez-Cotapos	Andrea Saffie, Sergio Diez, Juan Pablo Matus, Cristián Herrera, Gerardo Varela, Carlos Pérez-Cotapos, Gonzalo Grez, Tomas Vidal, Francisco Illanes
Claro & Cia	Matias de Marchena, Jose Maria Eyzaguirre B.
EXCELLENT	
Guerrero Olivos	Juan Enrique Allard, Pedro Pellegrini, Jorge Delpiano, Pedro Lyon, César Gálvez
Morales & Besa	Guillermo Morales E., Michel Diban, Eugenio Besa, Álvaro Barriga, Macarena Laso, Carlos Silva
Philippi Prietocarrizosa Ferrero DU & Uria	Alberto Pulido
Prieto Abogados	Juan Tagle Q., Fernando Bravo V., Isabel Margarita Wolleter
HIGHLY RECOMMENDED	
Baker McKenzie	Jaime Munro, Leon Larrain
CEPD Abogados	Alejandro Edwards G, Tomás Poblete, Arturo Poblete
CMS Carey & Allende	Ramon Valdivieso, Jorge Allende D., Luis Felipe Arze, Fernando De Cárcer, Diego Rodríguez, Ignacio Errazquin
DLA Piper Chile	Matías Zegers, Jorge Timmermann, Marco Salgado
Garrigues Chile	Luis Felipe Merino, Jaime De Larraechea, Cristóbal Fainé, Rodrigo Fernandez
Larrain Y Asociados Abogados	Arturo Bulnes, Jorge Granic, Juan de Dios Ferrada
NLD Abogados	Paulo Larrain M., José Pablo Dulanto
Urenda Rencoret Orrego & Dörr	Nicholas Mocarquer, Sergio Orrego, Gonzalo Rencoret, Felipe Rencoret
RECOMMENDED	
1 Aninat Abogados	Luis Alberto Aninat, Manuel Blanco, Maria Eugenia Sabbagh, Martín Mois
Arteaga Gorziglia	Arnaldo Gorziglia, Ignacio Arteaga
Clyde & Co Chile	Franco Acchiardo, Hugo Prieto
Dentons Larrain Rencoret SpA	Felipe Rencoret, José Manuel Larrain, Carlos Urzúa, Karlfranz Koehler
HD Legal	Gonzalo Delaveau, Matias Langevin, Jose Luis Honorato
Jara Del Favero	Sven Herlin Kaiser, Felipe Ovalle
Pagbam Schwencke	Francisco Prado, Juan Pablo Schwencke
Villarino Ilharreborde	Juan Andrés Ilharreborde, Cristóbal Villarino
2 Acu Abogados	Pablo Undurraga, Santiago Achurra, Arturo Costabal
Albagli Zaliasnik	Álvaro Rosenblut, Rodrigo Albagli
Alcaino Abogados	Rodrigo Muñoz, Victoria Ripoll
Alessandri	Felipe Cousiño, Fernando Jamarne
Baraona Marshall & Cia	Juan Pablo Baraona, Raul Marshall, Rodolfo Vega
Cuatrecasas	Roberto Guerrero
Eluchans Abogados	Edmundo Eluchans Urenda, Ricardo Ihnen Becker, Tzu-Hsin Shen, Fernando Lathrop Aubert, Guillermo Malatrassi Mozó, Andres Correa, Carlos Ossandon
Magliona Abogados	Claudio Magliona, Giovanni Donati, Juan Pablo Montiel
Ried Fabres	Cristian Fabres, Jose Miguel Ried, Jaime Hirschberg
VALUABLE PRACTICE	
1 Barros Silva Varela & Vigil	Jorge Vigil, Rodrigo de Alencar, Francisco Varela, Sebastián Barros
Chirgwin	Andrés Chirgwin
Contreras Velozo	Oscar Contreras Blanco, Alvaro Awad
Fischer & Cia	Gerardo Cruzat, Cristóbal Herrera
KPMG Chile	Andrés Martínez
Lembeye Abogados	Jorge Lembeye, Nicolás Espina, Rony Zimerman
Marinovic & Alcalde Abogados	Martin Vilajuana, Javier Gonzalez, Alberto Polette, Tomas Polette

Ossandón Abogados	Roberto Grant, Monserrat Alarcón, Josemaria Romero, Roberto Ossandón, Marko Jurgensen
Ovalle Consejeros Legales	Matías Ovalle, Javier Ovalle
Pérez-Iñigo Ugarte & Baraona Abogados	Rodrigo Pérez-Iñigo
Porzio Rios García	Ignacio García
Russi Eguiguren / Quadrant	José Miguel Sanhueza, Carlos Russi, Alberto Eguiguren
UH&C Abogados	Luis Felipe Hübner Guzmán, Felipe Hübner Valdivieso
2 Abdala & Cia	Ricardo Abdala Hirane, Nicolas Abdala
Allende Bascuñan & Cia	Felipe Allende D., José Luis Ibáñez
Alvarez Abogados	José Antonio Velasco
Boza & Muirhead Abogados	Max Boza W.
Del Río Izquierdo	Eduardo Izquierdo, Alejandra Aguad
DNPV Abogados	Juan Pablo Vergara, Rodrigo Novoa, Pedro Novoa
Edn Abogados	Felipe Díaz Toro
Eyzaguirre Y Cia	Gonzalo Eyzaguirre Alvarado, María Daniela Del Solar Nielsen
Fontaine & Cia	Francisco Fontaine
Garnham Abogados	Daniela Gazmur
Infante Valenzuela Molina Abogados	Gonzalo Molina, Héctor Vidal, José Alberto Guzmán
Lagos Maclean Abogados	Angelina Morales, Kenneth Maclean
Maira Vial Abogados	Rodrigo Vial
MBC Abogados Menichetti, Bolelli & Cremaschi	Carolina Menichetti, Benjamin Salas
Misraji & Béjar Abogados	Arie Misraji
Palma	Juan Eduardo Palma Jara, Juan Eduardo Palma Cruzat, Sergio Quesney, Gabriel Palma
Parraguez Marin & del Río	Marcela Achurra
Portaluppi Guzmán y Bezanilla	Manuel Enrique Bezanilla
Saez & Cia	Vicente Tadeo Sáez Pinochet, Gonzalo Alberto Sáez Pinochet
Vicuña Abogados	Rafael Vicuña

NLD ABOGADOS: MANAGING COMPLEX COMMERCIAL TRANSACTIONS



Paulo Larrain

Key figure(s): Paulo Larrain and José Pablo Dulanto
Established: 2007

Track record: The M&A team has extensive experience acting in sophisticated corporate transactions for key players in the private equity industry, such as repeat clients Linzor Capital Partners and Riverwood Capital. In 2022, it worked with Emergent Cold on the acquisition of targets in Chile. It has also acted as advisor to Waterlogic in the acquisition of several companies in Central and Latin America.

Differentiation: The team excels at M&A advisory, as well as providing legal services to companies in banking, financing, capital markets, corporate governance, private equity and regulatory compliance. Over the past three decades, founding partner Paulo Larrain has participated in multiple acquisitions of companies and/or assets through private processes or bids, both in Chile and abroad.

CAREY: LEADING CORPORATE CONSULTANTS



Jorge Carey

Key figure(s): Jorge Carey, Jaime Carey, Salvador Valdés, Pablo Iacobelli, Francisco Ugarte, Marcos Rios, Guillermo Acuña, Cristián Eyzaguirre, Jorge Ugarte, Francisco Guzmán, Cristián Figueroa, Patricia Silberman, Alejandra Daroch and Jaime Carey Jr.
Established: 1905

Track record: The firm has broad experience in mergers and acquisitions, such as takeovers via public offerings, purchases of minority stakes, acquisitions of companies or collections of assets in various jurisdictions, private equity transactions and purchases of insolvent or restructured companies or assets. Hapag-Lloyd, Masisa and PSP Investments are clients.

Differentiation: Market leading M&A team admired for its impeccable transactions acumen. Clients include multinationals, funds and foreign companies investing for the first time in Chile. Jorge Carey plays a key role in shaping many of the nation's most important deals. His practice focuses on corporate and commercial law, mergers and acquisitions, project finance and international arbitration.

BOFILL MIR ABOGADOS: MULTIDISCIPLINARY LAW FIRM SPECIALIZING IN CORPORATE MATTERS



Octavio Bofill

Key figure(s): Octavio Bofill, Ana María Yuri and Rodrigo Saffrino
Established: 2006

Track record: The firm has a well-established mergers and acquisitions practice capable of advising on all stages of the transaction process and ensuring contracts are well structured for the most efficient sale, merger or acquisition. The team advises on transactions in the energy, mining, real estate, industrial, aeronautical, agricultural and construction sectors.

Differentiation: Multidisciplinary and responsive, Bofill Mir Abogados has amassed almost two decades of professional experience and a team of highly trained lawyers to boot. Octavio Bofill is richly experienced in corporate law matters. He represents national and international clients on M&A, banking and finance, capital markets, reorganization and insolvency matters.



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Barros & Errázuriz	José Ignacio Ovalle, Oscar Ruiz Tagle, Patricio Solorzano
Fontaine & Cía	Diego Marín, Montserrat Valverde, Juan Eduardo Troncoso
Guerrero Olivos	Martin Santa María, José Gabriel Undurraga
Philippi Prietocarrizosa Ferrero DU & Uria	José Tagle
EXCELLENT	
1 CMS Carey & Allende	Pabla Gainza
Garrigues Chile	José Miguel Rioseco, Luis Eduardo Correa
2 Bofill Mir Abogados	Ana Maria Yuri
Carey	Juan Pablo Stitchkin, Eduardo Martin
Cariola Diez Pérez-Cotapos	Juan Pablo Matus
Urenda Rencoret Orrego & Dörr	Gonzalo Errazuriz, Felipe Rencoret
HIGHLY RECOMMENDED	
1 CEPD Abogados	Antonio Dittborn, Sebastián Aninat
Correa Squella	Carolina Squella
De Iruarrizaga Arnaiz Y Compania	Javier de Iruarrizaga, Juan Rafael Arnaiz
Figuerola Illanes Huidobro Salamanca	Patricio Figuerola V, Juan Eduardo Figuerola
HD Legal	Juan Ignacio Peña
Larrain Y Asociados Abogados	Juan Carlos Bulnes, José Pedro Baraona
Marinovic & Alcalde	Juan Carlos Méndez, Domingo Edwards
Morales & Besa	Macarena Laso
Prieto Abogados	Fernando Samaniego, Alejandra Bañados
Urenda, León, Rivas & Darraidou Abogados	Juan Ignacio León Lira, Juan Pablo Urenda Bilicic
2 Álamos, Álvarez & Squella Abogados	Felipe Álvarez, Sebastián Squella
Albagli Zaliasnik	Álvaro Rosenblut
Baker McKenzie	Andrés Wagner
Barros Silva Varela & Vigil	José Joaquín Silva
Clyde & Co Chile	Hugo Prieto
Del Río Izquierdo	Alejandra Aguad, Eduardo Izquierdo
Dla Piper Chile	Rodrigo Álvarez, Bernardita Doren, Mauricio Halpern
Eluchans Abogados	Carlos Ossandón Salas, Andrés Correa Cruzat, Ricardo Ihnen, Fernando Lathrop
Frías, Lagos, Maira Vial Abogados	Esteban Maira
Jara Del Favero	Sven Herlin Kaiser, Julio Trucco
Villarino Ilharreborde	Cristóbal Villarino
RECOMMENDED	
Abdala & Cía	Ricardo Abdala Hirane
Acu Abogados	Arturo Costabal
Andreucci & Torrejon	Rodrigo Andreucci Aguilera, José Arcadio Torrejón
Arteaga Gorziglia	Luciano Cruz
Infante Valenzuela Molina Abogados	Héctor Enrique Vidal Delgado
MBC Abogados	Carolina Minechetti, Ignacio Bolelli
Pagbam Schwencke	Juan Pablo Schwencke, Francisco Prado
Palma	Gabriel Palma, Sergio Quesney
Ried Fabres	Cristian Fabres
VALUABLE PRACTICE	
Aldunate Álvarez & Cía Abogados	Juan Pablo Álvarez, Mario Aldunate
Alvarez Abogados	José Antonio Velasco
Lagos Maclean Abogados	Kenneth Maclean, Catalina Parker
Misraji & Béjar Abogados	Arie Misraji
NDI Abogados	Cristián Casanova
Ossandón Abogados	Roberto Grant
Pérez-Iñigo Ugarte & Baraona Abogados	Rodrigo Pérez-Iñigo, Cristián Baraona
Porzio Rios Garcia	Ignacio García
Russi Eguiguren / Quadrant	José Miguel Sanhueza

Analysis

ANDREUCCI & TORREJÓN ABOGADOS: REAL ESTATE AND CORPORATE EXPERTS



Rodrigo Andreucci

Key figure(s):
Rodrigo Andreucci
and José Arcadio Torrejón
Established: 2002

Track record: The firm provides real estate, construction, urban planning and corporate legal advice to real-estate companies, construction companies, banks, real-estate investment funds and family offices. It has experience in permit application, contracts, title deeds and litigation, both in Chile and abroad. Broom Group, Banco Internacional, Kant Real Estate and Aramburú Architects are clients.

Differentiation: The firm offers its clients highly personalized legal advice in the area of real estate. Rodrigo Andreucci regularly represents banks, real-estate companies and construction firms, as well as leading national and foreign companies. José Torrejón Linares specializes in electricity law, corporate and partnership law, labor law, and associated litigation.

OVALLE CONSEJEROS LEGALES: SUPERIOR BUSINESS ADVISORY SERVICES



Javier Ovalle

Key figure(s): Matias Ovalle,
Javier Ovalle, Alvaro Parra,
Josefina Escobar
and Juan Ready
Established: 1963

Track record: The team has extensive experience analyzing and implementing structures for inbound and outbound investments, as well as helping reduce clients' exposure to tax and financial risk when making major investments. It also provides regular advice to clients' human resources departments on labor and immigration law, collective bargaining, and labor litigation. Valmet and Favatex are clients.

Differentiation: The strength of the team lies in the many and varied skills of its team of highly qualified professionals, who provide commercial and corporate counsel to a select clientele. Javier Ovalle specializes in business and investment structuring, reorganizations, mergers and acquisitions and highly complex litigation.

ÁLAMOS, ÁLVAREZ & SQUELLA ABOGADOS: YOUNG FIRM WITH INNOVATIVE SOLUTIONS



Felipe Álvarez

Key figure(s):
Alfonso Álamos,
Felipe Álvarez
and Sebastián Squella
Established: 2020

Track record: The firm provides highly specialized advice on capital markets, venture capital and real estate matters, advising fund managers and family offices in the development and planning of real estate projects of all types. Clients include real estate developers, accelerators, incubators, and other members of the national innovation and entrepreneurship ecosystems.

Differentiation: The team is distinguished by the cutting-edge advice it provides clients on business development and the establishment of ongoing consulting relationships with its clients. Felipe Álvarez focuses his practice on issues related to corporate law, capital markets and private equity. He helps local and foreign investors structure their businesses and during the acquisition and/or sale of companies.

CAREY: SUBSTANTIAL REAL-ESTATE TEAM



Juan Pablo Stitckin

Key figure(s):
Juan Pablo Stitckin
and Eduardo Martin
Established: 1905

Track record: The real estate department has extensive experience in the development, financing, construction and sale of real-estate projects of all kinds, including residential, commercial, industrial, hotel, agro-housing, and conservation parks, as well as in the purchase, sale, leasing, portfolio securitization and management of real-estate assets. Services include corporate, regulatory and tax structuring.

Differentiation: The 11-lawyer real-estate practice, comprising a partner, a counsel and nine associates, is one of the largest and best regarded in the country. Team leader Juan Pablo Stitckin focuses his practice on real-estate developments, land claims management, infrastructure project management, engineering and construction, mining and energy facilities, and related matters.

ELUCHANS ABOGADOS: ADDRESSING STRATEGIC NEEDS



Edmundo Eluchans

Key figure(s):
Edmundo Eluchans,
Ricardo Ihnen,
Carlos Ossandón,
Andrés Correa,
Tzu-Hsin Shen,
Fernanco Lathrop
and Guillermo Malatrassi
Established: 1914

Track record: The firm maintains a highly specialized practice in corporate law, mergers and acquisitions, taxation and project development, with a strong focus on foreign investment. It advises clients in the acquisition, sale and commercial and financial leasing of real estate projects. Related services extend to carrying out risk assessments and negotiating contracts for design, construction and consulting services.

Differentiation: Thanks to the firm's solid real-estate experience, it is sought out by developers, investors, lenders and high-profile borrowers in all major areas of real estate and construction. Edmundo Eluchans has developed a thriving civil and commercial practice. He is a private arbitrator and judge with the Arbitration and Mediation Center of Santiago.

BARROS SILVA VARELA & VIGIL: BENCHMARKS IN REAL ESTATE DEVELOPMENT



José Joaquín Silva

Key figure(s): Jorge Vigil,
Roberto Lewin
and José Joaquín Silva
Established: 2012

Track record: The firm stands out for its knowledge and experience in urban and environmental regulations related to real-estate projects, providing strategic advice and resolving administrative or judicial obstacles. It also advises on mergers and acquisitions, including post-merger issues, in sectors such as telecommunications, services, mining, energy and pharmaceuticals.

Differentiation: The team brings effort and tenacity to the complex real-estate projects it acts in. José Joaquín Silva focuses his practice on real estate, regulatory and territorial planning, providing strategic advice to real estate and construction companies in the development of residential and commercial projects, covering corporate structure, financing and regulatory aspects.



LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carey	Oscar Aitken, Francisco Arce, Francisca Corti
Munita & Olavarria	Cristián Olavarria
Uribe Legal	Enrique Uribe Errázuriz, Enrique Uribe Casasbellas, Pablo Prieto, Silvestre Lyon
EXCELLENT	
Arthur Humeres Mejia & Toloza	Hector Humeres
Barros & Errázuriz	Juan Cristóbal Iturrate, María Fernanda Espinosa
Clyde & Co Chile	Christian Alvarado
Della Maggiora Eyzaguirre Abogados	Francisco Della Maggiora, Camila Herrera, Domingo Eyzaguirre, Aníbal Zalaquett
Lizama Abogados	Luis Lizama, Oswaldo Parada, Diego Lizama Castro, Esteban Palma
HIGHLY RECOMMENDED	
1 Allende Bascuñan & Cia	Andrés Garrido
Aninat Abogados	Rodrigo Ugarte
Asesorias Pimentel Abogados	Valentín Pimentel
Baker McKenzie	Andrés Valdés
Bofill Mir Abogados	Pablo Gutiérrez, Luis Alberto Cruchaga
Cariola Diez Pérez-Cotapos	Ricardo Tisi
CMS Carey & Allende	Enzo Canales
Doña Riveaux	Santiago Doña Vial, Margarita Riveaux García-Huidobro
Fontaine & Cía	Diego Marín
Larrain Y Asociados Abogados	Andrés Silva
Morales & Besa	Alvaro Barriga O.
Philippi Prietocarrizosa Ferrero DU & Uria	Paulina Miranda
Prieto Abogados	Christian Von Bergen, Cristobal Raby
Saez & Fernandez	Felipe Saéz, Raúl Fernandez
2 Abdala & Cia	José Ignacio Arteaga Manieu
Albagli Zaliasnik	Jorge Arredondo
DLA Piper Chile	Luis Parada
Dominguez y Cía	Ramón Domínguez
Estudio Navarro	Benjamín Costa, Luis Navarro, Juan Pablo Fernandez, Catalina Navarro
Guerrero Olivos	Rocío García de la Pastora
Parraguez Marín & del Río	Rodrigo Marín
Porzio Rios Garcia	Ignacio García, Fernando Villalobos Valenzuela
Saavedra Muñoz y Gerpe Abogados	Juan Pablo Saavedra, Cristóbal Muñoz, Gabriela Gerpe
RECOMMENDED	
Álamos, Álvarez & Squella Abogados	Benjamín Pumpin
Barros Silva Varela & Vigil	Roberto Lewin
Del Río Izquierdo	Eduardo Izquierdo

Flores Acevedo Abogados	Paulo Figueroa, Hector Figueroa
Garrigues Chile	Bárbara Vera
GNP Canales Abogados Laborales	Alfonso Canales
Hurtado Abogados	Fernando Hurtado
Jara Del Favero	Felipe Ovalle, Alfred Sherman
Oksenberg Y Arenas Abogados	Daniel Oksenberg, María Fernanda Arenas
Ovalle Consejeros Legales	Juan Ready
Pagbam Schwencke	Gonzalo Aravena Frontaura
Palma	Paz Palma
Parga Montes & Vasseur, Laborales	Sebastián Parga, Jorge Montes, Pablo Vasseur, Alexandra de Grenade
Provoste Matamala Abogados	Pedro Matamala Souper
Rosso Abogados	Marco Rosso
Scr Abogados	Constanza Contreras
Torrealba & Locke Abogados	Cristóbal Torrealba, Maureen Locke
Urenda Rencoret Orrego & Dörr	Alberto Rencoret
VALUABLE PRACTICE	
1 Acu Abogados	Paula María Francisca Escobar Díaz
AEM Abogados	Cristian Aguayo, Rubén Soto
Eyzaguirre & Cía	Francisca Vial Herrera, Rodrigo Trucco Fuenzalida
Pérez-Iñigo Ugarte & Baraona Abogados	Javier Ugarte
1 Alcalde & Cía	Horacio Del Valle Fraga
Apparcel Uriarte Abogados	Nicolás Vassallo
Arteaga Gorziglia	María Fernanda Brahm
HD Legal	Rebeca Zamora
Labbé Abogados	José Tomás Labbé
Lagos Maclean Abogados	Kenneth Maclean, Silvia Morales
Lembeye Abogados	Romina Urzúa
Ossandón Abogados	Juan Pablo Grant
Saez & Cía	Vicente Tadeo Sáez Pinochet, Gonzalo Alberto Sáez Pinochet

CAREY: WELL ESTABLISHED LABOR PRACTICE



Oscar Aitken

Key figure(s): Oscar Aitken, Francisca Corti and Francisco Arce
Established: 1905

Track record: Carey's distinguished labor law department provides comprehensive advice to domestic and international companies on all aspects of labor and employment, including corporate employment, labor litigation, union relations, and immigration and global mobility issues, supplying strategic, business-oriented solutions. JPMorgan Chase Bank and Equinix are clients.

Team & differentiation: The labor law practice, in operation for more than 30 years, is currently led by Oscar Aitken, Francisca Corti and Francisco Arce and has the support of 16 associates. Aitken heads the labor and employment practice group, and specializes in collective bargaining, union relations, unfair labor practices, compensation and benefits, discrimination and general violations of employee rights.

DOÑA RIVEAUX ABOGADOS: LABOR LAW AND COLLECTIVE BARGAINING SPECIALISTS



Santiago Doña Vial

Key figure(s): Santiago Doña and Margarita Riveaux
Established: 2017

Track record: The firm specializes in labor and collective bargaining law. It represents clients in a variety of sectors including construction, transportation, agribusiness, retail and healthcare. It has a distinguished track record in process and policy design, labor audits, labor compliance, corporate training, labor consulting, litigation and dispute settlement.

Team & differentiation: The team provides direct and considered advice which accommodates the client's business requirements. Santiago Doña has more than 10 years' experience in labor matters, handling important collective bargaining and multi-trial trials, in addition to providing labor counseling. Margarita Riveaux has considerable experience providing labor and social security advice to leading companies, as well as in due diligence processes.



MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carey	Lorena Pavic, José Pardo
Claro & Cia	Cristóbal Eyzaguirre, Jose Miguel Huerta
FerradaNehme	Diego Hernandez, Nicole Nehme
Pellegrini & Rencoret	Julio Pellegrini, Pedro Rencoret, Diego Ramos
EXCELLENT	
Barros & Errázuriz	Luis Eduardo Toro, Francisco Borquez, José Luis Corvalán
Cariola Diez Pérez-Cotapos	Juan Cristóbal Gumucio
Morales & Besa	María José Henríquez
Prieto Abogados	Benjamín Grebe
HIGHLY RECOMMENDED	
Bulnes & Urrutia Abogados	Felipe Bulnes
CEPD Abogados	Juan Enrique Coeymans, María José Larrain
Contreras Velozo	Javier Velozo, Pablo Pardo
Dla Piper Chile	Felipe Bahamondez, Sofia O'Ryan
Estudio Lewin Abogados	Nicolás Lewin
Guerrero Olivos	Pedro Pellegrini, Juan José García
Urenda Rencoret Orrego & Dörr	Nicholas Mocarquer, Gonzalo Rencoret
RECOMMENDED	
Acu Abogados	Arturo Costabal
Baker McKenzie	Rodrigo Díaz de Valdés
Bofill Mir Abogados	Octavio Bofill
Bordoli Doren	Carla Bordoli
Garrigues Chile	Mario Ybar
Pagbam Schwencke	Sander Van der Voorde
Ugarte & Correa	José Joaquín Ugarte

AUDITING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
ADDVAL Auditores	Guillermo Ureta
Artl Chile Auditores	Luis Landa
Baker Tilly Chile Auditores	Marcos Guerra
BDO	Heraldo Hetz
CFA (Chile Finance Advisors)	José Luis Aviles
Crowe	Sergio Bascañan
Deloitte (Chile)	Julio Valenzuela
Ecovis	William Ruz
EY Auditores	Chris Heidrich
Grant Thornton	Alejandro Cerda
Kennedy consultores auditores	Marcelo Cabezas
KPMG Chile	Santiago Barba Muñoz
Mazars Chile	Damien de La Panouse
Moore Landa	Juan Landa
PKF Chile Auditores Consultores	Antonio Gonzalez
Puente Sur	Nicholas Walker
PwC Chile	Renzo Corona
RSM Chile	John Droguett
TGS C&C Canessa SA	José Canessa

COLOMBIA

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AUDITING

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Auren Colombia	Raúl Alberto Menco Vargas
Baker Tilly Colombia	Ricardo Vásquez Bernal
Bdo Colombia	José Ricardo Díaz Quiroga
Castro Auditores	Aldemar Castro
Crowe Colombia	Oscar L. Villarruel
Deloitte Colombia	Andres Ocampo
EY Colombia	Edgar Sanchez
Grant Thornton Colombia	Pedro Cruz Daza
KPMG Colombia	Jubran Coelho
Mazars Colombia	Carlos Andrés Molano, José Manuel Trujillo López, Edwin Franco Arevalo, Andrés Camilo Hernández Ovalle, Vivian Paola Mariño, Ernesto Erazo
Moore Stephens Colombia	Edgard Pérez Henao
Amézquita & Cia	Vivian Amezquita
PwC Colombia	Diego Henao
Rsm Colombia	Victor M. Gomez
Russell Redford	Geraldine Trujillo Bedoya
UHY Colombia	Diego Charry

M&A

Best Local Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
RECOMMENDED	
B.a. M&a Coporate Finance	Tommaso Leonetti
Banca De Inversión Bancolombia	Jean Pierre Serani
Banicol	Andrés Velasco, Diego Calderón, Alejandro Jaramillo
Estrategia En Acción	Alba Luz Hoyos
Estrategias Corporativas	Federico Márquez
Exponencial	Sergio Restrepo
GBS Finance	Viviana Vega
Génesis	Juan Pablo Ortíz
HBI (Helm Banca de Inversion)	Pablo Bickenbach
Incorbank	Jaime Ricaurte
Inverlink	Mauricio Saldarriaga
Latinvestco	Hugo Díaz, Miguel Reyna
Oaklins Colombia	Carlos Barona, Juan Pablo Bayter
Silk & Co	Martha Juliana Silva
Structure Banca de Inversión	Héctor Ulloa
Sumatoria	Luis Carlos Valenzuela
Valor y Estrategia	Jorge Julián Trujillo

M&A

Best International Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
RECOMMENDED	
Banco Santander	Marcel Patino
Bank of America Merrill Lynch	Eduardo Mayoral
BBVA Colombia	Ader Anaya Ariza
BNP Paribas	Andrés Cifuentes
BTG Pactual	Felipe Pérez
Colpatria (part of Scotiabank Group)	Olga Lucia Varón
Credicorp Capital	Juan Pablo Galán
Crédit Agricole	Juan Carlos Álvarez
Crédit Suisse	Carlos Lloreda
Goldman Sachs	Marc Nachmann, John Waldron
Itau BBA	Jaime Otero
JP Morgan	Angela Hurtado



CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Brigard Urrutia	Jaime Robledo, Sergio Michelsen, Tomás Holguín, Dario Laguado, Fernando Castillo
DLA Piper Martinez Beltrán	Felipe Quintero, Camilo Martínez Beltrán, Juan Manuel de la Rosa, Felipe Aristizábal
Gómez-Pinzón	Lina Uribe, Natalia Garcia, Juan David Quintero, Ana Cristina Jaramillo, Maria Fernanda Restrepo
Philippi Prietocarrizosa Ferrero DU & Uría	Martin Acero, Hernando Padilla, Felipe Cuberos, Juan Carlos Rocha
Posse Herrera Ruiz	Jaime Herrera, Oscar Tutasaura, Gabriel Sanchez, Susana Gomez, Jaime Cubillos, José Torres
EXCELLENT	
Baker McKenzie	Jaime Trujillo, Andrés Crump
Dentons Cárdenas & Cárdenas	Eduardo Cárdenas Caballero, Mauricio Borrero
Lloreda Camacho	Santiago Gutiérrez, Andrés Hidalgo
Muñoz Tamayo & Asociados	Diego Muñoz Tamayo, Felipe Trias Visbal
HIGHLY RECOMMENDED	
CMS Rodríguez-Azuero	Juan Camilo Rodríguez, Leopoldo Olavarria
Contexto Legal	Guillermo Villegas
Garrigues Colombia	Ignacio Londoño, Andrés Ordoñez
Holland & Knight	Enrique Gomez-Pinzon, Gustavo Cuberos, José V. Zapata, Alba Malagón, Juan Carlos Valencia, Inés E. Vesga, Julia Velásquez
Parra Rodríguez Abogados	Bernardo Rodríguez, Alvaro Parra Gomez
RECOMMENDED	
BBGS Barrios Montenegro Abogados	Monica Serrano, Luis Felipe Barrios
Brick Abogados	Juan Diego Rodriguez, Jorge Castaño, Santiago Arias
CMM Abogados	Paula Muñoz Romero, Jose Luis Jerez , Freddy Navarrete
Cuatrecasas	Juan Felipe Vera, Felipe Mariño
Gamboa, García & Cardona Abogados	Juan Felipe Roldán, Daniel García, Mónica Pastor Mahecha
GodoyHoyos_GOH	Juan Pablo Godoy
Palacios Lleras	Pedro Pacheco Jiménez
Pinilla González & Prieto	Carlos Felipe Pinilla, Julian Rojas, Camilo Hermida
VALUABLE PRACTICE	
Angulo Martínez Abogados	Juan José Angulo
Solvere	Tomás Calderon Mejía
Chalela Abogados	Federico Chalela
CMA – Correa Merino Agudelo	Camilo Merino
Due Legal	Nicolás Becerra Cardona, David Felipe Bencardino Zuluaga
Ecija Colombia	Pablo Márquez
Esguerra Asesores Jurídicos	Juan Pablo González Mejía
EY	Ximena Zuluaga, Carlos Andrés González, María Camila González
Gamboa Abogados	Ernesto Gamboa, Eduardo Gamboa, Paula Isaza
Jimenez Higueta Rodriguez & Asociados	Luis Alfonso Riveros Garavito
Lewin & Wills	Diana Vaughan
Mendoza Abogados	Mateo Mendoza
Olartemoure	Juan Moure
Sabatino Abogados	Niella Sabatino
Sancllemente Fernández Abogados S.A	Diana Sancllemente
Serrano Martínez S.A.S	Juan Diego Martinez
Valbuena Abogados	Gustavo Valbuena

Analysis

DLA PIPER MARTINEZ BELTRÁN: FRONTLINE M&A TEAM



Camilo Martinez

Key figure(s):
Camilo Martinez,
Felipe Quintero, Felipe
Aristizabal
and Juan Manuel De La
Rosa
Established: 1996

Track record: The firm provides full-service legal advice to national and multinational companies with interests and operations in the region, advising on the largest and most sophisticated M&A transactions in diverse areas, such as health-care, real estate, energy, finance and hospitality. It advised John Laing in the acquisition of two concessions of the largest public transportation system in Bogota.

Differentiation: The M&A department is led by four of the most notable practitioners in the Colombian market, Camilo Martinez, Felipe Quintero, Juan Manuel de la Rosa and Felipe Aristizabal, who have assembled a team of skillful and esteemed lawyers that continues to shake up the local market with fresh, innovative and dynamic ideas.

VALBUENA ABOGADOS: ANTITRUST SPECIALISTS



Gustavo Valbuena

Key figure(s):
Gustavo Valbuena
Established: 2011

Track record: Boutique firm specializing in antitrust matters, in addition to administrative investigations, and the responsibilities of corporate administrators, among other aspects of competition law. It also provides general commercial and corporate advice to clients in diverse sectors, such as telecommunications, infrastructure, energy and gas.

Differentiation: The team understands the needs of public and private sector clients and how to develop the best strategies for each. Gustavo Valbuena has been Superintendent of Industry and Commerce, advisor to the Legal Secretariat of the Presidency of the Republic, advisor to the Financial Superintendent of Colombia, national legal manager of La Previsora S.A. Compañía de Seguros and advisor to the Ministry of Finance and Public Credit.

ACEVEDO ABOGADOS CONSULTORES: LABOR LAW EXPERTS



José Dario Acevedo

Key figure(s):
José Dario Acevedo
Established: 2020

Track record: Consulting law firm with more than 15 years' experience in business advisory, and an emphasis on labor law, social security and immigration law. The firm advises on labor contingencies, audits, individual and collective human-resource management, personnel hiring, voluntary retirement plans and salary structuring. It also handles judicial processes before the ordinary labor courts.

Differentiation: The team manages detailed analysis of the labor law issues at stake and the different financial, social, political and environmental activities of client-companies. José Dario Acevedo has spent a decade as an advisor to companies, unions and public sector entities and represents companies in labor matters, routinely providing defense in judicial and administrative processes.

METHODOLOGY



The criteria are:

- Recognition & reputation of the firm in its market
- Team size at partner and senior associate level; seniority and track record of partners
- Nature, quality and volume of matters handled by the firm
- Prestige, diversity and internationalization of the firm's client base
- Recent team expansions that have proved demonstrably successful

In the course of our research, we gather detailed information from diverse sources:

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, CFOs, Tax Managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: investment bankers, accountants, arbitrators, expert witnesses.

Peer-review: We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.



MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Baker McKenzie	María Carolina Pardo Cuéllar
Brigard Urrutia	Alejandro García de Brigard
Garrigues Colombia	José Miguel de la Calle
Gómez-Pinzón	Mauricio Jaramillo
IBARRA RIMÓN Abogados	Gabriel Ibarra Pardo, Ana Parra, Alejandro Ibarra
Posse Herrera Ruiz	Jorge de los Rios
EXCELLENT	
Dentons Cárdenas & Cárdenas	Ximena Zuleta
Esguerra Asesores Jurídicos	Alfonso Miranda Londoño, Andrés Jaramillo Hoyo
Ecija	Pablo Márquez
Philippi Prietocarrizosa Ferrero DU & Uría	Diego Cardona, Martin Acero
HIGHLY RECOMMENDED	
Dla Piper Martinez Beltrán	María Claudia Martínez, Julián Solorza
Jaeckel/Montoya Abogados	Jorge Jaeckel Kovács
Lizarazu, Sossa, Peña & Lozano	Guillermo Sossa G.
Lloreda Camacho	Enrique Álvarez, Andrés Hidalgo
Serrano Martínez S.A.S	Felipe Serrano
Valbuena Abogados	Gustavo Valbuena
RECOMMENDED	
CMS Rodríguez-Azuero	Lorenzo Villegas Carrasquilla
GodoyHoyos_GOH	Juan Pablo Godoy
Holland & Knight	Danilo Romero Raad
Olartemoure	Juan Moure

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Godoy Córdoba member of Litter Global	Carlos Hernán Godoy, Francisco Buriticá
López & Asociados	Juan Pablo López
Álvarez Liévano & Laserna	Claudia Liévano Triana, Carlos Álvarez Pereira, Felipe Alvarez, María Lucía Laserna, Carlos Barco
Baker McKenzie	Tatiana Garcés
EXCELLENT	
Brigard Urrutia	Catalina Santos
Chapman Wilches	Charles Chapman, Mirna Wilches
Escandón Abogados	Alberto Escandón
Herrera Laboral	José Roberto Herrera
Philippi Prietocarrizosa Ferrero DU & Uría	Héctor Hernandez
Posse Herrera Ruiz	Vicente Umaña
HIGHLY RECOMMENDED	
1 Acevedo Abogados Consultores S.a.s	José Darío Acevedo Gámez
Cortés Romero & Asociados	José Luis Cortés, Catalina Romero, María Victoria Romero
Dentons Cárdenas & Cárdenas	Lorena Arámbula
Gamboa, García & Cardona Abogados	Iván Cardona
Guerrero & Asociados Asesores Laborales	Juan Manuel Guerrero
Holland & Knight	Camilo Cuervo, Diego Acevedo
Lloreda Camacho	Enrique Álvarez
Pilonietalvarez Abogados Laboralistas	Eduardo Pilonieta, Patricia Alvarez
Quintero y Quintero Asesores	Saida Quintero, Iván Quintero
Scola Abogados	Nicolás Rico, Diego Felipe Valdivieso
2 CMS Rodríguez-Azuero	Adriana Escobar
Gómez-Pinzón	Mauricio Montealegre
Muñoz Tamayo & Asociados	Joe Bonilla Galvez
RECOMMENDED	
Brick Abogados	Boris Alfaro, Jorge Castaño
CMM Abogados	Karla Sofía Escobar Arango
Contexto Legal	Guillermo Villegas
Dla Piper Martínez Beltrán	Diana Zuleta
Franco Murgueitio & Asociados	Luis Hernando Franco Murgueitio
Garrigues Colombia	Carolina Camacho Solana
Nidia Osorio & Co	Nidia Osorio
Parra Rodríguez Abogados	Alvaro Parra Gomez
Pinilla González & Prieto	Julian Rojas, Lina Maria Ospina
Santiago Meza Abogados & Asesores	David Martinez, Oscar Martinez

GUERRERO & ASOCIADOS: PRACTICAL SOLUTIONS TO COMPLEX LABOR AND SOCIAL SECURITY ISSUES



Juan Manuel Guerrero

Key figure(s):
Juan Manuel Guerrero
Established: 2011

Track record: The firm's labor law specialization saw it brought in by the Colombian Ministry of Education to advise on a high-stakes collective bargaining process with the Colombian Federation of Education Workers (Fecode), as well as by the airline Avianca, in a collective labor dispute with the Colombian Association of Civil Aviators (ACDAC).

Differentiation: The team offers practical and innovative solutions that dovetail with the needs and strategic vision of its clients. Juan Manuel Guerrero advises on matters related to collective bargaining, strikes and arbitration tribunals, restructurings, reorganizations, mergers, spinoffs and corporate integrations in the labor field, mass redundancies and the planning of labor and social security programs.



AVIATION LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Garciarboleda Abogados	José Ignacio García
Parra Rodríguez Abogados	Bernardo Rodríguez
EXCELLENT	
CMC Abogados	Alfonso Plana
Del Hierro Abogados	José Elias del Hierro
HIGHLY RECOMMENDED	
Brigard Urrutia	Alvaro Cala, Johann Schomberger Tibocho
Dentons Cárdenas & Cárdenas	James Valdiri
Leal Angarita Abogados	Manuel Leal, Ilva Restrepo
RECOMMENDED	
DLA Piper Martinez Beltrán	Olga Lucía Ramírez
Cuatrecasas	Juan Fernando Puerta
Lloreda Camacho	Santiago Gutiérrez

PARRA RODRÍGUEZ ABOGADOS: AVIATION FINANCING STALWARTS



Bernardo Rodríguez Ossa

Key figure(s): Bernardo Rodríguez Ossa and Álvaro Parra Gómez
Established: 1991

Track record: Full-service law firm that stands out for the quality of its advice in labor, corporate, financial, tax, M&A and aviation law. The firm has been involved in the aviation sector for more than 30 years, dealing with regulatory matters related to the aeronautical sector, the operation of international airlines in Colombia, aeropolitical matters, route applications, and traffic rights, among others.

Team & differentiation: The team stands out for its practical approach to communicating technical legal terms. Bernardo Rodríguez advises on structured finance transactions, M&A transactions, cross-border credit transactions, aircraft financing and aviation law and is a member of the legal panel of the Aviation Working Group. Álvaro Parra advises on tax compliance, tax planning and restructuring in corporate, tax and labor matters.

GARCIBOLEDA ABOGADOS: OUTSTANDING TEAM OF AERONAUTICAL AND MARITIME EXPERTS



José Ignacio García Arboleda

Key figure(s): José Ignacio García Arboleda and Mauricio García Arboleda
Established: 2011

Track record: Aeronautical and maritime boutique GarciaBoleda advises on aeronautical regulatory matters, insurance, civil and governmental liability, aircraft financing, consumer protection and administrative proceedings for non-compliance with aeronautical regulations. The firm also advises on licensing, authorizations and permits, litigation and insurance in the maritime industry.

Differentiation: Airline industry expert José Ignacio García Arboleda advises local and international airlines operating in Latin America on litigation, regulatory, contractual and aircraft financing matters. Mauricio García Arboleda is an expert in maritime, air and general transportation matters. He has participated in major litigations before judges and arbitration tribunals in transportation, insurance law, consumer protection and civil liability matters.

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Pérez Bustamante & Ponce (Pbp)	Juan Manuel Marchán-Maldonado, Diego Pérez-Ordoñez, Esteban Ortiz-Mena, Carmen Simone, Bruno Pineda, Andrés Brown-Pérez
Bustamante Fabara	José Rafael Bustamante Crespo, Juan Felipe Bustamante, María Rosa Fabara, Kirina González
EXCELLENT	
2 Corralrosales	Xavier Rosales, Rafael Rosales, Francisco Rosales, Santiago Palacios
Flor Bustamante Pizarro & Hurtado	Mario Alejandro Flor, Jorge Pizarro, Roque Bustamante
Lexvalor Abogados	Alfredo Peñaherrera, Juan Francisco Almeida, Gabriela Guzmán, Fabricio Dávila
Noboa, Peña & Torres Abogados	Gonzalo Noboa B., Marcelo Torres B., Patricio Peña Romero, Patricia Marchan Cordovez
Robalino Law	Martín Pallares, Daniel Robalino, Javier Robalino
HIGHLY RECOMMENDED	
1 Dentons Paz Horowitz	Jorge Paz, Agustín Acosta, Rocío Cordóva, David Benalcázar, Juan Carlos Perez
Ecija Gpa	Michael Veintimilla, Bayardo Poveda, Gustavo Arrobo, Karen Álava
Pino Elizalde Abogados	Daniel Pino Arroba, Jaime Arosemena
Tobar Zvs	César Zumarraga, Bernardo Tobar
2	
Avl Abogados	Xavier Andrade, Jorge Alfonso Cevallos, José Luis Cuesta, Santiago Andrade
Consulegis Abogados SA	Fernando Cisneros, Roberto Gonzáles
Spingarn	Sebastián Saá, Diego Armas, Andrés Narvaez, Lisseth Armijos

RECOMMENDED

Coronel & Pérez Abogados

Hernán Pérez Loose

Falconi Puig Abogados

Lucía Cordero, Priscilla Falconi

Heka Law Firm

Juan Andrés Gortaire, Daniel Fernandez Salvador, Mauricio Subía

Romero Arteta Ponce

Gustavo Romero, Diego Romero

Solines & Asociados

Santiago Solines, Mario Gracia Riofrio, Gabriela Granja

VALUABLE PRACTICE

Almeida Guzmán Asociados

Jose Urizar

Apolo Abogados

Rafael Balda Santisteban, Andrés Suarez Trujillo, Maria José Arias

Ccb Abogados

Daniela Cevallos Casals, Carlos Julio Balseca

DLL Abogados

Juan Esteban Espinosa, Xavier Sisa

Profilegal Cia

Juan Carlos Peralvo

Sperber & Alvarez Law Firm

David Sperber, Jose Esteban Alvarez, Pablo Lara Moscoloni, Cynthia Andino Centurion

NOBOA, PEÑA & TORRES ABOGADOS: EXPERIENCE, TRAJECTORY AND A HIGH LEVEL OF PROFESSIONALISM



Patricio Peña Romero

Key Figure(s):
Patricio Peña Romero,
Marcelo Torres
and Gonzalo Noboa
Baquerizo
Established: 2001

Track record: The firm has advised large companies in the cocoa, shrimp and alcohol production sectors, such as Exposynergy S.A.S. and Soderal Sociedad de Destilación de Alcoholes S.A. One of its most significant projects was structuring chocolate products manufacturer Barry Callebaut's Farm of the Future hub for sustainable cocoa farming, innovation and research, through the acquisition of 640 hectares.

Differentiation: Defining a plan of action is the key to successful operations, and the firm has a proven foundation for engaging in sophisticated transactions. The experience of Patricio Peña and Marcelo Torres has helped the firm consolidate its position in the Ecuadorian commercial market, supporting major clients in the banking, industry, export and retail sectors.

DENTONS PAZ HOROWITZ: EFFECTIVE SOLUTIONS BASED ON COMPREHENSIVE CONSULTING



Jorge Paz Durini

Key Figure(s):
Jorge Paz Durini,
Agustín Acosta Cárdenas,
Rocío Cordova,
Verónica Mielles
and Patricia Andrade
Established: 1991

Track record: The firm represents banks, brokers, insurance companies and investment funds in structuring transactions, loan agreements and real estate financing. Dentons provides comprehensive advice on labor matters, being one of the market leaders in this domain. Clients include Zukalo, Quifatex, New Stratus Energy, Talma, Titan Minerals, Aqua Expeditions, Mabel Group and Laboratorios Heel GmbH.

Differentiation: Dentons Paz Horowitz provides clients with comprehensive legal advice and effective solutions to particularly complex matters, connecting clients with top-tier lawyers in 28 countries in Latin America and the Caribbean and the group's 205 offices in 81 countries. The firm is recognized for its expertise in compliance, energy, mining, investment contracts and aviation matters.

**REAL ESTATE****Best Law Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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LEADING**Lexvalor Abogados**

Daniela Irigoyen, Karla Villacís, Juan Francisco Almeida

Pérez Bustamante & Ponce (Pbp)

Juan Manuel Marchán-Maldonado, Sandra Reed, Diego Pérez Ordóñez

EXCELLENT**1 Bustamante Fabara**

José Rafael Bustamante Espinosa, María Rosa Fabara, Juan Felipe Bustamante, Jose Rafael Bustamante Crespo, Ernesto Weisson

Dentons Paz Horowitz

Verónica Mieles

2 Gallegos Valarezo & Neira

Juan Carlos Gallegos Happle, María Edith Játiva

Heka Law Firm

Santiago Alban, Mauricio Subia, Juan Andrés Gortaire

Robalino Law

Daniel Robalino, Martín Pallares

HIGHLY RECOMMENDED**Almeida Guzmán Asociados**

Pablo Sáenz Andrade

Ecija Gpa

Ingrid Rodriguez

Noboa, Peña & Torres Abogados

Patricio Peña Romero, Patricio Peña Aguilar, Gonzalo Noboa Kronfle

Pino Elizalde Abogados

Jaime Arosemena, Daniel Pino Arroba, Jorge Cedeño

RECOMMENDED**Apolo Abogados**

Andrés Suarez Trujillo, Jose Gabriel Apolo

Corralrosales

Santiago Palacios

Flor Bustamante Pizarro & Hurtado

Roque Bustamante

Sempertegui Abogados

Marcelo Dávila

MINING LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Flor Bustamante Pizarro & Hurtado	Roque Bustamante, Andrés Ycaza
Tobar Zvs	César Zumarraga
HIGHLY RECOMMENDED	
Bustamante & Fabara	Jose Rafael Bustamante, Rafael Valdivieso
Dentons Paz Horowitz	Jorge Paz, Agustin Acosta
Puente & Asociados	Elisa Moran
Robalino Law	Andres Donoso
RECOMMENDED	
AVL	Rodrigo Borja, Xavier Andrade
Ecija	Gonzalo Gonzales
Estudio Jurídico Borja y Borja	Ramiro Borja Gallegos, Ramiro Borja Dousdebes
PBP	Maria Isabel Aillon, Sebastian Cortez Merlo
Pino Elizalde Abogados	Stevie Gamboa
Sempertegui Abogados	Henry Troya Figueroa



LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Dentons Paz Horowitz	Patricia Andrade
Jaramillo Dávila Abogados	Fabian Jaramillo, Diego Jaramillo Terán
Lexvalor Abogados	Karla Villacis
Pérez Bustamante & Ponce (Pbp)	Javier Salvador, Diego Palacios
EXCELLENT	
Bustamante Fabara	Francisco Vacas, Patricia Ponce
Corralrosales	Edmundo Ramos
Noboa, Peña & Torres Abogados	Marcelo Torres B., Patricio Peña Romero
HIGHLY RECOMMENDED	
1 Corral Barriga	Fabián Corral Burbano
Robalino Law	Luis Carlos Fernandez
2 Dexlaw Asesores Legales	Daniel Hidalgo
Ecija Gpa	Byron Sotomayor, Francisco Dávalos
Flor Bustamante Pizarro & Hurtado	José Cisneros, Alfonso Becerra
Romero Arteta Ponce	Marcelo Proaño, Amparo Romero, Gustavo Romero, Patricia del Pozo
Solines & Asociados	Ximena Moreno, Pablo Solines
RECOMMENDED	
Apolo Abogados	Oscar Erraez Blum
Ccb Abogados	Daniela Cevallos Casals
Dll Abogados	Leopoldo González
Heka Law Firm	Daniel Fernandez Salvador
Puente & Asociados	Guillermo Córdova, Miguel Angel Puente
Tobar Zvs	Marta Villagómez
VALUABLE PRACTICE	
Abocacia	Daniel Maldonado, Gabriela Zambrano
Consulegis	Fabrizio Peralta
Durini & Guerrero	Emilio Suárez Salazar, Juan Francisco Guerrero del Pozo, Danilo Román Fabara
Mundo Laboral	Jorge Izurieta Vásconez, Jorge Izurieta Torres
Nobek Asesores Legales	Verónica Benalcazar, Belén Noboa
Pino Elizalde Abogados	Jaime Arosemena, Jorge Cedeño, Ritha Guillen
Salinas Villacrés Abogados	Pablo Salinas

LEXVALOR ABOGADOS: STRATEGIC SOLUTIONS TO WORKPLACE ISSUES



Karla Villacis

Key figure(s): Karla Villacis
Established: 2005

Track record: Lexvalor has a solid and reputable labor practice in the Ecuadorian market. With advice focusing on conflict prevention in labor litigation, the firm knows how to effectively and strategically manage the needs of clients. It also has extensive experience in occupational safety, occupational hazards, regulatory labor compliance and prevention of discrimination and harassment in the workplace.

Differentiation: Lexvalor works hand in hand with its client companies, their human resource departments in particular, on the design of organizational charts, payroll management, management of authority and discipline, and on developing strategies to maintain a positive work environment. Karla Villacis, its leader, is praised by her peers as a very active labor lawyer in the Ecuadorian market.



LEADERS LEAGUE

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PRIVATE EQUITY

Best Private Equity Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Brookfield	Rodrigo Franco
Carlyle	Eduardo Ramos
Colca Capital	Diego Febrero
Emefin	Paul Mulder
Enfoca	Jorge Basadre
Faro Capital	Alfredo Sillau
Macrocapitales	Fernando Manrique
Nexus	Misael Shimizu
SouthLight Capital	Miguel Olea, Hector Martinez
Tc Latin America Partners	Renato Constantini
Vira Capital	Julio Ramirez
W Capital	Rodrigo Arróspide

VENTURE CAPITAL

Best Venture Capital Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Angel Ventures	Greg Mitchell
Ataria	Alejandro Ponce
Inca Ventures	Meghan Stevenson-Krausz
Krealo	Adolfo Vinatea
Salkantay	Martín Aspillaga
Winnipeg Capital	José García Hertz

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 LXG Capital	Martin Farina, Javier Zavala
2 Apoyo Finanzas Corporativas	Eduardo Campos, Mauricio Concha
CAPIA	Augusto F. Barreto, Javier Rodriguez, Gonzalo Leigh
Scotiabank	José Ignacio Valdez, Lucas Martins de Araujo, Marcos Dytz, Diana Chavez
EXCELLENT	
1 Une Asesores	Ian Fry Cisneros
2 MacroInvest	Mateo Moreyra, Mónica Com, Manuel Salazar
Summa	Guido Vingerhoets, Daniela Polar, Carlos A. Garcia
HIGHLY RECOMMENDED	
Credicorp Capital Peru	Franco Bermudez Paz Soldan
Credit Suisse	Rodrigo Pomareda Gajate
Efic Partners	Marcos Quiroz
Misti Capital	Rodrigo Mejía, Eduardo Gomez de la Torre
Prime Capital Advisors	Ramesh Agrawal, Rafael Derteano
RECOMMENDED	
Banco Santander	Alberto Rivero
Bank Of America Merrill Lynch	Antero Carrillo
BBVA Continental	Javier Canchano
BTG Pactual	José Antonio Blanco
ITAU BBA	Daniel Menendez
MBA Lazard	Salvador Carrillo
Reaño Asesores Financieros	Martín Reaño, Arturo Linares



CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Estudio Muñiz	Mauricio Olaya Nohra, Juan Carlos Velez, Ricardo de la Piedra
Miranda & Amado	Roberto MacLean, Bruno Amiel, Luis Miranda, Nathalie Paredes
Payet, Rey, Cauvi, Pérez Abogados	Jose Antonio Payet Puccio, Susan Castillo
Philippi Prietocarrizosa Ferrero Du & Uría	Guillermo Ferrero, Rafael Boisset
Rebaza, Alcázar & De Las Casas	Felipe Boisset, Alberto Rebaza, Luis Miguel Elias, Alexandra Orbezo, Daniel Gonzáles, Fiorella Atoche
Rodrigo Elias & Medrano Abogados	Jean Paul Chabaneix, Juan Diego De Vinatea, Luis Enrique Palacios, Eduardo López, Jorge Trelles, Nicolás Cornejo
EXCELLENT	
Estudio Ehecopar -Member of Baker McKenzie International	Inés Baca, Liliana Espinosa Reboa, Paolo Robilliard, Rafael Picasso
Garrigues	Thomas Thorndike, Sergio Amiel, Jose Francisco Meier
Hernández & Cia	Juan Luis Hernandez, Alfredo Filomeno, Sandro Cogorno
HIGHLY RECOMMENDED	
CMS Grau	Juan Carlos Escudero Velando, Diego Peschiera, Miguel Viale, Michelle Barclay, Carolina Gajate, Carlos Hamann, Raúl Ferreyra
DLA Piper Perú	Fernando Lafranco, Luis Vargas, Janilú Badiola, Daniel Flores
Rubio Leguía Normand	Carlos Arata, Andrés Kuan-Veng, Emil Rupert
Cuatrecasas	Oscar Trelles, Kiomi Osorio, Diego Carrión
Estudio Olaechea	José Antonio Honda, Carlo Viacava, Martin Serkovic, Joanna Dawson
RECOMMENDED	
Arbe Abogados	Jessica Valdivia, Cesar Arbe, Francisco Galvez
BBGS Sacovertz & Landerer	Carlos Saco-Vertiz, Eduardo Landerer Sanchez, Maritza Guerrero
Benites Vargas & Ugaz	Jeanette Aliaga
CPB Abogados	German Carrera Rey, Luis Mejia, Giuseppe Manini
Dentons	Manuel Barrios, Julio Gallo, Sandra Lorca
DS Casahierro Abogados	Percy Castle, Rafael Artieda, Ricardo Montero, Augusto Millones
EY Law	María Sabogal, Edwin Sarmiento, Fernando Tori
GSA	Luis Gastañeta Alayza, Alfonso Tola, Shirley Cardenas
Lazo Abogados	Jorge Lazo, Vanessa Lamac
Martinot Abogados	Luis Fernando Martinot, Yanira Becerra
Vizquerra Cordova & Galvez Abogados	Raul Vizquerra, Luis Enrique Cordova
VALUABLE PRACTICE	
De Bracamonte Haaker Castellares	Ricardo Haaker, Christian Castellares
Fernandez Dávila	Carlos Fernandez Dávila, Gustavo Cusman
León e Iparraguirre Abogados	José Luis Pinto
Llona & Bustamante Abogados	Juan Prado Bustamante, Úrsula Cortés Gutiérrez
Miguel Mur Abogados	Erick Valderrama
Miró Quesada & Miranda Abogados	Gustavo Miró Quesada, Rodolfo Miranda
Ontier	Juan Enrique Dupuy, Aldo Cornejo
PwC Peru	Gino Menchola
Robles Ibazeta Consultores	Daniel Robles Ibazeta, Dayan Ibazeta Castelo, Lucero Villalobos, Dennis Pérez Zegarra
Salazar & Zúñiga Abogados	Jorge Zuñiga, Yuri Montesinos, Ignacio Zuñiga, Sebastián Zorrilla
Santivañez Abogados	Roberto Santivañez, Guillermo Auler

ESTUDIO MUÑIZ: UNDISPUTED LEADER IN M&A



Mauricio Olaya

Key figure(s):
Mauricio Olaya,
Juan Carlos Velez
and Ricardo de la Piedra
Established: 1981

Track record: The firm's M&A and corporate department has accumulated unparalleled experience in recent years, leading the competition in both value and volume of transactions in Peru. It advises on joint ventures, business integrations and acquisitions and corporate reorganizations. Clients come from diverse sectors, such as energy, agriculture and fisheries. Celima, Delosi, MOLY-COP and Invenergy Group are clients.

Team & differentiation: The team is made up of highly competent lawyers with international scope. Mauricio Olaya heads the M&A practice. He has helped close some of the most significant transactions in Peru, such as Arca Continental's purchase of a stake in Corporación Lindley, and the sale of Inkafarma, one of the largest drugstore chains in Peru, to Interbank. Juan Carlos Velez and Ricardo de la Piedra are also key contacts.

Analysis

RUBÍO, LEGUÍA & NORMAND ABOGADOS: WELL-HONED TRANSACTION ADVISORY CAPABILITIES



Carlos Arata

Key figure(s): Carlos Arata, Claudia Chong, Emil Ruppert and Andrés Kuan-Veng
Established: 1980

Track record: The firm's M&A team regularly handles high-profile transactions, particularly in the mining and energy sectors. It represented US mining company Newmont Corporation in its \$400 million acquisition of a 43.65% stake in Minera Yanacocha from Compañía de Minas Buenaventura, which took its a total stake in the Peruvian mining company to 95%. It also advised on the transfer of Newmont's interest in Minera La Zanja to Buenaventura.

Team & differentiation: Carlos Arata leads the firm's banking and finance practice. He has significant experience in project finance, capital markets, corporate finance and M&A, particularly in the retail, energy, hydrocarbons, mining and infrastructure sectors. Andrés Kuan-Veng is a partner in the finance and corporate practice, specializing in capital markets, sovereign debt, corporate law, derivatives, securities, banking law and insurance and reinsurance.

DLA PIPER: REFERENCE IN M&A AND BANKING & FINANCE



Sergio Barboza

Key figure(s): Sergio Barboza, Luis Vargas, Fernando Lanfranco, Janilú Badiola, Carlos Nuñez, Ricardo Escobar and Hernán Velarde
Established: 2015

Track record: The firm advises national and international companies on corporate and civil law issues arising from their business activities. It has extensive experience in the constitution of investment funds, in private equity and venture capital operations, and in the design and implementation of benchmark corporate-governance practices. Vastly knowledgeable on financial transactions and banking regulations.

Differentiation: The firm's multidisciplinary team of experienced partners expertly handle all aspects of corporate law. Sergio Barboza leads DLA Piper's Latin America Financial Services and Financial Technology team and is the leader of the banking and finance practice in Peru. He represents commercial banks, investment banks, multilateral agencies, private equity funds and corporations in connection with a wide range of domestic and international financings.

BBS SACO-VÉRTIZ: PRESENT ACROSS LATIN AMERICA



Carlos Saco-Vértiz

Key figure(s): Carlos Saco-Vértiz, Eduardo Landerer, Gerardo Guzmán and Maritza Guerrero
Established: 2012

Track record: The team has extensive experience in the purchase and sale of companies and in the acquisition and disposal of assets. It also provides advice on due diligence, legal and tax planning of the most appropriate vehicles for transactions, investments, and corporate agreements. In addition, the team has experience in national and international banking and finance operations, project finance, and banking regulation.

Differentiation: A key player in the Peruvian legal market, BBS Abogados' presence in Chile, Colombia and Mexico allows it to act as a pan-Latam firm. Carlos Saco-Vértiz has more than 30 years' experience providing legal advice to companies, while Eduardo Landerer is involved in the structuring, drafting and legal analysis of financing agreements, company reorganizations and corporate financing schemes, in addition to providing institutional advice.

MARTINOT ABOGADOS: ROBUST RESTRUCTURING AND INSOLVENCY TEAM



Fernando Martinot

Key figure(s): Fernando Martinot and Yanira Becerra
Established: 2015

Track record: The insolvency team has been systematically advising creditors and debtors on complex insolvency cases for more than 20 years, acting at all stages of said proceedings, from the insolvency application to negotiations with the creditors' committee. The Corporate/M&A department has in-depth knowledge of the regulations pertaining to M&A transactions, corporate governance, corporate workouts and turnarounds.

Differentiation: The team has solid experience in financial, corporate and general commercial matters. Fernando Martinot has more than twenty years' experience in corporate law, mergers and acquisitions, contracts, foreign investment and bankruptcy. He has participated in several merger and acquisition processes, lending his expertise to transaction structuring, legal due diligence and contract negotiation.

LLONA & BUSTAMANTE ABOGADOS: EXPERT ADVICE WITH A PERSONAL TOUCH



Juan Prado

Key figure(s): Juan Prado and Ursula Cortés
Established: 1963

Track record: The firm advises domestic and foreign companies, investors, and other institutions and individuals in mergers, acquisitions and corporate transactions across many industries, providing legal support for structuring acquisitions, sales and merger transactions, including during the closing and post-closing phases.

Differentiation: The associates' expertise in corporate law, and commitment to going the extra mile for clients during the execution of transactions, has enabled them to build long-lasting relationships founded on trust. Juan Prado concentrates his professional practice on corporate and financial law, as well as insurance and financial services, having participated in several bids and privatizations of companies.

MIGUEL MUR: OUTSTANDING BUSINESS SECTOR CREDENTIALS



Erick Valderrama

Key figure(s): Erick Valderrama and Dulmer Malca
Established: 2015

Track record: The mergers and acquisitions and corporate law department is recognized for providing solutions to highly complex aspects of company incorporation, not to mention for its high degree of knowledge in corporate and M&A matters. Clients come from various sectors, such as healthcare, real estate and the food and drink industry.

Differentiation: The team is led by Erick Valderrama, recognized for his knowledge of the corporate and M&A sector, including his client's business activities, and ability to generate creative solutions to their problems. His remit includes labor negotiations, the development of investment structures, company acquisition processes and identification of foreign investment opportunities in Peru.



LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Rodrigo Elías & Medrano Abogados	José Balta, Mario Pasco, Ernesto Cárdenas
Vinatea & Toyama	Luis Vinatea, Jorge Toyama, Magaly Alarcon, Roberto Matallana, Herbert Prella, Renato Mejía, Alfredo Salvador, Eduardo Mercado
EXCELLENT	
1 Philippi Prietocarrizosa Ferrero Du & Uría	César Gonzáles, Lidia Vilchez
Rubio Leguía Normand	Víctor Ferro, Armando Gutiérrez, Sandro Núñez
2 CMS Grau	Claudia Flecha, Cecilia Vargas
Estudio Muñiz	Ricardo Herrera, César Puntriano, María Florez, Ricardo Vilchez, Boris Sebastiani, Rocío Saux
EY Peru	José Ignacio Castro Otero, Mauro Ugaz, Miguel Rubio, Valeria Galindo, Mauricio Matos, Jaime Cuzquén
Miranda & Amado	Eric Castro, Carlos Cadillo
Rebaza, Alcázar & De Las Casas	Maria Haydee Zegarra, Omar Díaz
HIGHLY RECOMMENDED	
Benites Vargas & Ugaz Abogados	Jorge Luis Acevedo Mercado, Carla Antonieta Benedetti
Damma Legal Advisors	Germán Lora
DLA Piper Perú	Cecilia Guzmán-Barrón
Estudio Carlos Blancas Bustamante Abogados	Carlos Blancas Bustamante
Estudio Ehecopar -Member of Baker McKenzie International	Mónica Pizarro, Luis Miguel Almendariz
Estudio Olaechea	Lucianna Polar
Gálvez & Dolorier Abogados	Javier Dolorier
GSA Legal	Alberto Varillas, Jaime Durand, Macarena Morales
RECOMMENDED	
Aramburú Castañeda Boero	Oscar Boero
Cornejo & Santivañez	Carlos Cornejo, Cintia Santivañez, Claudia Seminario, Cecilia Calderón
Garrigues	Franco Muschi
Hernández & Cia	Diego Castillo
Laos, Aguilar, Limas & Asociados	Nancy Laos, Rocío Cecilia Limas
Osterling Abogados	Ary Alcántara, Joyce Cieza
Payet, Rey, Cauvi, Pérez Abogados	Cristina Oviedo
PwC Peru	Percy Alache
Tsuboyama & Nicolini Abogados	Liliana Tsuboyama, Duilio Nicolini
VALUABLE PRACTICE	
Arbe Abogados	Cintha Sniderman
BBGS Abogados	Diego Torres, Glenda Cano
Belaunde, Carrillo & De los Ríos Abogados.	Joaquín de los Ríos de la Torre
Bueno Lercari Consultores	Clarisa Siles
Compliance Laboral	Tino Vargas Raschio
CPB Abogados	Mario Pinatte
De Las Casas & Ulloa Abogados	Daniel Ulloa, Orlando de las Casas
Dentons	Pamela Duffy
Ds Casahierro Abogados	José Carlos Velarde
León e Iparraguirre Abogados	Mariana Rodríguez
Llona & Bustamante Abogados	Carlos Herbozo Pérez Costa
Martinot Abogados	Elizene Vásquez de Velasco Ariza
Miguel Mur Abogados	Erick Valderrama
RGC Abogados	Germán Ramirez Gastón
Robles Ibazeta Consultores	Daniel Robles Ibazeta, Karen Celestino Licera
Rodríguez Angobaldo Abogados	César Abanto Revilla
Salazar & Zúñiga Abogados	Luis Esteban Delgado Sigüeñas
Santivañez Abogados	Maria Teresa Capella
Vargas Pareja Abogados & Consultores	Eddy Ramirez, Max Carbajal, Pamela Neyra
Vega & Abogados	José Manuel Guerra Caballero

Analysis

COMPLIANCE LABORAL: SPECIALIST LABOR BOUTIQUE



Tino Vargas Riaschio

Key figure(s):
Tino Vargas Riaschio
Established: 2018

Track record: The firm specializes in labor issues, mainly dealing with labor-related legal advice, including labor diagnostics, restructuring, drafting of labor contracts, collective and individual bargaining, labor cost reduction, implementation of occupational health and safety systems, and representation in litigation. Bethel, Acciona, Sapia, and Velez are clients.

Differentiation: Tino Vargas Riaschio is a specialist in labor law, labor relations and corporate labor compliance. He has more than 10 years' experience in two main areas, collective bargaining and occupational health and safety management systems. He also works as an in-house legal trainer for different companies, and has authored legal articles for Thomson Reuters, Gaceta Juridica and Gaceta Laboral.

CORNEJO & SANTIVÁÑEZ ABOGADOS: HIGH-CALIBER LABOR LAW SERVICES



Carlos Cornejo

Key figure(s):
Carlos Cornejo,
Cintia Santiváñez
and Claudia Seminario
Established: 2016

Track record: High-quality boutique specializing in labor law, social security and immigration. The team advises on all types of corporate and contentious labor matters, especially in labor consultancy, collective relationships, procedural advice, audits, occupational health and safety, migration services and training. Promart, Inversiones La Cruz, Calidda, Banco de la Nacion are clients.

Differentiation: Carlos Cornejo has more than 25 years' experience advising national and foreign companies on individual and collective labor, social security and immigration matters. He has extensive experience in the sponsorship of judicial processes. Cintia Santiváñez specializes in labor counseling in personnel hiring, labor audits, and due diligence for the verification of compliance with labor obligations.

ROBLES IBAZETA: FAR-REACHING BUSINESS ADVICE ON LABOR ISSUES



Daniel Robles

Key figure(s): Daniel Robles
and Karen Celestino
Established: 2009

Track record: The firm provides preventive business advice on labor matters. Its activities range from daily consultations, strategic recruitment planning, audits and planning for adaptability to the new labor requirements of its clients. Clients come from a variety of sectors, but the firm's greatest impact is meeting the needs of clients in the industrial, digital platform and retail sectors.

Differentiation: Daniel Robles has extensive experience in the areas of labor law and occupational risk prevention, corporate law, administrative law, and occupational health and safety. His experience extends to providing legal advice on labor issues related to the aquaculture sector. Karen Celestino is a key name for labor dispute prevention and litigation.

ARAMBURÚ CASTAÑEDA BOERO ABOGADOS: PRACTICAL LABOR ADVISORY SERVICES



Oscar Boero

Key figure(s): Oscar Boero
Established: 1995

Track record: The firm focuses on the corporate area, providing comprehensive, creative and innovative advice, particularly on labor law, covering issues of negotiation and development of employment contracts, labor planning, labor audits and collective bargaining, as well as litigation at the administrative and judicial level. BCP, Tetrapak, Claro and America Movil are among its clients.

Differentiation: The team specializes in meeting the legal labor requirements of clients from a plethora of business sectors and is led by Oscar Boero Echevarría, who specializes in labor law, labor litigation, immigration and regulatory law, and is particularly active in the telecommunication sphere.



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 GROUPE FICAIDE



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Rodrigo Elías & Medrano Abogados	Carlos Carpio, Hugo Silva
2 Estudio De La Flor, García Montufar Arata & Asociados Abogados	Guillermo Garcia Montufar, Moises Arata Solis
Miranda & Amado	Claudia Lucena
EXCELLENT	
Amprimo, Flury, Barboza & Rodríguez Abogados	Eduardo Barboza, Jaime Miranda Gómez, Carlos Rodriguez Manrique
CMS Grau	Carolina Gajate
DLA Piper Perú	Hernan Velarde
Estudio Olaechea	Rossana Natteri
Hernández & Cia	Jorge Reátegui
Philippi, Prietocarrizosa Ferrero DU & Uria	Manuel Ugarte, Raúl Ravina
HIGHLY RECOMMENDED	
1 Estudio Echeopar -Member of Baker McKenzie International	Marco Alarcon, Jorge Danos, Alonso Miranda
Payet, Rey, Cauvi, Pérez Abogados	Alfredo Chan, Giovana Garcia
2 Arbe Abogados	Francisco Galvez, Cesar Arbe
Avendaño Abogados	Francisco Avendaño
Estudio Muñiz	Yuri Vega
Lazo Abogados	José Antonio Jaramillo
Rebaza, Alcázar & De Las Casas	Felipe Boisset, Fiorella Atoche
Rubio Leguía Normand	Franco Soria
RECOMMENDED	
Aramburú Castañeda Boero	Fernando Castañeda

CPB Abogados	German Carrera Rey, Luis Mejia
De Bracamonte Haaker Castellares	Ricardo Haaker, Christian Castellares
Osterling Abogados	Angello Rivera
VALUABLE PRACTICE	
Chehade Abogados & Consultores	Ramon Chehade
Dentons	Manuel Barrios
Martinot Abogados	Yanira Becerra
Miguel Mur Abogados	Dulmer Malca
Rodriguez García & Encinas Abogados	David Encinas Zevallos
Vargas Pareja Abogados	Alberto Vargas Pareja, Grace Renteria Juarez, Cinthia Carrasco, Fiorella Pairazamán
Vega & Abogados	Fernando Valdivieso Mejía, Jorge Vega Soyer
Zuñiga Alvarez Abogados	Sandro Zúñiga Álvarez, Sandro Zuñiga Flores, Krizia Zúñiga Flores

AMPRIMO FLURY, BARBOZA & RODRÍGUEZ ABOGADOS: REFINED REAL ESTATE EXPERTISE



Eduardo Barboza

Key figure(s): Eduardo Barboza, Carlos Rodriguez, Jaime Miranda and Eduardo Joo
Established: 2005

Track record: The firm specializes in helping real estate funds, construction companies and real estate outfits finance their portfolios, assets and projects. It also advises clients on all phases of real estate investment, from the technical-legal analysis of a transaction, during its negotiation and closing, including sponsorship in the contractual execution phase, and in the resolution of conflicts before dispute resolution bodies.

Team & Differentiation: The interdisciplinary team combines its knowledge of urban planning, tax, civil contracting, and financial and environmental law to excellent effect. Eduardo Barboza is a recognized expert in real estate law, arbitration/litigation and contract and corporate law. He negotiates and executes real estate transactions and related contracts, and provides advice in connection with potential disputes arising from the execution thereof.

ZUÑIGA ÁLVAREZ: COMPREHENSIVE REAL ESTATE CONSULTING



Sandro Zuñiga

Key figure(s): Sandro Zuñiga and Sandro Zuñiga Flores
Established: 1999

Track record: The wide range of services provided by the real estate team include legal restructuring of property deals, the preparation of purchase and sale contracts, the registration of interstate successions and the purchase and sale of real-estate assets. Air Inmobiliaria, Tarek Tubbeh & partners and Vanter Investment are clients.

Team & differentiation: The team of experienced lawyers not only understands the specific needs of each client, but goes above and beyond to ensure vital information is clearly communicated. Sandro Zúñiga Álvarez specializes in real-estate investment law, regularly acting in property transactions in Peru, including real-estate reorganization matters. Sandro Zúñiga Flores is a specialist in negotiations, real estate rights and real-estate investment law.

CPB ABOGADOS: STRATEGIC CORPORATE ADVISORY



Germán Carrera

Key figure(s): Cecilia Muñoz and Germán Carrera
Established: 1999

Track record: The firm advises on corporate and asset acquisitions in highly sophisticated and complex transactions, including a combination of mergers, spinoffs and all types of corporate reorganizations. The team has experience a wealth of experience in the real estate sector, advising on the entire real-estate cycle, from investment structuring, fund formation, negotiation, promotion, financing and investment management.

Team & differentiation: The team prides itself on high ethical standards, quality of service and the personal involvement of partners in all client operations. Germán Carrera acts in highly complex corporate transactions, tax planning and project finance in different industry sectors. He has also participated in energy projects such as IBT Group's Hydrika, Consorcio Energético de Huancavelica (Conenhua), and EGE Junin.



AUDITING

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
EY Peru	Victor Tanaka
PwC Peru	Hernán Aparicio
KPMG Peru	Cristian Emmerich
EXCELLENT	
1 BDO Perú	Luis Pierrend Castillo
Deloitte Peru	Alexander Rojas
2 Grant Thornton	Mario Eduardo Navarrete, Carlos Contreras, Tatiana Olaechea, Alejandro Ovalle, Juan Mejía, Carlos Montenegro
Pkf Vila Naranjo	Emilio Vila Naranjo, Waldo Lucho Concha, Esteban Hilgert, Renato Vila
RSM Peru (Panez, Chacaliaza & Asoc.)	Marcos Chacaliaza, Carmen Panez, Consuelo Panez
HIGHLY RECOMMENDED	
Baker Tilly Peru	Walter Noles, Raúl Ishikawa, Elizabeth Verano, Guillermo López
Hlb Peru – Alcalá, Hohagen & Asociados	Jorge Hohagen Mory, Edward Alcalá, Héctor Machuca, Úrsula Verástegui
Lpconsulting / Yacolca Pérez & Asoc. (Iapa International)	Alexander Yacolca, Mariano Yacolca, César Adriazola

Quantum Consultores (Morrison Ksi)

Rossana Montalto Herrera, Marysol León Huayanca

Tgs Sarrio & Asociados

Andrés Ropert, José Luis Sarrio Abad, Ana Maria Castillo

Vag Global - Vargas Alencastre, García & Asociados

Carlos Vargas Alencastre, Carlos Vargas Arango

RECOMMENDED

Crowe Horwath Perú

Rosa Aida, Giannina D'Angelo

Ecovis Perú (Salazar Y Asociados)

Gary Salazar

Kreston Perú – Portal Vega & Asociados S.C.

Johnny Mires Dávila, Oscar Del Valle Castañeda, Martín Quevedo Malca, Daniela Portal Fernnandez

Mazars Peru (C y A Auditores y Asesores de Negocios)

Pedro Contreras

Moore Stephens Perú

Jaime Vizcarra

Russell Bedford (Luis Acosta Peche & Asociados)

Luis Acosta, Walter Asenjo

Saco & Asociados – A member of MGI Worldwide.

Ángel Saco, Luis Hidalgo, Aldo Torero

UHY

Carlos Sandoval, Susana Blancas, Cesar Urbano

QUANTUM CONSULTORES: TAILOR-MADE SOLUTIONS FOR EACH AND EVERY CLIENT



Marysol Leon Huayanca

Key figure(s):
Marysol Leon Huayanca,
Rossana Montalto,
Eduardo Huayanca,
Monica Villar,
Leopoldo Sanchez
and Lorena Salazar
Established: 2005

Track record: Quantum Consultores provides high quality services in tax auditing, tax planning and financial auditing, among others. It also has robust expertise in transfer pricing and in determining the actual market value of deals under negotiation. The firm has established long-standing partnerships with major companies in sectors such as agriculture, telecommunications, mining, energy, construction and retail.

Team & differentiation: The team of experts offers customized solutions according to the needs of each client. One of its differentiating aspects is risk mitigation on which it offers highly effective solutions. The firm provides added value by performing a proof-of-benefit analysis that mitigates potential contingencies for its clients. Founding partner Marisol Leon is one of Peru's foremost tax experts.



PERU

Analysis

VARGAS ALENCASTRE, GARCIA & ASOCIADOS: EXPERIENCED MULTIDISCIPLINARY TEAM



Carlos Vargas Alencastre

Key figure(s): Carlos Vargas Alencastre and Carlos Eduardo Vargas Arango
Established: 1989

Track record: The firm has ample expertise in tax auditing, tax outsourcing and tax defense, M&A, due diligence, asset management and debt restructuring. During the past year it acted in auditing matters for more than 40 clients. Grupo Promet, Corporacion Mayo, Ipesa Hydro, Cye Medica, Inmobiliaria San Antonio and Elite Brands International Peru are clients.

Differentiation: With more than 30 years in the market, the firm has a resourceful and multidisciplinary team made up of accountants, auditors, lawyers and economists. Principal partner Carlos Vargas has a three-decade track record in auditing, taxes, management and consulting in several Latam countries including a Chile, Peru, Colombia and Mexico.

SACO & ASOCIADOS: WIDE RANGE OF QUALITY SERVICES



Angel Saco

Key figure(s): Angel Saco, Walter Ramirez and Luis Hidalgo
Established: 2016

Track record: The firm acts for both local and international clients from the investment & asset management, retail, construction and manufacturing sectors, such as Blanco SAF, Promidin, BASF Peruana, Sociedad Química Alemana and Corporación Intertex. Auditing, insurance, accounting and financial consulting, tax compliance and transfer pricing are some of the firm's main services.

Differentiation: Ángel Saco, who spent a decade and a half at transnational services firm such as EY and Deloitte, provides auditing and business consulting services, specializing in financial audits to companies in the financial, retail, services and industrial sectors. The firm is part of MGI Worldwide (MGI), an international network of independent firms specializing in auditing, tax and accounting.

HLB PERÚ - ALCALA, HOHAGEN & ASOCIADOS: BUILDING LONG-LASTING RELATIONSHIPS



Edward Alcala

Key figure(s): Edward Alcala, Jorge Hohagen, Héctor Machuca and Ursula Verastegui
Established: 1956

Track record: HLB has more than 65 years' experience providing independent auditing and tax consulting, including income tax and VAT recovery and tax planning. It also provides business consulting services, including organizational redesign and process improvement for clients in diverse sectors such as agriculture, mining, real estate, technology, transportation and telecommunications.

Differentiation: HLB's team knows that understanding the specific needs of each client is key to the success of its cases, which is why it focuses on building lasting relationships with clients that are based on trust. The firm is a member of HLB International, which has a presence in over 150 countries and whose members interact regularly to ensure the highest levels of professional practice.

LPCONSULTING/ YACOLCA PÉREZ & ASOC. (IAPA INTERNATIONAL): COMPREHENSIVE CONSULTANCY



Alexander Yacolca

Key figure(s): Alexander Yacolca, Mariano Yacolca and César Adriaola
Established: 2016

Track record: The firm specializes in financial auditing services, accounting advisory and consulting, tax advisory, risk management and process improvement. It also provides accounting, tax and labor outsourcing services. Among its main clients are Minera Enproyec, Walsh Peru, Electroandina Industrial, Tai Loy, Grupo Cogorno, Minera Shuntur and Grupo Levapan.

Differentiation: The firm provides auditing and accounting services to major companies in the Peruvian market. It routinely advises on matters of efficiency of operating results and the search for tax savings, analyzing various scenarios and reducing contingencies. It is the local affiliate of IAPA International, a group present in more than 75 countries.

BAKER TILLY PERU: DEEPLY ENGAGED PROFESSIONALS



Walter Noles

Key figure(s): Julio C. Cisneros, Walter A. Noles, Guillermo A. López, Marcial Chávez and Raúl Yshikawa
Established: 1986

Track record: Baker Tilly has 35 years' experience providing specialist services to local and regional clients. It offers high-quality auditing, consulting, tax, transfer pricing and anti-money laundering services. The firm is routinely solicited for inter-company operations planning, transfer-pricing affidavits and country-by-country reporting.

Differentiation: Baker Tilly is made up of a multidisciplinary team of economists, tax specialists, lawyers and accountants with a tried-and-tested approach to service provision. Julio Cisneros' transfer-pricing expertise has seen the firm develop a reputation as one of the best in the business, garnering the trust of clients in the process.

KRESTON PERÚ: HIGH QUALITY SERVICES



Oscar Del Valle

Key figure(s): Oscar Del Valle, Johnny Mires Dávila and Nelly Moreno Moscoso
Established: 1986

Track record: The firm provides auditing, consulting and outsourcing services. In auditing, its expertise extends to management and financial statement audits, compliance engagements and auditing for technical assistance certification. It has clients in the industrial, financial, commercial, agribusiness, mining and oil, fishing, electricity, real estate and construction sectors.

Differentiation: Kreston's professionals have extensive experience providing high-quality auditing services. Oscar Del Valle has more than 25 years' experience in the external auditing of private and public companies, including acting for State bodies. Johnny Mires stands out for his participation in the evaluation and review of the investment projects of large-scale institutions.

URUGUAY

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AUDITING

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Deloitte	Fernando Oliva
PwC Uruguay	Omar Cabral, Richard Moreira
EXCELLENT	
BDO Uruguay	Ernesto Bartesaghi
EY Auditores	Alejandro Barboni
Global Uruguay Auditores Asociados	Ximena Furtado
KPMG	Rodrigo Ribeiro
HIGHLY RECOMMENDED	
Baker Tilly Uruguay	Maria Estefania Acosta
Crowe	Stavros Moyal
Grant Thornton	Rafael Sánchez
Mazars Uruguay	Luis Martínez
PKF	Pedro Vecino, Federico Carrau
RMS Uruguay	Jorge Gutfraind
RECOMMENDED	
Andersen Tax & Legal Uruguay	Juan Ignacio Troccoli, Maria Cecilia Ricciardi, Ana Cecilia Rego
CPA Ferrere	Javier Metre, Felipe Quiró
Ecovis	Marcelo Caiafa
Nopitsch & Asociados	Javier Saravia
UHY Gubba & Asociados	Hugo Gubba



CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ferrere	Martín Cerruti, Manuel Lecuona, Santiago Fontana
Guyer & Regules	Nicolas Herrera
Posadas Posadas & Vecino	Tomás Gurméndez, Fernando de Posadas, Andres Aznarez
EXCELLENT	
Bragard	Jean Jacques Bragard, Agustina Bomio, María Laura Capalbo
Dentons Jiménez De Aréchaga	Nicolás Herrera Alonso, Virginia Brause
Hughes & Hughes	Haroldo Espalter, Hector Ferreira, Mariana Estrade, Juan Carlos Oreggia Carrau, Florencia Beyhaut
HIGHLY RECOMMENDED	
1 Bado Kuster Zerbindo & Rachetti	Richard Iturria
Bergstein Abogados	Guillermo Duarte, Jonás Bergstein
Blanco & Etcheverry	Martin Colombo, Agustin Etcheverry
Olivera Abogados	Ricardo Olivera García, Federico Rocca, Juan Mailhos Gallo
2	
Andersen Tax & Legal Uruguay	Juan Federico Fischer
Foderé Abogados	Alberto J. Foderé
Sanguinetti & Asociados	Eduardo Sanguinetti, Alfonsina Rosa
RECOMMENDED	
Brum Costa Abogados	Leonardo Costa Franco, Oscar Brum
Castellán Abogados.	Santiago Castellan
Galante & Martins	Diego Galante
Lapique & Santeugini Abogados	Luis Lapique
Pérez del Castillo	Matías Pérez del Castillo
Rueda Abadi Pereira	Daniel Rueda
VALUABLE PRACTICE	
Arcia Storace Fuentes Medina Abogados	Andrea Medina
Baker Tilly Uruguay	Fernando Posada
Da Costa Hernández - Asesores Legales	Mariana Da Costa, Veronica Hernandez
Innovation Legal Tax & Tech	Juan Ignacio Fraschini, Santiago Gortari Scheck, Federico Galceran
Untitled	Martín Litwak

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ferrere	Alberto Baroffio, Nelson Larrañaga, Verónica Raffo
Guyer & Regules	Leonardo Slinger
EXCELLENT	
1 Arcia Storace Fuentes Medina Abogados	Dolores Storace
Brum Costa Abogados	Gustavo Gauthier
Pérez del Castillo	Matías Pérez del Castillo
Posadas Posadas & Vecino	Gonzalo Gari, Mariana Fernandez, Alejandro Castello
2	
Castellán Abogados	Mariana Casella
Dentons Jiménez De Aréchaga	Diego Viana
Hughes & Hughes	Maria Durán, Enrique Radmilovich
HIGHLY RECOMMENDED	
Baker Tilly Uruguay	Ignacio López, Fernando Posada
Bergstein Abogados	Leonardo Melos, Mariana Pisón, Rodrigo Felló
RECOMMENDED	
Blanco & Etcheverry	Juan Carlos Blanco
Bragard	Mercedes Nin
Estudio Pérez Tabó	Fernando Pérez Tabó
Foderé	Carolina Deletrain
Legalmind Abogados	María Laura Escudero
Rueda Abadi Pereira	Alejandra Pirez

BAKER TILLY URUGUAY: FOCUSED ON THE CLIENT'S EVERY NEED



Fernando Posada

Key Figure(s): Fernando Posada, Julián Arsuaga and Ignacio López
Established: 1986

Track record: Baker Tilly has deep expertise in the areas of M&A, antitrust, real-estate and labor. In the past year it has participated in several high-profile company acquisitions, carried out due diligences, share purchases and advised international companies on the formation of consortia. Major clients include Grupo Lexter, Tower House Studio, Casa Garrido, Agropecuaria del Litoral and Vopero.

Differentiation: Baker Tilly's multidisciplinary team is characterized by an ability to provide specifically designed solutions in line with the needs of each client, with the objective of providing solutions that improve clients' business prospects. The firm's professionals have extensive knowledge of corporate and litigation matters, which helps them understand the specifics of each business.

EUROPE

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LARGE-CAP TRANSACTIONS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Apax Partners	Ralf Gruss
BC Partners	Stelios Elia, Moritz Elfers
Cinven	Hugh Langmuir
Cvc Capital Partners	Richard Blackburn, Gustaf Martin-Lof, Phil Robertson, Christoffer Sjoqvist
EXCELLENT	
1 Advent International	Nick Rose
Bridgepoint	William Jackson
Charterhouse Capital Partners	Lionel Giacomotto, Gordon Bonnyman
EQT PARTNERS	Conni Jonsson, Alexander Strassburger
KKR	Johannes Huth
PAI Partners	Christian Atherton, Anatoliy Nagornyy
The Carlyle Group	Gregor P. Böhm, Jonathan Zafrani
2 Apollo Global Management	Sanjay Patel
Eurazeo	Christophe Bavière, William Kadouch-Chassaing
L Catterton	Scott A. Dahnke
Lion Capital	Lyndon Lea
Permira	Kurt Björklund
The Blackstone Group	Olivier F. Meyohas
HIGHLY RECOMMENDED	
Investcorp	Mohammed Alardhi
TowerBrook Capital Partners	Joseph Knoll
Triton	Jim Nutt
Warburg Pincus	René Obermann
Wendel	Felicie Thion de la Chaume
RECOMMENDED	
Herkules Capital	Gert W. Munthe
Nordic Capital	Robert Andreen
Partners Group	André Frei, David Layton

**SMALL TO MID-CAP TRANSACTIONS****Best Private Equity Firms**

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advent International	Nick Rose
Alpha Group	Edoardo Lanzavecchia, Patrick Herman
Altor Equity Partners	Harald Mix
Ardian	Philippe Poletti
Astorg	Thierry Timsit
Equistone Partners Europe	Guillaume Jacquau
Eurazeo	Nicolas Debock
Hg Capital	Nic Humphries
LBO France	Robert Daussun
EXCELLENT	
Accent Equity Partners	Niklas Sloutski
H.I.G. European Capital Partners	Sami Mnaymneh, Tony Tamer
IK Investment Partners	Christopher Masek, Björn Savén, Detlef Dinsel
Keensight Capital	Philippe Crochet, Jean-Michel Beghin
MIDEUROPA	Robert Knorr
Montagu Private Equity	Jason Gatenby
Rivean Capital	Bas Cohen
Waterland Private Equity Investments	Frank Vlayen
HIGHLY RECOMMENDED	
Capman	Pia Kall, Ville Poukka
Chequers Capital	Guillaume Planchon
Clessidra Private Equity	Rosario Bifulco, Andrea Ottaviano
HitecVision	Ole Ertvaag
Inflexion Private Equity	John Hartz, Simon Turner
Segulah	Gabriel Urwitz
Vitruvian Partners	Ian Riley

INVESTMENTS & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Accel	Kevin Comolli, Philippe Botteri, Sonali De Rycker
Balderton Capital	Bernard Liautaud, Daniel Waterhouse
Index Ventures	Jan Hammer, Dominique Vidal
Sofinnova Partners	Antoine Papiernik, Denis Lucquin
2 360° Capital Partners	Fausto Boni, François Tison, Emmanuele Levi
Ardian	Alexis Saada, Romain Chiudini, Geoffroy de la Grandière, Frederic Quéru
Eurazeo	Christophe Bavière, Benoist Grossmann
Serena Capital	Philippe Hayat, Marc Fournier
EXCELLENT	
Holtzbrinck Ventures	Rainer Märkle
Lakestar	Klaus Hommels, Mika Salmi
Octopus Investments	Ian Perry
Partech Partners	Omri Benayoun, Philippe Collombel, Romain Lavault
Speedinvest	Oliver Holle
Ventech	Alain Caffi, Jean Bourcereau, Claire Houry, Nicolas Barthalon, Christian Claussen
Wellington Partners	Frank Böhnke, Christian Reitberger, Eric Archambeau
White Star Capital	Éric Martineau-Fortin, Jean-Francois Marcoux
HIGHLY RECOMMENDED	
Acton Capital Partners	Christoph Braun
Alven Capital	Guillaume Aubin, Charles Letourneur
Amadeus Capital Partners	Anne Glover, Hermann Hauser
Atomico	Niklas Zennström
Creandum	Staffan Helgesson, Johan Brenner, Fredrik Cassel
Gimv	Koen Dejonckheere
High-Tech Gründerfonds	Alex von Frankenberg
Mosaic Ventures	Toby Coppel, Simon Levene
Northstar Ventures	Dominic Endicott, Alasdair Greig, Ian Richards
Northzone Ventures	Bjørn Stray
Par Equity	Paul Atkinson
Seedcamp	Reshma Sohoni
Truffle Capital	Bernard-Louis Roques, Patrick Kron
RECOMMENDED	
468 Capital	Ludwig Ensthaler
Global Founders Capital	Roel Janssen
Hiventures	Bence Katona
Point Nine Capital	Pawel Chuddzinski, Christoph Janz, Ricardo Sequerra Amram, Louis Coppey
Sequoia Capital	Luciana Lixandru
Summit Partners	Matthias Allgaier
Target Partners	Berthold von Freyberg

AUSTRIA

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MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Binder Groesswang	Christine Dietz, Raoul Hoffer
BPV Huegel	Astrid Ablasser-Neuhuber
Schoenherr	Thomas Kulnigg, Franz Urlesberger, Hanno Wollmann
EXCELLENT	
CERHA HEMPEL	Bernhard Kofler-Senoner
E+H	Dieter Thalhammer
Wolf Theiss	Günter Bauer
HIGHLY RECOMMENDED	
1 Baker McKenzie	Andreas Traugott
Dorda	Heinrich Kühnert
2 Barnert Egermann Illigasch	Isabella Hartung
CMS Reich-Rohrwig Hainz	Bernt Elsner, Dieter Zandler
Haslinger / Nagele & Partner	Martin Oder
Reidlinger Schatzmann	Axel Reidlinger, Franz Stenitzer
SCWP Schindhelm	Christina Hummer
SMS SCHIMA I MAYER I STARLINGER	Christian Mayer
Taylor Wessing	Martin Eckel
RECOMMENDED	
1 DLA Piper Weiss-Tessbach	Claudine Vartian
Fellner Wratzfeld & Partner	Markus Fellner, Lukas Flener
Schindler Attorneys	Clemens Philipp Schindler
2 Becker Günther Polster Regner	Stephan Polster
Freshfields Bruckhaus Deringer	Maria Dreher
Peter I Thyri	Peter Thyri
Preslmayr	Dieter Hauck

M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cerha Hempel	Albert Birkner, Clemens Hasenauer
Freshfields Bruckhaus Deringer	Konrad Gröller, Thomas Zottl
Schoenherr	Christian Herbst, Sascha Hödl, Thomas Kulnigg, Roman Perner
Wolf Theiss	Horst Ebhardt
EXCELLENT	
1 Binder Groesswang	Philipp Kapl, Michael Kutschera, Thomas Schirmer
Dorda	Martin Brodey, Andreas Mayr
2 BPV Huegel	Thomas Lettau, Elke Napokoj
CMS Reich-Rohrwig Hainz	Peter Huber, Johannes Reich-Rohrwig
E+H	Alric Ofenheimer, Peter Winkler
HIGHLY RECOMMENDED	
1 Brandl Talos	Thomas Talos
Herbst Kinsky	Phillipp Dubsky, Christoph Herbst, Philipp Kinsky
2 Baker McKenzie	Gerhard Hermann
DLA Piper Weiss-Tessbach	Maria Doralt, Christoph Mager
Fellner Wratzfeld & Partner	Markus Fellner, Florian Kranebitter
Graf Patsch Taucher	Wolfgang T. Graf, Bernd Taucher
KPMG Law - Buchberger Ettmayer	Wendelin Ettmayer
SCWP Schindhelm	Philipp Lukas Leitner, Franz Mittendorfer
Taylor Wessing	Raimund Cancola
RECOMMENDED	
Arnold	Florian Arnold
Barnert Egermann Illigasch	Michael Barnert
b-legal	Georg Blumauer
Deloitte Legal - Jank Weiler Operenyi	Alexander Operenyi
DSC	Christoph Diregger
EY Law - Pelzmann Gall Größ	Mario Gall
FSM	Hannes Havranek, Stefan Prochaska
PEHB - Pressl Endl Henrich Bamberger	Christian Thaler
PHH	Rainer Kaspar
PwC Legal	Christian Oehner
Schindler Attorneys	Clemens Philipp Schindler
VALUABLE PRACTICE	
Eversheds Sutherland	Silva Palzer
Frotz Riedl	Stephan Frotz, Paul Schörghofer
Graf Isola	Alexander Isola
Grama Schwaighofer Vondrak	Bernd Grama
Haslinger / Nagele	Johanna Fischer
Torggler	Reinhard Kautz, Kathrin Weber



BELGIUM

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LBOs

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cobepa	Jean-Marie Laurent Josi, Charles-Henri Chaliac
CVC CAPITAL PARTNERS	Geert Duyck, Michael Lavrysen
GIMV	Koen Dejonckheere, Tom Van de Voorde
Rivean Capital	Nicolas Linkens
Verlinvest	Eric Melloul
Waterland Private Equity Investments	Cedric Van Cauwenberghe, Frank Vlayen
EXCELLENT	
3D Investors	Frank Donck
Argos Wityu	Gilles Mougnot
Baltisse	Filip Balcaen
Blackrock	Christian Hyldahl
Core Equity Holdings	Thomas de Waen
Dovesco	Gregory De Clerck
Down 2 Earth Capital	Ivo Marechal
Ergon Capital Partners	Wolfgang De Limburg
Gbl - Groupe Bruxelles Lambert	Ian Galienne
Sofina	Yashvin Singh Boparai
Sofindev	Eric Van Droogenbroeck
Vendis Capital	Michiel Deturck, Cedric Olbrechts
HIGHLY RECOMMENDED	
Bencis Capital Partners	Matthias Vermeersch, Bert Godefroid
Bnp Paribas Fortis Private Equity	Raf Moons
CNP	Xavier Le Clef
Indufin	Jean-François Vryens
Kharis Capital	Daniel Grossmann, Manuel Roumain
M80	Peter Maenhout
Riverside Europe Partners	Jeroen Lenssen
Smartfin	Jürgen Ingels, Bart Luyten
Smile-Invest	Bart Caubergh, Thomas Dewever, Ivo Vincente
Straco	Bart Elias, Maarten Peers
The Club Deal	Jean-Marc Legrand

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
JP Morgan	Tanguy Piret
Lazard	Wouter Gabriëls
Rothschild & Co	Jean-Francois Limpens, Yves Vervae
EXCELLENT	
Belfius Bank	Philippe Mercelis
Bnp Paribas Fortis	Gabriel Englebert
Degroef Petercam	François Wohrer, Pieter-Jan Van de Walle
Lincoln International	Siebrecht Declerck, Maxime Boudewyns
Morgan Stanley	Harold Joanknecht
HIGHLY RECOMMENDED	
ABN Amro	Solange Rouschop
Alantra	Wim Goossens
Banque Transatlantique Belgium	Michel de Villenfagne
Ing Belgium	Michael Van Eenoo, Philippe Wallez
KBC Securities	Frédéric Vandepitte, Régine Debeuckelaere
Puilaetco Dewaay	Ludivine Pilate



CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Pierre-Olivier Mahieu, Dirk Meeus, Wouter Van de Voorde
Baker McKenzie	Roel Meers, Dominique H. Maes, Koen Vanhaerents, Fiona Carlin
Cleary Gottlieb Steen & Hamilton	Laurent Ruzette, Laurent Legein
EXCELLENT	
Argo	Nico Goossens, Kris Verdoodt
Clifford Chance	Xavier Remy
Freshfields Bruckhaus Deringer	Deborah Janssens, Vincent Macq, Geert Verhoeven, Elliott Fosseppez
Jones Day	Thomas De Muynck, Pal Van Hoogthen, Jonas Van den Bossche
Laurius	David Ryckaert, Dirk Wellens, Christina Trappeniers, Caroline Wildemeersch
Liedekerke	Christel Van den Eynden, Damien Conem, Jacques Meunier
Linklaters	Arnaud Coibion, Eric Pottier, An-Sofie Van Hootegem, Filip Lecoutre
Stibbe	Jan Peeters, Stefan Odeurs, Dries Hommez, Julien Bogaerts, Jan Bogaert, Pascal Vanden Borre, Marc Fyon
Strelia	Gisèle Rosselle, Laurent Verhavert, Olivier Clevenbergh, Katrien Vorlat
Van Olmen & Wynant	Luc Wynant, Koen Hoornaert
White & Case	Thierry Bosly
HIGHLY RECOMMENDED	
1 Altius	Jérôme Vermeylen
CMS	Vincent Dirckx, Arnaud Van Oekel
Cresco	David Dessers
Eubelius	Matthias Wauters
Fieldfisher	Louis-François du Castillon
LMBD	Fabrice Mourlon Beernaert, Harold Minjauw, Frederic Deltour, Pia Sobrana Gennari Curlo
Loyens & Loeff	Robrecht Coppens
Lydian	Tom Geudens
Monard Law	Nicole Segers, Maxime Monard, Pieter Van de Broeck, Jeroen Raskin
Nautadutilh	Dirk Van Gerven, Nicolas De Crombrugge
Quinz	Benoit Allemeersch
Seeds Of Law	Leo Peeters, Toon Rummens, Koen De Puydt
Simont Braun	Sandrine Hirsch, Steven Callens, Axel Maeterlinck, Tom Swinnen
Van Bael & Bellis	Michel Bonne, Caroline Daout
Van Cutsem Wittamer Marnef & Partners	Christophe Hoogstoel, Frédéric De Ridder, Pierre Van Fraeyenhoven, Pierre Willemart, Anne-Sophie Meire
2 Astrea	Frédéric Verspreuwen
Bofidi Legal	Christophe Piette
Contrast	Bart Bellen
Daldewolf	Patrick De Wolf, Fabian Tchekemian, Laetitia De Smet
Deloitte Legal	David Roelens, Benoît Feron
DLA Piper	Erwin Simons, Michaël Heene
Fieldfisher	Louis-Francois du Castillon, Marie Evrard, Lars Raedschelders
Four & Five	Dimitri Coun
Harvest	Adrien Lanotte, Guillaume Beauthier
Osborne Clarke	Hadrien Chef
Prioux Culot	Raphaël Prioux, Henri Culot
Schoups	Gwen Bevers, Christine Heeb
Tetra Law	Sabrina Scarna
RECOMMENDED	
Crowell & Moring	Frederik Van Remoortel
Janson	Marc Dalle, Peter Parez
Kpmg Law	Patrick Geeraert
Philippe & Partners	Denis Philippe
Simmons & Simmons	Carl Meyntjens
Thales Avocats	Alexis Wochenmarkt
Verhaegen & Walravens	Jacques Verhaegen, Philippe Walravens
Willkie Farr & Gallagher	Jean-Quentin De Cuyper

Analysis

SEEDS OF LAW: COMPREHENSIVE M&A EXPERTISE



Leo Peeters

Key figure(s): Leo Peeters
and Koen De Puydt

Established: 2019

Track record: Seeds of Law's consolidated M&A team excels at aiding private equity investors, banks, and companies in various intricate corporate and M&A transactions. Its adept lawyers specialize in cross-border matters and corporate reorganizations, encompassing mergers, joint ventures and buyouts. Trust them to navigate complexities with precision.

Differentiation: Led by founders Leo Peeters and Koen De Puydt, the team excels in corporate and commercial matters, specializing in reorganizations, real estate, and construction. Renowned for its commitment to diversity and attention to ESG goals, the firm garners praise. With strong international and linguistic capabilities, clients benefit from Seeds of Law's expertise and global reach.

STRELIA: DYNAMIC M&A EXPERTS



Gisèle Rosselle

Key figure(s):
Gisèle Rosselle, Laurent
Verhavert, Frédéric
Heremans and Olivier
Clevenbergh

Established: 2013

Track record: Strelia boasts a robust and recently expanded corporate department, working in synergy with its competition and regulatory practices. Proficiently handling diverse cases in the retail, TMT, life sciences and energy sectors, the firm exhibits a stellar track record. Its expertise shines through, making the firm a reliable choice for complex transactions.

Differentiation: The firm's exceptional team of M&A experts comprises esteemed lawyers with diverse expertise. Gisèle Rosselle excels in corporate and finance transactions, while Laurent Verhavert specializes in real estate matters. Olivier Clevenbergh is adept at dispute resolution, and Frédéric Heremans focuses on corporate financing.

LMBD: INTEGRITY, EXPERTISE, ADAPTABILITY



Fabrice Mourlon
Beernaert

Key figure(s):
Fabrice Mourlon Beernaert

Established: 2010

Track record: LMBD's partners strive to deliver top-tier legal services which emphasize integrity and professionalism. Their commitment to excellence is reflected in continuous training, legal authorships, university teaching roles, and judicial appointments. Specializing in select legal fields, they leverage deep industry insights and multi-lingual capabilities to ensure clients receive tailored solutions and optimal outcomes.

Differentiation: LMBD possesses vast expertise across sectors including IT, life sciences, entertainment, and transport. Its proficiency includes corporate transactions, equity matters, litigation, and public offerings. Renowned for authoring publications on the subject of corporate law, LMBD's partners are adept at both administrative and ordinary Belgian court litigation. Clients range from high-profile individuals to non-profits.

LAURIUS: INNOVATIVE AND CLIENT-FOCUSED



David Ryckaert

Key figure(s):
David Ryckaert

Established: 2006

Track record: Founded in 2006 by Dirk Wellens and Bert Luyten, Laurius started in Antwerp and quickly expanded to Brussels. The firm has garnered a reputation for expertise in commercial transactions, M&A, private equity, and much more besides. Over the years it has successfully served a diverse clientele including family shareholders, industrial buyers, private equity funds, and venture capitalists.

Differentiation: Laurius' partners pride themselves on being highly responsive to clients' requests for assistance and on providing legal services with a personal touch. Employing state-of-the-art contract drafting technology, the team offers strategic, pragmatic advice in M&A and corporate litigation. David Ryckaert is a trusted advisor to family shareholders, industrial buyers and private equity funds.

VAN OLMEN & WYNANT: RISING STAR M&A LAW FIRM



Luc Wynant

Key figure(s): Luc Wynant

Established: 1993

Track record: The law firm of Van Olmen & Wynant boasts a comprehensive track record in corporate and M&A services, encompassing equity structuring, securities and restructuring. The robust expertise of its lawyers ensures seamless and successful deals for clients.

Differentiation: Under the leadership of Luc Wynant and Koen Hoornaert, the team excels in diverse sectors like telecoms, technology, IT and pharma. With innovative and bespoke solutions, it fosters enduring client relationships built on mutual trust. The firm's expertise has earned it a prominent position as a trusted advisor for startups and venture capital firms.

VAN CUSTEM: ADAPTABLE, COMMITTED LEGAL PARTNER



Pierre Van Fraeyenhoven

Key figure(s):
Pierre Van Fraeyenhoven

Established: 1977

Track record: With a diverse clientele spanning various industries, the firm handles M&A transactions for national and international entities. Its track record underlines the team's proficiency in delivering exceptional legal support across all stages of the deal process.

Differentiation: In 2022, the firm bolstered its team and territorial presence with the addition of three lawyers, Pierre Willemart, Veerle Brusseleers and Elisabeth Bousmar, formerly of Koan Law. This influx of top talent enhances the firm's ability to provide comprehensive, bespoke and sustainable solutions, further solidifying its position as a leading legal partner.



PRIVATE EQUITY: TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Pierre-Olivier Mahieu, Wouter Van de Voorde, Dirk Meeus, Frederiek Adams
Freshfields Bruckhaus Deringer	Vincent Macq, Geert Verhoeven, Deborah Janssens
EXCELLENT	
Argo	Nico Goossens, Kris Verdoodt
Baker McKenzie	Dominique H. Maes, Luc Meius, Roel Meers, Koen Vanhaerents
Cleary Gottlieb Steen & Hamilton	Laurent Legein
Clifford Chance	Niek De Pauw
Linklaters	Arnaud Coibion, David Ballegeer, Charles-Antoine Leunen, An-Sofie Van Hootegem
Stibbe	Stefan Odeurs, Dries Hommez
Van Olmen & Wynant	Luc Wynant, Koen Hoornaert
White & Case	Thierry Bosly, Hadrien Servais
HIGHLY RECOMMENDED	
Altius	Jérôme Vermeylen
Cresco	David Dessers
Eubelius	Filip Jenné, Matthias Wauters, Erwin Destuyver
Jones Day	Paul Van Hooghten, Thomas De Muynck
Laurius	Dirk Wellens, David Ryckaert
Liedekerke	Thibaut Hollanders, Jacques Meunier, Damien Conem
Loyens & Loeff	Hakim Boularbah, Robrecht Coppens
Lydian	Tom Geudens
Monard Law	Maxime Monard, Nicole Segers, Pieter Van de Broeck, Benoit Samyn
Simont Braun	Axel Maeterlinck, Sandrine Hirsch
Squire Patton Boggs	Bart Vanderstraete
Strelia	Gisèle Rosselle, Laurent Verhavert, Katrien Vorlat
RECOMMENDED	
Cambrian	Pieter Capiou
DLA Piper	Koen Selleslags, Michaël Heene
Four & Five	Dimitri Coun
K Law	Alok Sonker, Christopher Rao, Puneet Prabhakar
Nautadutilh	Dirk Van Gerven
Quinz	Benoit Allemeersch
Rooryck & Co	Peter Rooryck

WHITE & CASE: EXEMPLARY CROSS-BORDER DEAL EXPERTISE



Thierry Bosly

Key figure(s): Thierry Bosly and Hadrien Servais
Established: 1967

Track record: A highly reputable team, well-established in providing expert counsel for intricate domestic and international transactions across diverse sectors. Sought out for its in-depth knowledge of domestic and cross border deals. Renowned for its exceptional proficiency in crafting and negotiating intricate transactional documentation.

Differentiation: The team enjoys an outstanding reputation, owing to its substantial roster of legal professionals who excel in international matters and are dual qualified in Belgian and Luxembourg law. Thierry Bosly, department head, was recently named global co-head of White & Case's private equity industry group, further highlighting the firm's exceptional standing.

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cleary Gottlieb Steen & Hamilton	Antoine Winckler, Nicholas Levy
Freshfields Bruckhaus Deringer	Laurent Garzaniti, Frank Montag, Thomas Janssens
Van Bael & Bellis	Jean-François Bellis, Porter Elliott, Andrzej Kmiecik, Peter L'Ecluse
EXCELLENT	
Allen & Overy	Dirk Arts
Clifford Chance	Thomas Vinje, Miguel Odriozola
Covington & Burling	Carole Maczkovics
Jones Day	Bernard Amory
Latham & Watkins	Sven Völcker
Linklaters	Gerwin van Gerven
Skadden	Niels Baeten, Michael Frese, Thorsten Goetz, Andreas Kafetzopoulos
White & Case	Jacquelyn Mac Lennan
HIGHLY RECOMMENDED	
ALTIUS	Carmen Verdonck
Arnold & Porter	Niels Christian Ersbøll
Ashurst	Annick Vroninks, Denis Waelbroeck, Denis Fosselard
Baker McKenzie	Fiona Carlin
Contrast	Filip Tuytschaever, Herlinde Burez
Crowell & Moring	Karel Bourgeois, Thomas De Meese
Dentons	James Venit, Jean-Nicolas Maillard
Eubelius	Hans Gilliams, Jan Bocken
Faros	Frank Wijckmans
Gibson, Dunn & Crutcher	Stéphane Frank, Christian Riis-Madsen, Ali Nikpay, Attila Borsos
Liedekerke	Vincent Mussche
SheppardMullin	Jacques Derenne
Squire Patton Boggs	Brian Hartnett, Oliver Geiss
Stibbe	Peter Wytinck
Strelia	Pierre Goffinet
RECOMMENDED	
Baker Botts	Catriona Hatton
Bird & Bird	Anne Federle
Daldewolf	Emmanuel van Nuffel, Thierry Bontinck
Deloitte Legal	Catherine Hannosset
Janson	Bruno Lebrun
Mayer Brown	Julian Ellison
Norton Rose Fulbright	James R. Modrall



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Rudy Dupont, Benjamin Pirlet
Baker McKenzie	Jean-François Vandenberghe
Linklaters	Yves Moreau, Pieter Puelinckx, France Englebort
Lydian	Jens Debièvre
Stibbe	Rudy Nauwelaerts, Rony Vermeersch, Jan Bogaert, Matthias Maselis
EXCELLENT	
Liedekerke	Yves Delacroix, Alexandre Emond, Julie De Bonnet
Loyens & Loeff	Christophe Laurent, Ariane Brohez
Schoups	Marco Schoups, Kris Lemmens, Maarten Somers
Seeds Of Law	Koen De Puydt, Alain De Jonge, Ulrike Beuselinck, Peter Moerman
HIGHLY RECOMMENDED	
1 ALTIUS	Lieven Peeters
Clifford Chance	Henri D'Ursel, Pieter De Bock, Alexandre Ooms
CMS	Bruno Duquesne, Pierre-Axel Chabot
Eubelius	Lars Van Bever, Wouter Claes
Monard Law	Luc Linders, Stefaan Van Dyck, Benoit Samyn, Gregory Grouwels
Simont Braun	Manuela von Kuekelgen, Laura Grauer
Strelia	France Vlassembrouck
2 Cresco	David Dessers
Deloitte Legal	Maximilien van de Werve
Eversheds Sutherland	Johan Joos
KPMG	Gerald Van Walle, Jim Bauwens
Laurius	Michael Bollen, Christina Trappeniers
LMBD	Frederic Deltour
Nautadutilh	Didier De Vliegheer
Van Cutsem Wittamer Marnef & Partners	Thibault Fober, Tanguy Gillain, Bernard Dautricourt
RECOMMENDED	
AKD	Steven Ongena, Pol Cools, Werner Heyvaert
DLA Piper	Bob Martens
Four & Five	Tessa Gijbels
Janson	Jean-Nicolas Pardon, Didier Bracke, Angie Koninckx
Mvvp	Stefaan Verbouwe
Notius	Bruno Vantomme
Philippe & Partners	Marc Gouden, Dirk Clarysse, Véronique Delens
Racine	Isabelle Cooreman

DENMARK

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Accura Advokatpartnerselskab	Henrik Juul Hansen, Jacob Vinther, Kristian Klausen, Mads Ilum, Kåre Stolt, Tue Ravnholt Frandsen, Thomas Weincke
Bech-Bruun	Simon Milthers, Jakob Kristensen, Andreas Nielsen
Gorrissen Federspiel	Rikke Schiøtt Petersen, Anders Ørjan Jensen, Anders Peter Christoffersen
Kromann Reumert	Christina Bruun Geertsen, Tyge Rasmussen, Peter Ketelsen
Plesner	Henrik Rossing Lønberg, Lars Bunch, Hans Hedegaard, Jacob Ørskov Rasmussen
2 DLA Piper Denmark	Jens Krogh Petersen
Moalem Weitemyer	Dan Moalem, Henning Aasmul-Olsen
EXCELLENT	
Bruun & Hjejle	Morten Jensen
Horten	Frans Rossen
Lundgrens	Peter Bruun Nikolajsen, Christian Scherfig, Peter Møllerup, Thomas Kræmer
Mazanti-Andersen	Frederik B. Hasling, Jakob Mosegaard Larsen, Thomas Weisbjerg
Poul Schmith	Ronnie Kandler, Peter Hedegaard Madsen, Carina Vang Kristoffersen, Jacob Bier
HIGHLY RECOMMENDED	
Bird & Bird	Casper Moltke-Leth, Morten Rosenmejer
DAHL Law Firm	Mads Rossen Jakobsen, Henning von Lillienkjold
Dreist Storgaard Advokater	Nikolaj Juhl Hansen, Svend-Aage Dreist Hansen, Martin Skovbjerg, Søren Storgaard
Elmann	Søren Ingerslev
Magnusson	Sam Jalaei
Nielsen Nørgaard	Jens Arnesen, Morten Eldrup-Jørgensen, Peter Lyck, Frantz Palludan
RECOMMENDED	
Andersen Partners	Hans-Christian Ohrt, Jon Stefansson, Søren Stig Langlökke
GALST	Hans Christian Galst, Christian Steen Laursen
Lund Elmer Sandager	Jacob Roesen
NJORD Law Firm	Lars Lokdam, Henrik Lyhne
SIRIUS advokater	Olaf Ehrenskjöld, Joachim Ørum Petersen, Anders Kjær Dybdahl
Skau Reipurth & Partnere	Peter Skau-Andersen, Claus Ryberg Hoffmann, Morten Vibe



FINLAND

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Avance Attorneys	Ilkka Perheentupa, Ulf-Henrik Kull, Mathias Lindqvist, Erkki-Antti Sadinmaa, Carl-Henrik Wallin, Anders Floman, Björn Söderblom
Borenus	Johannes Piha, Johan Roman, Janko Lindros
Hannes Snellman	Sten Olsson, Riikka Rannikko, Mikko Heinonen, Johan Aalto
Krogerus	Sami Martola, Mika Ståhlberg
Roschier	Manne Airaksinen, Antti Ihamuotila, Jouni Salmi
White & Case Finland	Timo Airisto
EXCELLENT	
Bird & Bird	Maria Carlsson, Jori Taipale
Castrén & Snellman	Benjamin Bade, Carola Lindholm, Jan Örndahl, Jarno Tanhuanpää, Pauliina Tenhunen
Dittmar & Indrenius	Anders Carlberg, Wilhelm Eklund, Jan Ollila, Mikko Eerola
HPP Attorneys	Andrew Cotton, Antti Säiläkivi, Markku Mäkinen, Björn Nykvist
Waselius & Wist	Christoffer Waselius
HIGHLY RECOMMENDED	
DLA Piper Finland	Ilkka Liljeroos
Dottir Attorneys	Juha Nurminen
Eversheds Sutherland	Olli Iirola, Vesa Turkki, Harri Tolppanen, Mika Taberman
Magnusson	Tomi Merenheimo, Ville Salonen, Heikki Wide
RECOMMENDED	
Attorneys-at-Law TRUST.	Jan Lindberg
Itäinen & Ojantakanen Attorneys	Risto Ojantakanen, Leif Itäinen
Lexia Attorneys	Mikko Räsänen, Samuli Koskela, Olli Kotila
Lieke Attorneys Ltd	Jani Rantanen, Ville Vyyryläinen
Merilampi Attorneys	Antti Kahri, Ari Keinänen
Procopé & Hornborg	Ismo Hentula, Petri Kyllönen

FRANCE

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M&A: LARGE-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 Lazard	François Kayat, Andrea Bozzi, Charles-Henri Filippi, Isabelle Xoual, Vincent Le Stradic, Guillaume Molinier, Bertrand Moulet, Thomas Picard, Jean-Louis Girodolle
Morgan Stanley France	Ludovic Jacquot, Frédéric Proust, David Benichou, Jean-Baptiste Charlet, Guillaume Gabaix, Yves Ayache, Emmanuel Goldstein
Rothschild & Co	Grégoire Chertok, Laurent Baril, Alexandre de Rothschild, François Pérol
2 BNP Paribas	
Goldman Sachs	Jérémie Marrache, Anne Bizien, Pierre Hudry
J. P. Morgan	Kyril Courboin, Marc Pandraud, Augustin d'Angerville
EXCELLENT	
1 Bank of America	Stéphane Courbon, Jérôme Morisseau, Emmanuel Régniez
Barclays	Ghislain de Brondeau, Gilles Richard, Francois Baroin, Emmanuelle Ortiz, Gauthier Le Milon
Centerview Partners	Matthieu Pigasse, Nicolas Constant, Pierre Pasqual, Yann Krychowski
Crédit Suisse	Valérie Landon, Bruno Hallak
Perella Weinberg Partners	David Azéma, Tanguy Rivière, Cyrille Perard, Uel Migan, Stéphane Richard
Société générale CIB	Sylvain Mégarbané, Thierry d'Argent, Sylvie Remond, Sébastien Proto, Stefan Goetz
Sycomore Corporate Finance	Pierre-Arnaud de Lacharrière, Olivier Barret, Francois Vigne
2 Citigroup	Grégoire Haemmerlé, Pierre Drevillon
Crédit Agricole CIB	Bertrand Peyrelongue
Deutsche Bank	Emmanuel Hasbanian, Julien Fabre
HSBC	Alexandre Courbon
Nomura	Jérôme Calvet, Alexis Singer
HIGHLY RECOMMENDED	
Jefferies International	Muriel Petit, Jérôme Delahaye
Moelis & Company	Benoît Renon
PJT Partners	Antonin Baladi, Michel Antakly, Pierre Bourderye, Emmanuel Gueroult, René Proglío
Ubs Investment Bank	Emmanuel Keller, Igor de Limur, Régis Turrini, Nicolas Paquet
UniCredit	Olivier Khayat



M&A: UPPER MID-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 Lazard	Charles Andrez, Jean-Philippe Bescond, François Guichot-Pérère, Olivier Le Maire
Natixis Partners	Bruno Stern, François Rivalland, Ludovic Tron, Denis Vidalinc, Olivier Dardel
2 DC Advisory	Grégory Roquier, David Benin, Frédéric Meyer, Nicolas Cofflard, Francois Prioux
Edmond de Rothschild Corporate Finance	Julien Beraud, Philippe Flament, Philippe Duval, Nicolas Durieux, Arnaud Petit, Thomas Hamelin, Vanessa Guyot-Sionnest, Jean-Charles Bernard
EXCELLENT	
1 Amala Partners	Jean-Baptiste Marchand, Benjamin Giner, Alexis Matheron, Jean-Michel Cagin
Banque Hottinguer	Pierre Durand de Bousingen, Elisabeth Martin, Arnaud Bochet, Philippe Bonhomme, Bernard Le Gendre, Adrien Choquet, Patricia Lormeau
Clearwater International	Philippe Guézenc, Laurent Camilli, Benjamin Zayat, Thomas Gaucher, Nicolas Saint-Pierre, Julien Choppin, Jonathan Bursztyn, Laurence de Rosamel, Jérémy Sartre
Wil Partners	Jacques Ittah, André Haik
2 Alantra	Olivier Guignon, Franck Portais, Oriane Durvy, Fabrice Scheer, Florian Touchard, Franck Noat, Nicolas Senlis, Nicolas Vienot
BNP Paribas Mid Cap	Philippe-Elie Bacot, Thierry Marie, Bruno Attali
Degroof Petercam	Cyril Kammoun, Franck Silvent
Goldman Sachs	Thomas Gagnez
Oddo BHF CORPORATE & MARKET	Jean-François Delpech, Johannes von Neipperg, Nadine Veldung, Christophe Bourrilly, Thomas Devineau, Stéphane Rémus-Borel, Laurent Buiatti
HIGHLY RECOMMENDED	
Neufilze OBC	Jean-Christophe Liard, Johanna Guzman, Philippe Esser
Raphaël Financial Advisory	Benoît O'Mahony, Florent Haik, Benoit Perrin d'Arloz
RECOMMENDED	
AM Capital	Abdelnor Chehlaoui, Joel Krief
B&a Investment Bankers	Cyril F. Benoit, Emmanuel Gros
Goetzpartners	Serge Prager, Michel Payan
Mirabaud	Stéphane Benouaich
Ohana & Co	Ariel Ohana, Karine Ohana
Rabobank International	François Hunaut

M&A: LOWER MID-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 Cambon Partners	Michael Azencot, Morgann Lesné, Laurent Azout, Guillaume Teboul, David Salabi, Jonathan Journo, Guillaume Eymar, Nicolas Pirot, Alexandre Aymard, Thomas Bertier
Capitalmind	Kilian de Gourcuff, Alexandre Ebin, Nicolas Balon, Michel Degryck, Thibault Laroche-Joubert, Jean-Arthur Dattée
Rothschild Transaction R	Pierre Sader, Pierpaolo Carpinelli, Jean-Christophe Quiniou, Guillaume Cauchoix
2	
Adviso Partners	Romain Massiah, Guillaume Capelle, Bertrand Thimonier, Louis Vercken, Guillaume Dary, Gilles Coudon, Marc Lebrun, Antoine Tanguy, Michaël Chicheportiche, Frédéric Dubois
Oaklins	Hadrien Mollard, Raphaël Petit, Eric Félix-Faure, Thibaut de Monclin
EXCELLENT	
1 Bryan, Garnier & Co	Guillaume Nathan, Hervé Ronin, Olivier Beaudouin, Philippe Patricot, Greg Revenu, Olivier Garnier
Clipperton Finance	Thomas Neveux, Nicolas Von Bülow, Thibaut Revel, Stéphane Valorge, Antoine Ganancia, Thomas de Montille, Nikolas Westphal
Crédit Agricole Midcap Advisors	Alain Crohem, Didier Lenz, Xavier Boeri, Vincent Ribereau-Gayon, Frédéric Bonnard, Jean Colsy, Caroline Dheilly
Financière De Courcelles	Noël Forgeard, Michaël Petit, Henri Mion, Emmanuel Antmann, Matthieu de Baynast, Philippe Dore, Guillaume Piette
Gimar & Co	Hubert Chevrinai, Christian Giacomotto, Stéphane Olmi, Olivier Jolain, Philippe Marini, François Barthelemy
KPMG	Mark Wyatt, Julian Parsons, Stéphane Souchet
Lincoln International	François Rispoli, Ludovic Rodié, François Carlot, Serge Palleau, Dominique Lecendreau, Jean-René Hartpence, Guillaume Suizdak, Géraud Estrangin, Matthieu Rosset, Arnaud Dudognon
Transactions & Cie	François Paillier, Frédéric Bos, Matthieu Mora, Julien Moréel, Christophe de Backer, Diane De Montjamont
Translink CF France	Marc Irisson, Mathieu Lemesle, Jacques-Henri Rième, Tanguy du Chesnay, Antoine Tanguy, Lina Ismail
2	
Croissance Partenaires	Pierre Miallot
Deloitte	Charles Bédier
EY	Damien Anzel, Olivier Catonnet, Matthieu Carlier
Largillière Finance	Paul Bougnoux, Nicolas Ibanez, Tanguy Mantelin, Guylène Jourdan
PwC Corporate Finance	Geoffroy Pacault, Antoine Grenier, Adrien d'Alincourt
Scalene Partners	Simon Eischen, Samuel Assaraf, Anthony Gribe
Ubs Investment Bank	Jérôme Pin, Jérôme Breuneval, Nicolas Henry





HIGHLY RECOMMENDED

> 1	Avolta Partners	Philippe Rodriguez, Patrick Robin, Arthur Porré, Philippe Dardier, David Laurent, Frédéric Ventre, Tarik Saadallah
	Cfi France - Athema	Jean-Marc Teurquetil
	Drake Star Partners	Lawrence Giesen, Christophe Morvan, Bruno Tourme
	Pax Corporate Finance	Adrien Tourres, Laurent Mouflin, Michel Lafon, Enrick Gane, Simon Morin, Sébastien Leleu, Anthony Ginieis
	Rochefort & Associés	Enguerrand Rochefort, Thomas Blondet, Ghislain de Murard, Guillaume de La Hossieraye
2	ETXE Finance	Romain Petit, Luc Demarre
	June Partners	Cédric Hetzel, Marc-Antoine Cabrelli, Hubert Kirchner, Paul Guerrier
	Mazars	Matthieu Boyé, Stéphane Pithois, Henry Turquand d'Auzay, Frédéric Clairet
	R&J Capital	Elisabeth Amiel
3	FL Finance & Developpement	Florence Farriaux, Luc Farriaux, Pierre de Sury
	Invest Corporate Finance	Vincent Déchin, Marc O'Neill, Bertrand le Galcher-Baron, Vincent Behr, Gwenaël Le Berre, Claude Breuil, Christophe Marchand, Raphaël Rossello, Christian Finan
	Sevenstones	François Camus, Elodie Le Gendre, Damien Vigneron

RECOMMENDED

	AEC Partners	Jordi Esclusa, Christine Garnier, Lionel Delaporte, Jean-François Lopez
	Bucéphale Finance	David Orban, Timothée Fontaine
	Canec International	Gilles Meese
	Chami & Co	Jean-Michel Chami
	CMW Corporate Finance	Hervé Le Roy
	Euromerger	Michel Cochet
	Frenger International	Jean-Noël Mermet
	GCA Altium	Hugues Archambault
	JSquare Conseil	Jennifer Johns, Amélie du Chalard
	Lasteyrie & Associés	Etienne de Lasteyrie
	Verdier & Co	Jean-Philippe Verdier
	Wagram Corporate Finance	Christophe Tymen, Paul Le Clerc, Sylvain Cotte, Mathieu Rouget

M&A: SMALL-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
CIC Conseil	Cyril Serratrice, Amélie Aurel, César Darcy, Thierry Fargeot, Christophe Kamel, Cédric Vojetta, Fabien Riou, Florent Obry, Romain Mercier
DDA & Company	Alexandre Odin, Didier Choix, Alain Sitbon, Jean-Damien Perrier, Agnès Marossero
Linkers	Philippe Laurent, Philippe Delecourt, Sidney Serval, Michèle Fine, Guillaume Anselin, Didier Busquet
EXCELLENT	
1 Blue Partners Finance	Nicolas Elbaz, Nicolas-Pierre Baumé
Capstone Finance	Thaddée Willart, Vincent Boutillier
Clairfield International	Pierre-Alexandre Suide, Bertrand Hermez, Thierry Chetrit, Christian de Charentenay
Equideals	Yves Kerveillant, Marc Nougué, Thibaut Regnier-Vigouroux, Benoît Cauchard, Cyrielle De Beaumont
Eurvad Finance	Jonathan Melloul, Charles Guigan
Impulse Corporate finance	Charles Tétard, Clovis Tuffier, Pierre Besson
In Extenso Finance & Transmission	Christophe Estivin, Marc Sabaté, Jessy-Laure Carol, Alexandre Briand, Nicolas du Rivau, Guillaume Hoppenot, Christophe del Toso, Bernard Cendrier, Yoann Melloul
Logion Finance	Pierre Siamer, Yvette Mislin
Wingate	Daniel Ramakichenane, Pierre Chupin, Stéphane Cohen
2 Aurignac Finance	Christine de Briganti, Raphaël Brenier, Jean-René Griton
BDO Corporate Finance	Thibaut Baptiste, Pierre-Michel Peugnet, Jean-Noël Grandval, Olivier Tircazes
Build Up	Patrick Azzopardi
Crédit du Nord	Stéphane Peterlini, Raphaël Aubry Marais, Caroline Duclos
Eponyme Partners	Arnaud Perez, Alexis Méheut, Thierry Paulhac, Fabrice Arousseau, Jean-Michel Galliot, Sybille Vervel Brotz
I-Deal Development	Frédéric Bonan, Thierry Bloch
MBA Capital	Nicolas Bonnel, Michel Le Blay, Isabelle Arnaud-Despreaux, Vincent Juguet
Pkf Spin-Off & Co	Frédéric Assouline, Daniel Colé, Jean-Marie Simon
Synercom France	Christophe Berthier, Alain de Chantérac, Pascal Faucon, Damien Guillard, Philippe Kobloth, Henri Loretto, Jean-Pierre Vergnault, Jean-Daniel Tresch, Sarah Tresch
Whedge Corporate Finance	Franck Hammer
HIGHLY RECOMMENDED	
1 Aliénor Partners	Laurence d'Halleine, Brice Thébaud, Ludovic Richard, Kévin Peyrot
Crescendo Finance	Yoann Roussel, Alexandre Folman
EdRCF Croissance	Guillaume Jaureguierry, Axel Riquet
RSA Corporate Finance	Aymeric Stievenart
Societex Corporate Finance	Krzysztof Giecold, Thomas Beaurain, Pascal Rivière, Jean-Jacques Vaury, Bernard Maussion
2 Arcéane	Franck Lorinet, Alex Sauvage, Hubert De Candé, Hervé Thevenet, Céline Valentin, Mouna Selmi, Stéphane Aubin
Aristea	Anne-Sophie Bastard de Crisnay, Arnaud Meunier du Houssoy, Pierre Sanna
Auris Finance	Jacques Roboh, Arnaud Watteau, Damien Gros
ByCap	Bertrand Simon
Connecting Business / Audit Cpa	David Abastado, Antony Goichon, Philippe De Reviers
D&A	Jean-Marc Dayan
Gereje Corporate Finance	Fabrice Lombardo, Jean de Moras, Laurent Gobinet
Ilium Partners	Valentin Salcedo
Montfort & Co	Nicolas Ruellan
Nfinance	Guy Cohen
Smart Entrepreneurs Partners	Gaël Dubosq, Gaël Gelineau, David Lemiere, Christophe Gouriou, Martin Egasse, Christophe Berthon, Pierre-Louis Reynaud
Valexcel Finance	Olivier Menu
RECOMMENDED	
Adams & Royer	Michel Royer
Deomenos	François Ramette
Finaura Partners	Geneviève Montant, Jean-Louis Allix
Gouvernance & Valeurs	Jean-Marc Perrier, Bernard Attali
Liautaud & Compagnie	Martine Liautaud
M&A Consultants	Bertrand de la Porte
Onetoone Corporate Finance	Jean-Luc Bertrand, Patrick Coutand
Quatuor	Gilles Ravel
Shibumi Corporate Finance	Jean-Michel Lebouvier, François Kittel
Trianon Corporate Finance	Jane Coblence, Alex Marvaldi, Olivier Platz
Twinkl	Laurent Loubarette, Franck Loubarette
Wanda Corporate Finance	Morgan Trabelsi



ENERGY & INFRASTRUCTURE: SMALL & MID-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
1 Finergreen	Damien Ricordeau, Théo Barallon, Louis Catala
Green Giraffe	Pierre-Etienne Claveranne
2 Capitalmind	Ervin Schellenberg, Nicolas Balon
Gottengreen	Frédéric Tengelmann, Martin Volatier, Julien Chaudanson
La Compagnie Financière du Lion - CFL	Arié Flack
Nomura Greentech	Laurent Dallet
Tevali Partners	Steven Kassab, Michael Tobelem
EXCELLENT	
1 Astris Finance	Fabrice Henry
Bryan, Garnier & Co	Greg Revenu
Natureo Finance	Eric Missonnier-Rohart, Christophe Rouvière, Romain Merceret
Oaklins	Thibaut de Monclin
2 Adviso Partners	Marc Lebrun, Bertrand Thimonier
Linkers	Philippe Delecourt
Oddo BHF CORPORATE & MARKET	Jean-François Delpech
Translink CF France	Tanguy du Chesnay
HIGHLY RECOMMENDED	
DC Advisory	Grégory Roquier
Goetzpartners	Serge Prager
Invicem	David Villeneuve
Ocfa Corporate Finance Advisory	Olivier Chazelas
Pwc Corporate Finance	Geoffroy Pacault
Schroders	Arnauld Schaefer

INDUSTRIAL M&A: SMALL & MID-CAP

Best Investment Banks

In each tier, the firms are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Capitalmind	Michel Degryck, Nicolas Balon
DC Advisory	David Benin
Rothschild Transaction R	Pierpaolo Carpinelli
EXCELLENT	
1 Adviso Partners	Bertrand Thimonier, Gilles Coudon, Michaël Chicheportiche
Lazard	Charles Andrez, Julien Lestrade
Lincoln International	François Rispoli, Géraud Estrangin, Guillaume Suizdak, Jean-René Hartpence
Natixis Partners	Bruno Stern
2 Banque Hottinguer	Damien Faucher, Pierre Durand de Bousingen
CIC Conseil	Florent Obry
Clearwater International	Philippe Guézenc, Jonathan Bursztyn
Degroof Petercam	Cyril Kammoun, Franck Silvent
EY	Matthieu Carlier
HIGHLY RECOMMENDED	
1 Alantra	Ashley E. Rountree
Crédit du Nord	Stéphane Peterlini, Raphaël Aubry Marais, Caroline Duclos
Financière De Courcelles	Guillaume Piette, Matthieu de Baynast, Philippe Dore, Noël Forgeard
KPMG	Mark Wyatt
Largillière Finance	Thomas Bureau, Nathanael Blanc
Oaklins	Raphaël Petit, Eric Félix-Faure
Oddo BHF CORPORATE & MARKET	Johannes von Neipperg
Raphaël Financial Advisory	Benoît O'Mahony, Florent Haik
Sodica Corporate Finance	Vincent Ribereau-Gayon
Transactions & Cie	François Paillier, Matthieu Mora, Julien Moréel, Frédéric Bos, Christophe de Backer, Diane De Montjamont
Ubs Investment Bank	Jérôme Pin
2 Goetzpartners	Serge Prager, Michel Payan
I-Deal Development	Thierry Bloch, Frédéric Bonan
Pwc Corporate Finance	Geoffroy Pacault
RECOMMENDED	
AM Capital	Abdelnor Chehlaoui, Joel Krief
B&a Investment Bankers	Cyril F. Benoit, Emmanuel Gros
Invest Corporate Finance	Bertrand le Galcher-Baron, Gwenaël Le Berre
Societex Corporate Finance	Thomas Beaurain, Jean-Jacques Vaury



RETAIL & CONSUMER GOODS M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Centerview Partners	Nicolas Constant, Pierre Pasqual
Lazard	Andrea Bozzi, Isabelle Xoual, Jean-Philippe Bescond
Rothschild & Co	Grégoire Chertok, Frank Cygler, Cyril de Mont-Marin
EXCELLENT	
1 Morgan Stanley France	Jean-Baptiste Charlet, Yves Ayache
Natixis Partners	Bruno Stern, Patrick Maurel, Valérie Pellereau, Anne Hiebler
2 BNP Paribas	Philippe-Elie Bacot
Crédit Agricole CIB	Pietro Sibille
HIGHLY RECOMMENDED	
1 B&A Investment Bankers	Cyril F. Benoit
Capitalmind	Alexandre Ebin
Clearwater International	Philippe Guézenc, Benjamin Zayat
Crédit Suisse	Bruno Hallak, Valérie Landon
Deutsche Bank	Julien Fabre, Emmanuel Hasbanian
Edmond de Rothschild Corporate Finance	Nicolas Durieux, Philippe Flament
Financière De Courcelles	Matthieu de Baynast, Guillaume Piette, Henri Mion
Goldman Sachs	Gilberto Pozzi, Pierre Hudry, Anne Bizien
J. P. Morgan	Kyril Courboin, Maja Torun
Nomura	Jérôme Calvet, Alexis Singer
Ohana & Co	Ariel Ohana
Ondra	Yann Dever, Jean-Wilfried Diefenbacher, Gilles Mentré
Société générale CIB	Patrick Perreault, Juan Manuel Ramirez
Transactions & Cie	François Paillier, Matthieu Mora, Julien Moréel, Frédéric Bos, Christophe de Backer, Diane De Montjamont
Translink CF France	Jacques-Henri Rième
Ubs Investment Bank	Jérôme Breuneval
2 Bank of America	Laurent Vieillevisne
Barclays	Ghislain de Brondeau
Bryan, Garnier & Co	Greg Revenu
Citigroup	Roberto Costa
DC Advisory	Maxime Leclercq
Deloitte	Charles Bédier
Goetzpartners	Michel Payan, Serge Prager
I-Deal Development	Thierry Bloch, Frédéric Bonan
Invest Corporate Finance	Raphaël Rossello
Largillière Finance	Shamir Razavhousen
Lincoln International	Dominique Lecendreau, François Rispoli, Ludovic Rodié
NatWest	Alison Rose
Oaklins	Hadrien Mollard
Oddo BHF CORPORATE & MARKET	Thomas Devineau
Rothschild & Co	Jean-Jacques Vaury, Krzysztof Giecold

FINANCIAL INSTITUTIONS GROUP (FIG) M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Morgan Stanley France	Guillaume Gabaix, Yves Ayache
Rothschild & Co	Cyril de Mont-Marin, Pierre Sader
EXCELLENT	
1 Barclays	Jeremie Renaudin
BNP Paribas	Thierry Marais, Jean-Sébastien Dietsch, Frédéric Legmann
Centerview Partners	Yann Krychowski
J. P. Morgan	Joël Chapellier
Lazard	Charles-Henri Filippi, Corso Bavagnoli
Newco Corporate Finance	Jean-Louis Duverney-Guichard
Société générale CIB	Patrick Perreault, Thomas Caniaux
2 Cambon Partners	David Salabi, Guillaume Eymar
Crédit Suisse	Bruno Hallak, Julien Lamm
FIG Partners	Alexandre Morin, Christophe Muyard
Gimar & Co	Stéphane Olmi, Olivier Jolain, François Barthelemy
Messier & Associés	Jérémy Langlois
Perella Weinberg Partners	David Azéma, Tanguy Rivière, Celine Anthoine
HIGHLY RECOMMENDED	
Bank of America	Laurent Vieillevigne
Citigroup	Nicolas Desombre
Crédit Agricole CIB	Sébastien Pailhole, Julien Weber
Deloitte	Sébastien Manelfe
Deutsche Bank	Hubert Vannier
KPMG Avocats	Nicolas-David Kersen
Largillière Finance	Nicolas Ibanez
Nomura	Filippo Foco, Alexis Singer
Pwc Corporate Finance	Antoine Grenier, Adrien d'Alincourt
Transactions & Cie	Frédéric Bos
RECOMMENDED	
Volta Partners	Arthur Porré
Clearwater International	Thomas Gaucher
Financière De Courcelles	Christophe Brière
VALUABLE PRACTICE	
Banco Santander	Fabrice Ramelli
Banque Hottinguer	Adrien Choquet, Philippe Bonhomme
Bucéphale Finance	Timothée Fontaine
DC Advisory	David Bénin



ACQUISITION FINANCING: M&A & LBOs

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Bredin Prat	Samuel Pariente, Karine Sultan, Raphaële Courtier
Clifford Chance	Thierry Arachtingi, Xavier Comaills, Pierre-Benoît Pabot du Châtelard
De Pardieu Brocas Maffei	Sébastien Boullier de Branche, Yannick Le Gall, Corentin Coatalem, Christophe Gaillard
Gide Loyrette Nouel	Éric Cartier-Millon, Nathalie Benoit
Latham & Watkins	Xavier Farde, Michel Houdayer, Lionel Dechmann, Carla-Sophie Imperadeiro
Paul Hastings	Olivier Vermeulen, Tereza Courmont Vlkova, Marc Zerah
2	
Freshfields Bruckhaus Deringer	Laurent Mabilat, Fabrice Grillo, Stéphanie Corbière
Goodwin	Arnaud Fromion, Frédéric Guilloux, Adrien Paturaud
Hogan Lovells	Alexander Premont, Sabine Bironneau, Cassandre Porgès
Mayer Brown	Maud Bischoff, Patrick Teboul, François-Régis Gonon, Jean-Pierre Lee, Jean-Philippe Lambert
Weil, Gotshal & Manges	Olivier Jauffret, James Clarke
White & Case	Raphaël Richard, Denise Diallo, Samir Berlat, Roman Picherack, Neeloferr Roy
EXCELLENT	
1 Allen & Overy	Adrian Mellor, Driss Bererhi, Thomas Roy
Dechert	Privat Vigand
DLA Piper	Raphaël Béra, Fanny Combourieu, Sophie Lok
Jones Day	Sophie Chevallier, Frédéric Gros, Diane Sénéchal
Linklaters	Kathryn Merryfield, Cyril Abtan
Moncey Avocats	David Malamed
Volt Associés	Alexandre Tron
Winston & Strawn	Mounir Letayf, Adeline Roboam, Ariane Berthoud
2	
Agilys Avocats	Frédéricque Milotic, David Kalfon
Ayache	Gwenaëlle de Kerviler, Alain Lévy, Linda Bessa
Cards Avocats	Chucris Serhal
CMS Francis Lefebvre Avocats	Laurent Mion
Cornet Vincent Ségurel	Bertrand Coste, Matthieu Guignard, André Watbot, René-Pierre Andlauer, Pierre Lamidon, Alfred Lortat-Jacob
Darrois Villey Maillot Brochier	Martin Lebeuf
HFW	Jean-Marc Zampa, Diane de Moüy
McDermott Will & Emery	Pierre-Arnoux Mayoly
Mermoz Avocats	Tristan Segonds, Benjamin Guilleminot
NH Law	David Lussigny, Jennifer Hinge

	Shearman & Sterling	Pierre-Nicolas Ferrand, Maud Manon
	Simmons & Simmons	Colin Millar
	Stephenson Harwood	Yann Beckers
HIGHLY RECOMMENDED		
1	Archers	Jean-Maurice Gaillard, Paul-Henri de Cabissole
	Bryan Cave Leighton Paisner	David Blondel, Olivier Borenstejn
	Dentons	Philippe Max, Jean-Marc Allix
	King & Spalding	Fernand Arsanios
	Nabarro Béraud Avocats	Jonathan Nabarro
	Nova Partners	Loic-Emmanuel Pellegrino, Olivier Nett, Julien Imhoff, Magali Floris-Drujon d'Astros
	Orrick	Hervé Touraine
	Pact Avocats	Benjamin Dahan
	Reboul & Associés	Guillaume Reboul
	Sekri Valentin Zerrouk - Svz	Emmanuelle Vicidomini
2	August Debouzy	Laure Bonin, Valery Denoix de Saint Marc
	Bentam Societe D'Avocats	Guillaume Ansaloni, Marie-Cécile Rieu
	Carlara	Frédéric Huguenin
	De Gaulle Fleurance	Jonathan Souffir, May Jarjour, Jean-Baptiste Santelli, Anne Maréchal
	Delsol Avocats	Séverine Bravard
	Franklin	Stéphan Alamowitch
	Gibson Dunn	Amanda Bevan-de Bernède
	Herbert Smith Freehills	Cyril Boulignat
	Kramer Levin	Dana M. Anagnostou, Reid Feldman, Sophie Perus
	Lacourte Raquin Tatar	Damien Luqué, David Sorel
	LPA-CGR Avocats	Thomas Ehrecke, Hassan Javanshir, Alexae Fournier-de Faÿ
	Simon Associés	Christelle Salmon-Lataste
	UGGC Avocats	Olivier Moriceau
RECOMMENDED		
	Aramis	Aymeric de Mol
	DS Avocats	Arnaud Burg, Marie Trécan
	Fidal	Benoit Creis, Philippe Chevrier, Christian Fournier, Vianney de Bagneux, Arthur Bombard
	Hughes Hubbard & Reed	Sena Agbayissah
	Jeantet	Jean-François Adelle, Alexae Fournier-de Faÿ
	Lamartine Conseil	Clyve Monfredo, Maryline Pic-Dehongher
	Latournerie Wolfrom Avocats	Christian Wolfrom
	Osborne Clarke	Anne Vrignaud
	Reinhart Marville Torre	Laurent Cavallier, Philippe Torre
	Stream	Aymeric de Tapol
	Valther	Velin Valev, Marie Kanellopoulos



LBOs: LARGE-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Astorg	François de Mitry, Thierry Timsit
KKR	Jerome Nommé
PAI Partners	Frédéric Stévenin, Sébastien Veil
2 Advent International	Michael Ogrinz, Hadrien De Bardies
Ardian	Thibault Basquin
Bain Capital	Michel Plantevin
Cobepa	Jean-Marie Laurent Josi, Charles-Henri Chaliac
CVC Capital Partners	Jean Christophe Germani
The Carlyle Group	Jonathan Zafrani
EXCELLENT	
1 Charterhouse Capital Partners	Vincent Pautet, Fabrice Georget, Lionel Giacomotto
Cinven	Pierre Estrade
Eurazeo	Christophe Bavière, William Kadouch-Chassaing
Gbl - Groupe Bruxelles Lambert	Nicolas Gheysens
TowerBrook	Karim Saddi, Jean Rollier
2 Apollo Global Management	Sanjay Patel
BC Partners	Cédric Dubourdieu
Blackstone Group	Lionel Assant
Clayton, Dubilier & Rice	Roberto Quarta, Christian Rochat, Eric Rouzier
Dentressangle	Thierry Coloigner
Eqt Partners	Thomas Rajzbaum, Nicolas Brugere, Nils Ketter
Goldman Sachs	David Solomon
Montagu Private Equity	Antoine de Peguilhan, Adrien Sassi, Raphaël Candelier, Guillaume Jabalot
Partners Group	Kim Nguyen
Permira	Benoit Vauchy, Alexandre Margoline
Platinum Equity	Louis Samson
HIGHLY RECOMMENDED	
1 CDPQ	Charles Emond
CPPIB	John Graham
Omers Private Equity	Jonathan Mussellwhite
Ontario Teachers	Jo Taylor, Fabrice Chesnais
PSP Investments	Déborah K. Orida
2 Lion Capital	Javier Ferran, Lyndon Lea
Temasek	Benoît Valentin
TPG Capital	Ganen Sarvananthan
Wendel	Laurent Mignon, David Darmon

LBOs: MID-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Ardian Expansion	Francois Jerphagnon, Thilbault Basquin
Bridgepoint	Benoît Bassi, Vincent-Gaël Baudet, Frédéric Pescatori
IK Investment Partners	Rémi Buttiaux, Dan Soudry
Seven2	Eddie Misrahi, Bertrand Pivin, Marc Benatar, Damien de Bettignies, Bruno Candelier, Guillaume Cousseran, Éric Hamou, Thomas Simon, Thomas De Villeneuve, Henry Capelle
2 Astorg	Lionel de Posson, Edouard Pillot, Charles-Hubert Le Baron
Equistone Partners Europe	Guillaume Jacquaeu, Grégoire Châtillon, Grégoire Schlumberger, Stanislas Gaillard, Thierry Lardinois, Julie Lorin, Arnaud Thomas
HLD	Cédric Chateau
Latour Capital	Philippe Leoni, Cédric Bannel
Montagu Private Equity	Antoine de Peguilhan, Pascal Ambrosi, Adrien Sassi, Raphaël Candelier, Guillaume Jabalot, Antoine Druais
Naxicap Partners	Angèle Faugier, Luc Bertholat, Eric Aveillan, Axel Bernia
Qualium Investissement	Jean Eichenlaub, Jacques Pancrazi, Boris Podevin, Guillaume Peroz, Cyprien Choutet, Michel Edel
EXCELLENT	
1 Chequers Capital	Guillaume Planchon, Denis Metzger, Jérôme Kinas, Aurélien Klein, Bertrand Rabiller
Eurazeo PME	Olivier Millet, Benjamin Hara, Pierre Meignen, Erwann Le Ligné
ICG (Intermediate Capital Group)	Zeina Bain, Hadj Djemai
PAI Partners	Stefano Drago
Sagard NewGen	Antoine Ernoult-Dairaine, Jocelyn Lefebvre
2 3i France	Rémi Carnimolla, Marc Ohayon, Stéphane Grandguillaume, Pierre-Axel Botuha
21 Invest	Fabrice Voitureon, Antoine Vigneron
Fremman Capital	Vincent Houlot, Olivier de Vregille
H.I.G. European Capital Partners	Olivier Boyadjian
LBO France	Thomas Boulman, Jérôme Guez
MML Capital	Henry-Louis Mérieux
HIGHLY RECOMMENDED	
Alpha Group	Patrick Herman
Core Equity Holdings	Thomas de Waen, Pierre Heinrichs
Initiative & Finance	Baudouin d'Hérouville, Caroline Pihan, François-Xavier Oliveau
Investcorp	Daniel Lopez-Cruz
The Riverside Company	Thomas Seddon, Karsten Langer



LBOs: SMALL-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Andera Partners	Mayeul Caron, Alexandre Foulon, David Robin, Olivier Le Gall, Marianne Harle
Bridgepoint	Olivier Nemsguern, Bertrand Demesse
IK Investment Partners	Pierre Gallix, Arnaud Bosc, Thomas Grob
Keensight Capital	Jean-Michel Beghin, Jérôme Pujol, Pierre Remy, Philippe Crochet
Meanings Capital Partners	François Tranié, Hervé Fonta, André Renaison, Régis Lamarche
2 Activa Capital	Christophe Parier, Alexandre Masson
Argos Wityu	Louis Godron, Karel Kroupa, Gilles Lorang
Capza	Christophe Karvelis-Senn, Benoit Choppin, Guillaume de Jongh, Maxence Radix
Initiative & Finance	Jean-Bernard Meurisse, Arnaud Mendelsohn, Thierry Giron, Jean-Michel Laveu, Matthieu Douchet, Philippe Dilasser, François-Xavier Oliveau, Caroline Pihan, Baudouin d'Hérouville
Montefiore Investment	Daniel Elalouf, Jean-Marc Espalioux, Éric Bismuth
3 Blackfin Capital Partners	Paul Mizrahi, Laurent Bouyoux, Bruno Rostain, Eric May
Capital Croissance	Eric Neuplanche
Ciclad	Stéphane Billon, Didier Genoud, Nicolas Rostand
IXO Private Equity	Bruno de Cambiaire, Olivier Athanase, Jean-Luc Rivière, Alexandre Sagon, Nicolas Charleux
MBO & Co	Eric Dejoie, Cécile Nguyen-Cluzel, Richard Broche, Xavier De Prévoisin, Alexandre Chaton
Mérieux Equity Partners	Jean-François Billet, Benoit Chastaing, Thierry Chignon, Caroline Folleas
Seven2	Caroline Rémus, Isabelle Hermetet, Bérenger Mistral, Guillaume Cousseran, Gregory Salinger
Sparring Capital	Denis Catz, Johann Le Duigou, Arnaud Leclercq
EXCELLENT	
1 Abénex	Christian Dorléac, Patrice Verrier, Johann Dupont, Olivier Moatti, Hervé Claquin, Emmanuel Herbinet
Amundi Private Equity Funds	Stanislas Cuny, Claire Chabrier
Arkéa Capital	Marc Brière
Azulis Capital	Christine Mariette, Pierre Jourdain, Yann Collignon
Cathay Capital	Edouard Moinet, Hervé Descazeaux, Jérémie Falzone, Bruno Bézard
Crédit Mutuel Investissement	Frédéric Plas, Badri Ben Grine, Thierry Martin
Ekkio Capital	Jean-Marc Sceo, Nicolas Beaugendre, Xavier Loosveldt, Thibaud Gachet
Groupe Siparex	Pierre Bordeaux Montrieux, Florent Lauzet, Romain Boisson de Chazournes
Hivest Capital Partners	Axel Bonnassies, Cédric Lépée
IDI	Christian Langlois-Meurinne, Julien Bentz, Tatiana Nourissat, Marco de Alfaro
LBO France	Arthur Bernardin, Jean-Marie Leroy
Motion Equity Partners	Patrick Eisenchteter, Cédric Rays
Naxicap Partners	Eric Aveillan, Angèle Faugier, Luc Bertholat, Axel Bernia
Raise	Gonzague de Blighnières, Alexandra Dupont, Mathieu Blanc, Aymeric Marraud des Grottes, Clara Gaymard, Mathilde Desanges
Tikehau Ace Capital	Gilles Daguët, Marwan Lahoud, Franck Crépin
Turenne Groupe	Benoît Pastour, Christophe Deldycke

Bee Up Capital (ex Industries & Finances Partenaires)	Edouard Thomazeau, Sophie Pourquery
Céréa Partenaire	Antoine Peyronnet, Michel Chabanel, Gilles Sicard
FnB Private Equity	Olivier Marchand, Valérie Lutt
Gimv	Anne Caron, Nicolas de Saint Laon
Idia Capital Investissement	Anne-Caroline Pace-Tuffery, Manuel Leal, Cédric Fontaine, Nicolas Lambert, Jacques Simon
ISAI	Pierre Martini, Christophe Poupinel, Nicolas Martineau
Isatis Capital	Guillaume Lebrun, Bertrand Limoges, Brice Lionnet, Eric Boutchnei, Laurent Baudino, Nicolas Schwindenhammer, Yonathan Elmalem
L Catterton	Nicolas Desbois, Eduardo Velasco
MML Capital	Henry-Louis Mérieux
Nextstage	Grégoire Sentilhes, Jean-David Haas, Nicolas de Saint Etienne
Open Gate Capital	Julien Lagrèze, Andrew Nikou, Marc Veillas, Fabien Marcantetti
Parquest Capital	Laurence Bouttier, Pierre Decré, Denis Le Chevalier, Thomas Babinet
Sagard NewGen	Berangere Barbe, Agnès Huyghues Despointes, Jocelyn Lefebvre, Guillaume Lefebvre
Societe Generale Capital Partenaires Sas	Anne Penet-Grobon
Trocadero Capital Partners	Nicolas Gagnez, Philippe Bruneau, Benjamin Fougerat
UI Investissement	Olivier Jarrousse, Michel Deprez, Aymeric Balmont, François Gressant
Weinberg Capital Partners	Serge Weinberg, Philippe Klocanas, Lionel Mestre, Philippe de Verdalle, Laurence Roy Rojo, Cédric Weinberg, Jean-Philippe Olgiati
HIGHLY RECOMMENDED	
Adagia Partners	Pauline Ammeux, Xavier Beloir, Charles-Edouard Bouée, Sylvain Berger-Duquene
BNP PARIBAS DEVELOPPEMENT	Philippe Molas
Capital Export	Jean-Mathieu Sahy
idiCo	Benjamin Arm
LT Capital	Xavier Poppe, François-Xavier Deren, Véronique Policard
Momentum Invest	Arthur Bureau, Pierre Le Tanneur, Alain Cochenet, Tristan Parisot
NCI	Anne-Cécile Guitton, Hubert de Germa, Stéphane Kerlo, Vincent Lhermenier
Oaktree France	Vincent Catherine, Hugo d'Avout d'Auerstaedt
Platina Equity Solutions	Thomas Rottner, Charles Dubar, Christophe Gicquel
RECOMMENDED	
Alter Equity	Fanny Picard, Gilles Geoffroy, Marianne Siméoni
Altur Investissement	François Lombard
Apicap	Frédéric Ruppli, Louis Renaudin, Alain Esnault
Axio Capital	Florian de Gouvion Saint Cyr, Laurent Tesson
IRDI	Corinne d'Again, Bertrand Religieux, Karine François
L-Gam	Yves Alexandre, Jerome Bertrand
Mirabaud	Renaud Dutreil, Chabi Nouri, Thiago Frazao, Alain Baron, Andrew Lake
NewAlpha Verto	Thomas Fort, Alexis Kemlin, Antoine Dary, Pierre Cuer, Laure Dachary
Rives Croissance	Denis Couderchet
SOCADIF	Emmanuel David



PRIVATE EQUITY - VENTURE CAPITAL OPERATIONS

Best Investment Funds

In each tier, the funds are ordered alphabetically

FUND	KEY FIGURE(S)
LEADING	
1 Elaia Partners	Anne-Sophie Carrese, Philippe Gire, Marc Rougier, Xavier Lazarus, Samantha Jérusalmy, Franck Lescure, Pauline Roux, Sébastien Lefebvre
Eurazeo	Benoist Grossmann
Partech	Philippe Collombel, Romain Lavault, Jean-Marc Patouillaud
Serena Capital	Philippe Hayat, Marc Fournier
2 Alven Capital	Guillaume Aubin, Charles Letourneur
Bpifrance	Veronique Jacq, Baptiste Proveau
Newfund	François Véron, Patrick Malka, Henri Deshays, Salim Hassad, Agathe Descamps, Anne-Sophie Saint-Martin
EXCELLENT	
1 Axa Venture Partners	François Robinet, Sébastien Loubry, Marc Lewden
Breega	François Paulus, Maximilien Bacot, Benoît Marrel
Cathay Capital	Jacky Abitbol, Nicolas du Cray, Denis Barrier
Eight Roads	Lucile Cornet
Index Ventures	Dominique Vidal, Bernard Dallé, Martin Mignot
Iris Capital	Erik de la Rivière, Julien-David Nitlech, Curt Gunsenheimer
ISAI	Christophe Raynaud, Jean-David Chamboredon, Pierre Martini
2 123 Investment Managers	Xavier Anthonioz, Antonio Graça, Marc Guittet
Aster Capital Partners	Jean-Marc Bally
Blackfin Capital Partners	Eric May, Bruno Rostain, Laurent Bouyoux, Paul Mizrahi
C4 ventures	Pascal Cagni, Eric Boustouller, Boris Bakech, Michel Sassano, Mathieu Bourdie
Daphni	Pierre-Yves Meerschman, Pierre-Eric Leibovici, Marc Simoncini, Charles-Henry Tranié
Karista	Olivier Dubuisson, Yvan-Michel Ehkirch
Omnes Capital	Michel de Lempdes
OneRagtime	Stéphanie Hospital
Raise	Pierre-Edouard Berion, Sophia Martin
Ring Capital	Nicolas Celier, Geoffroy Bragadir, Alban de La Bretèche, Marie-Capucine Lemétais, Pierre-Alexis de Vauplane, Laurent Babut
SEVENTURE PARTNERS	Isabelle de Cremoux, David Manjarres, Bruno Rivet, Emmanuel Fiessinger
Supernova Invest	Pierre-Emmanuel Struyven, Régis Saleur, Celia Hart, Julien Cristiani, François Breniaux
Ventech	Jean Bourcereau, Claire Houry, Alain Caffi, Audrey Soussan
White Star Capital	Éric Martineau-Fortin, Matthieu Lattes
3 360° Capital Partners	François Tison, Dominique Rencurel, Emmanuele Levi, Nader Sabbaghian
Cap Horn Invest	Guillaume Dupont
Citizen Capital	Pierre-Olivier Barennes, Laurence Méhaignerie
Creadev	Bertrand de Talhouet
Crédit Mutuel Innovation	Karine Lignel, Julien Coulon

Demeter Partners	Eric Marty, Sophie Paturle-Guesnerot, Lionel Cormier, Geoffroy Dubus
Elevation Capital Partners	Benoit Petit, Julien Hugot, Benjamin Cohen
Entrepreneur Invest	Bertrand Folliet, Marouane Bahri
Hcvc	Benoit Petit, Julien Hugot, Benjamin Cohen, Julien Godard
Hi Inov	Valérie Gombart, Pierre-Henri Dentressangle
Korelya Capital	Fleur Pellerin, Antoine Dresch, Paul Degueuse
Kreaxi	Michel Dahan, Philippe Mere
M Capital Partners	Rudy Secco, David Aversenq
Naxicap Partners	Antoine Bodet
Red River West	Alban Gréget, Alfred Vericel
Singular Capital Partners	Nahu Ghebremichael, Jérémy Uzan, Raffi Kamber
Truffle Capital	Patrick Kron, Bernard-Louis Roques
XAnge	Nicolas Rose, Cyril Bertrand, Andréas Gall, Bernhard Schmid, Guillaume Meulle
HIGHLY RECOMMENDED	
Aglaé Ventures	Antoine Loison
Aloe PE	Jean-Pascal Tranié
Amundi Private Equity Funds	Stanislas Cuny
Arkéa Capital	Pierre-Emmanuel Boulic
Educapital	Marie-Christine Levet, Litzie Maarek
Generis Capital Partners	Thibaut de Roux
Innovacom	Frédéric Humbert, Vincent Deltrieu
NCI	Anne-Cécile Guitton, Yves Guiol, Stéphane Kerlo, Vincent Lhermenier
Otium Capital	Pierre-Edouard Stérin
Pléiade Venture	François Poirier, Laurent Vernier
UI Investissement	Jean-Philippe Zoghbi, Nicolas Boulay
RECOMMENDED	
2050	Marie Ekeland, Olivier Mathiot
Alto Invest	Antoine Valdès, Jean François Paumelle
Apicap	Alain Esnault, Frédéric Ruppli
A Plus Finance	Fabrice Imbault, Niels Court Payen, Frédéric Bayol
BNP PARIBAS DEVELOPPEMENT	Philippe Molas
Calao Finance	Eric Gaillat, Rodolphe Herbelin
FINANCIERE FONDS PRIVES	Thierry de Chambure
Infravia Capital Partners	Vincent Levita, Laetitia Feraud
La Financière Xerys	Jacques Simonnet, Olivier Ossipoff
MBO & Co	Eric Dejoie, Alexandre Chaton, Richard Broche, Cécile Nguyen-Cluzel, Xavier De Prévoisin
Negma Group	Sarah Abualia, Elaf Gassam, Anthony de Rauville
New Alpha Asset Management	Lior Derhy
Origin Investments	Yohan Benalouane, Ilan Abehassera, Salomon Aiach
Épopée Gestion	Laurent Dumas-Crouzillac, Vladimir Bolze, Charles Cabillic, Sébastien le Corfec, Alexandre Gallou, Aymeric le Renard, Ronan le Moal



HEALTH, PHARMA & BIOTECH

Best Investment Funds

In each tier, the funds are ordered alphabetically

FUND	KEY FIGURE(S)
LEADING	
1 Andera Partners	Gilles Nobécourt, Raphaël Wisniewski, Olivier Litzka, Sofia Ioannidou
Sofinnova Partners	Antoine Papiernik, Henriette Richter, Graziano Seghezzi, Denis Lucquin
2 Argobio	Laurent Arthaud
Crédit Mutuel Innovation	Xavier Deleplace
Kurma Partners	Thierry Laugel, Rémi Droller, Vanessa Malier, Philippe Peltier
LBO France	Valéry Huot
Mérieux Equity Partners	Valérie Calenda
SEVENTURE PARTNERS	Isabelle de Cremoux
Supernova Invest	Celia Hart
EXCELLENT	
1 BioMed Partners	Thomas Möller, Markus Hosang
Illumina Ventures	Nick Naclerio
Karista	Catherine Boule, Baudouin Hue
Orbimed	Iain Dukes
Turenne Groupe	Christophe Deldycke, Benoît Pastour
Valquest Partners	Walid Sfeir
2 Capagro	Tom Espiard-Cignaco, Anne-Valérie Bach
Elaia Partners	Franck Lescure, Samantha Jérusalmy, Sacha Loiseau
Fountain Healthcare Partners	Ena Prosser
Gimv	Koen Dejonckheere, Nicolas de Saint Laon, Gautier Lefebvre
Truffle Capital	Philippe Pouletty
UI Investissement	Olivier Jarrousse, Michel Deprez
Vivalto Partners	Sébastien Alauzet, Yonel Genin
HIGHLY RECOMMENDED	
AdBio Partners	Alain Huriez, Geoffroy de Ribains, Matthieu Coutet
Capital Grand Est	Florence Trinquet-Cirilli
Negma Group	Elaf Gassam, Anthony de Rauville, François Houssin
Paris Biotech Santé	Olivier Amédée-Manesme



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LEADERS LEAGUE



TRANSACTION SERVICES: M&A

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Eight Advisory	Lionnel Gérard, Boris Bignon, Stéphane Vanbergue, Gennat Mouline, Fabien Thiéblemont, Christophe Delas, Mathieu Morisot, Christian Berling, Florence Khayat, Katia Wagner
KPMG	Vincent Delmas
2 Accuracy	François Dunoyer de Segonzac, Arnaud Lambert, Nicolas Barsalou, Jean-Alexandre Privesse, Elyse Salzmann, Nicolas Bourdon, Frédéric Loeper, Jean-François Partiot, Delphine Szterner, Christophe Leclerc
Alvarez & Marsal France	Jonathan Gibbons, Frédéric Steiner, Ghislain de Seze, Benoit Bestion, Cédric Zana
PwC	Erwan Colder, Martin Naquet-Radiguet, Philippe Chavane
3 Deloitte	Lisa Lauv, Vincent Batlle, Vania Mermoud, Thomas Fischer, Mustapha Labassi, Matthew Jiggins, Leonardo Clavijo, Jérôme Lafforgue, Hrisa Nacea, Frédérique Chenevoy
EY	Emmanuel Picard, Daniel Benquis, Laurent Majubert, Stéphanie Merle-Mortel
EXCELLENT	
1 2CFinance	Benjamin Bitton, Jacques Haccoun
Aca Nexia	Fabrice Huglin, Olivier Lelong, Hervé Teran, Olivier Juramie, Laurent Cazebonne, Sandrine Gimat, Philippe Mendes
d'Ornano & Associés	Raphaëlle d'Ornano
Exelmans Audit & Conseil	Manuel Manas, Stéphane Dahan, Eric Chan, Thomas Charneau
Oderis Consulting	Julien Passerat, Thomas Claverie
2 Advance Capital	Olivier Poncin, Arnaud Vergnole, Thomas Bettan, Thomas Récipon
BM&A	Alexis Thura, Laurent Peny, Danièle Batude, Guilhem de Montmarin, Antoine Duranson, Pascal Rhoumy, Cyril Mestchersky
Finexsi	Olivier Péronnet, Christophe Lambert, Errick Uzzan, Olivier Roussel
Grant Thornton France	Thierry Dartus, Frédéric Zeitoun, Nathalie Margraite, Alain-Régis Grail
Mazars	Laurent Inard, Firas Abou Merhi, Pierre Tchertoff
3 Aurys Groupe	Christophe Bourgognon, Frederic Velozzo, Fabien Borio, Ghislain d'Ouince
BDO France	Alban Cabanis, Guillaume Buscaglia
Cofigex	Jean-Charles Norris, Frédéric Durand
Crowe HAF	Marc de Prémare, Thomas Corbineau

Kroll Jacques Giard, Renaud Regner

Next! Financial Advisors Hervé Krissi

Squareness Frédéric Meunier, Emmanuel Rosec, Antoine Sudérie, Antoine Fléchais

HIGHLY RECOMMENDED

1 Advolis Orfis Jean-Louis Flèche, Benoit Nowaczyck, Patrick Iweins, Damien Bourg, Christophe Velut

Exponens Matthias Collot

FTI Consulting Raphael Miolane, Thierry Miremont

Mortier & Associés Olivier Mortier

PKF Arsilon Paul Gateur, Guilhem Pinot de Villechenon

RSM Paris Éric Fougedoire

2 Blue Cell Consulting Jean-Michel Vignaux

Expen Olivier Younès

OCA Mikaël Ouaniche, Alain Ouaniche

William Nahum Associés & Partenaires William Nahum

RECOMMENDED

Abergel & Associés Alain Abergel

Advention Business Partners Alban Neveux, Jean-Michel Schmitt

Advisorem Eric Le Fichoux

EXCO PARIS ACE Alain Auvray

Finantis Value Renaud Sebbah

IterAxon Nicolas Bayle

R&Berg Julien Herenberg

Valphi Emmanuel Dayan

Walter France Pascal Ferron

ACCURACY: INNOVATIVE AND INDEPENDENT



Arnaud Lambert

Key figure(s):
Arnaud Lambert
Established: 2004

Track record: Accuracy conducted vendor due diligence on behalf of Green Yellow (a subsidiary of the Casino group) in connection with the minority investment by Tikehau Capital and Bpifrance. The team also carried out buy-side financial due diligence for BC Partners during the acquisition of a majority stake in Havea. It carried out financial due diligence on House of HR's TMI purchase.

Differentiation: The advisor of choice for several leading investment funds, Accuracy helps clients evaluate holdings and management packages, both in France and internationally, thanks to the firm's presence in 13 countries. To portfolio companies, Accuracy provides performance optimization consulting services related to data science and smart reporting, etc.



MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 BDGS Associés	Mathilde Damon, Maria Trabucchi, Jérôme Fabre, Antoine Gosset-Grainville
Bredin Prat	Yelena Trifounovitch, Pierre Honoré, Marie-Cécile Rameau, Olivier Billard, Igor Simic, Arthur Helfer
Darrois Villey Maillot Brochier	Didier Théophile, Guillaume Aubron
Grall & Associés	Jean-Christophe Grall, Charles-Henri Calla, Thomas Lamy
Latham & Watkins	Jacques-Philippe Gunther, Adrien Giraud, Mathilde Saltiel
Linklaters	Pierre Zelenko, Anne Wachsmann, Thomas Elkins, Charlotte Colin-Dubuisson
2 Cabinet Renaudier	Richard Renaudier, Karine Turbeaux, Marianne Le Moullec, Muriel Perrier
De Pardieu Brocas Maffei	Philippe Guibert, Laëtitia Gavoty Tolot, Alexandre Eberhardt
Freshfields Bruckhaus Deringer	Jérôme Philippe
Gide Loyrette Nouel	Emmanuel Reille, Dimitri Dimitrov, Franck Audran, Laurent Godfroid, Stéphane Hautbourg, Laura Castex, Ségolène Pelsy, Romain Rard
Peltier Juvigny Marpeau & Associés	Thibault Reymond, Seng Ning-Ly
Vogel & Vogel	Joseph Vogel, Louis Vogel
EXCELLENT	
1 Allen & Overy	Florence Ninane
Bryan Cave Leighton Paisner	Julie Catala-Marty
DLA Piper	Édouard Sarrazin
Hogan Lovells	Éric Paroche
Viguié Schmidt & Associés	Iñaki Saint-Esteben, Virginie Viillard
White & Case	Yann Utzschneider, Jérémie Marthan
2 Ayache	Frédéric Fuchs
Baker Mckenzie	Alex Dowding, Léna Sersiron
Dechert	Laurence Bary, Mélanie Thill-Tayara, Marion Provost
Deprez Guignot Associés - DDG	Philippe Bonnet, Pierre Deprez
Franklin	Lionel Lesur
Herbert Smith Freehills	Sergio Sorinas
Jeantet	Florent Prunet
Jones Day	Éric Barbier de la Serre
Magenta	Vincent Jaunet, Sylvain Justier, Gaël Hichri
Mayer Brown	Nathalie Jalabert-Doury, Jean-Maxime Blutel
Norton Rose Fulbright	Team of partners
Orrick	Patrick Hubert, Malik Idri, Marie-Laure Combet
Willkie Farr & Gallagher	Faustine Viala

HIGHLY RECOMMENDED

1	Advant Altana	Frédéric Manin
	Alerion	Catherine Robin
	BCTG Avocats	Hughes Villey-Desmeserets, François Dauba
	Bird & Bird	Thomas Oster
	Dentons	Emmanuelle van den Broecke
	Fidal	Marie Koehler de Montblanc, Frédéric Puel, Laurent François-Martin, Boris Ruy, Nicolas Gransard, Pierre le Monnier de Gouville
	FTPA Avocats	Lise Damelet
	Ginestí Magellan Paley-Vincent	Pierre de Montalembert, Emmanuel Schulte
	KPMG Avocats	Emmanuel Tricot
	McDermott Will & Emery	Jacques Buhart, Sabine Naugès, Frédéric Pradelles
	Sébastien Dominguez	Sebastien Dominguez
	UGGC Avocats	Michel Ponsard, Corinne Khayat, Malka Marcinkowski
2	Addleshaw Goddard	Michaël Cousin
	Ashurst	Christophe Lemaire
	August Debouzy	Renaud Christol
	Cleary Gottlieb Steen & Hamilton	Séverine Schrameck
	CMS Francis Lefebvre Avocats	Claire Vannini, Nathalie Pétrignet, Denis Redon
	Cot Law	Jean-Mathieu Cot
	DDCT Avocats	Marine Clément, Yohann Toreau
	DS Avocats	Fabrice van Cauwelaert, Xavier Lacaze
	Hertslet Wolfer & Heintz - HW&H	Dominique Heintz
	Jouvensal	Karin-Amélie Jouvensal
	Maulin Avocats	Romain Maulin
	Nomos	Christophe Pecnard, Sara Pomar
	Osborne Clarke	Alexandre Glatz
	Paul Hastings	Pierre Kirch, Camille Paulhac
	Racine	Valérie Ledoux, Bastien Thomas, Sophie Pasquesoone

RECOMMENDED

	Aramis	Aurélien Condomines
	BGB & Associés	Séverine Sanglé-Ferrière
	Bignon Lebray	Frédéric Coulon, Caroline Cazaux
	De Gaulle Fleurance	Thierry Titone, Matthieu Dary
	Delcade	Jérémy Bernard, Jean-Philippe Chenard
	Gate Avocats	Timothee Giard
	Jean-Claude Coulon & Associés	Odile Mathilde Boudou, Kadir Mebarek
	Joffe & Associés	Olivier Cavézian
	Niddam-Drouas Avocats	Marie de Drouas
	Simmons & Simmons	Ombline Ancelin
	Taylor Wessing	Evelyne Friedel



HEALTH, PHARMA & BIOTECH

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Chammas & Marcheteau Avocats	Lola Chammas, Nicolas Lecocq, Denis Marcheteau, Camille Hurel-Pertat
Gide Loyrette Nouel	Pierre Karpik, Anne Tolila
Jones Day	Charles Gavoty, Jean-Gabriel Griboul, Geoffroy Pineau Valencienne, Renaud Bonnet
McDermott Will & Emery	Anthony Paronneau, Emmanuelle Trombe
Villechenon	Erwan Tostivint, Isabelle Burel Blasoni, Francis Pinot de Villechenon, Morgan Hunault-Berret
EXCELLENT	
1 Aston Avocats	Olivier Sanviti
Bird & Bird	David Malcoiffe, Emmanuelle Porte, Carole Bodin
Gramond & Associés	Xavier Gramond
Harlay Avocats	Olivier Cognard, Marie-Laure de Cordovez, Thibault Chareton
2 Achache-Valluet-Arilla & Associés - Ava Law	Nicolas Valluet
Fairlight	François Pujol
Goodwin	Anne-Charlotte Rivière, Thomas Dupont-Sentilles
Joffe & Associés	Christophe Joffe, Thomas Saltiel
Orsay Avocats	Frederic Lerner, Samira Friggeri
Reed Smith	Marc Fredj, Guilain Hippolyte
Simmons & Simmons	Agnès Rossi, Jérôme Patenotte
Steering Legal	Éric Bernard, Nuno de Ayala Boaventura
HIGHLY RECOMMENDED	
1 Advant Altana	Jean-Nicolas Soret, Gilles Gaillard
Aklea	Gilles Bazaille, Christophe Cochet
Alerion	Vincent Poirier, Pierre-Olivier Brouard
Altair Avocats	Philippe Beauregard, Tessa Parodi de Schonen, Pierre Gramage, Sébastien Peronne, Christophe Héry
August Debouzy	Julien Aucomte, Julien Wagmann
DBG	Frédéric Giancarli
DLA Piper	Laurence Masseran, Sonia de Kondserovsky
Duteil Avocats	François Duteil, Edouard Eliard
Fidal	Giovanna Figuccio
Genesis Avocats	Marie-Yvonne Benjamin
HBC Avocats	Jean-Luc Elhoueiss, Erwan Cossé

Klein - Wenner	Philippe Simon
Ll Berg	Olivier Abergel
Lmt Avocats	Arnaud Bourdon, Cristian Rawlins, Nathalie Le Bris
Reboul & Associés	Guillaume Reboul
Redlink	Frédéric Fournier, Céline Cuvelier
Sekri Valentin Zerrouk - Svz	Franck Sekri
Winston & Strawn	Gilles Bigot, Julie Vern Cesano-Gouffrant
2 BCTG Avocats	Willy Mathot, Séverin Kullmann
Bersay	Jérôme Bersay, Anya Hristova
Bignon Lebray	Edouard Waels, Tanguy Dubly, Taous Mabed
De Gaulle Fleurance	Henri-Nicolas Fleurance, Jean-Christophe Amy
Delsol Avocats	Pierre Gougé, Emmanuel Kaepelin, Henri-Louis Delsol
Dentons	Jean-Marc Groperrin, Olivia Guéguen
De Pardieu Brocas Maffei	Jean-François Pourdieu, Thierry Brocas
Deprez Guignot Associés - DDG	Ana Paula Reis Lopes, Grégoire Guignot
DPS Avocats	Charles Casal
DS Avocats	Bernard Tézé
Herald	Vincent Siguier
Houdart & Associés	Stéphanie Barre-Houdart
Jeanet	Frank Martin Laprade, Thierry Brun, Philippe Portier
Mercure Avocats	Agathe Simon, François-Maxime Philizot
RECOMMENDED	
Brunswick La Morinerie Avocats	Philippe Brunswick
Curtis Mallet-Prevost Colt & Mosle	Geoffroy Lyonnet, Remy S. Lerner
Earth Avocats	Ian Ouaknine
L.co Avocats	Anne-Laure Girin
Osborne Clarke	Catherine Olive
UGGC Avocats	Charles-Emmanuel Prieur

DE PARDIEU BROCAS MAFFEI: IMPRESSIVE INVESTMENT TRACK RECORD



Jean-François Pourdieu

Key figure(s):
Jean-François Pourdieu
Established: 1993

Track record: De Pardieu Brocas Maffei's expert private equity team advised the founder of Euro-TechnoCom in the context of a majority stake acquisition by Cinven. It assisted the founder and management of the Digital Virgo group in an OBO (owner buyout) and was active in securing EMZ Partners' minority stake investment in the Sarbacane group.

Differentiation: With its rich experience and comprehensive, multidisciplinary approach to corporate, tax, finance and restructuring, the firm is particularly suited to working on LBOs concerning equity and mezzanine, capital development deals, as well as financing more broadly. The team bolstered its position in the market with the promotion to partner of Matthieu Candia.



VENTURE CAPITAL TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Gide Loyrette Nouel	David-James Sebag, Pierre Karpik, Louis Oudot de Dainville
Hogan Lovells	Stéphane Hutten, Xavier Doumen, Matthieu Grollemund, Hélène Parent, Florian Brechon, Arnaud Deparday, Paul Leroy
Jones Day	Jean-Gabriel Griboul, Charles Gavoty, Renaud Bonnet, Geoffroy Pineau-Valencienne, Alexandre Wibaux
2 Orrick	Benjamin Cichostepski, Olivier Vuillod
Villechenon	Isabelle Burel Blasoni, Morgan Hunault-Berret, Erwan Tostivint, Alexander Kotopoulos
3 Chammas & Marcheteau Avocats	Nicolas Lecocq, Denis Marcheteau, Lola Chammas, Stéphanie Bréjaud
EXCELLENT	
1 Alerion	Vincent Poirier, Antoine Rousseau, Pierre-Olivier Brouard
Bird & Bird	Emmanuelle Porte, Xavier Leroux
Degroux Brugère	Jérémie Swiecznik
Goodwin	Jérôme Jouhanneau, Christophe Digoy, Thomas Maitrejean, Maxence Bloch, William Robert, Thomas Dupont-Sentilles, Anne-Charlotte Rivière, Benjamin Garçon
Harlay Avocats	Marie-Laure de Cordovez, Olivier Cognard, Thibault Chareton
Joffe & Associés	Aymeric Dégremont, Virginie Belle, Thomas Saltiel
McDermott Will & Emery	Diana Hund, Fabrice Piollet, Anthony Paronneau, Emmanuelle Trombe
Sekri Valentin Zerrouk - Svz	Geraud de Franclieu, Franck Sekri, Pierre-Emmanuel Chevalier, Olivier Legrand, Antoine Hai
Taylor Wessing	Laurence Lapeyre, Nicolas De Witt, François Mary, Gilles Amsallem, Anne-Juliette de Zaluski
Walter Billet Avocats	Fabien Billet
White & Case	Guillaume Vitrich
2 Achache-Valluet-Arilla & Associés - Ava Law	Nicolas Valluet, Alexia Germont, José Arilla
Aston Avocats	Olivier Sanviti
Aublé & Associés	Mathieu Aublé
Bold Avocats	Serge Vatine, Thomas Peignier, Elhame Hmaimid
Charles Russell Speechlys	Renaud Ferry, Thibaut Caharel
ebl lexington	Arnaud Demont
Karman Associés	François Brocard, Carine Rohou-Borsello
Lamartine Conseil	Thierry Filippi, Gary Levy, Vincent Libaud, Olivier Renault, Fabien Mauvais, Stéphane Rodriguez, Clyde Monfredo, Bintou Niang, Cédric Sapède
Mermoz Avocats	Thomas Hermetet, Nada Sbaï, Tristan Segonds, Gilles Roux, Arnaud Levasseur
Orsay Avocats	Samira Friggeri, Frederic Lerner, Pierre Hesnault
Reboul & Associés	Guillaume Reboul, Olivier Mourain
Simon Associés	Antoine Denis-Bertin, Cristelle Albaric, Patrice Montchaud

UGGC Avocats	Charles-Emmanuel Prieur, David Gordon-Krief, Yves Mondellini, Ali Bougrine
YARDS	Igor Doumenc, Jean-Philippe Jacob, Éric du Peloux
3 Altair Avocats	Philippe Beauregard, Sébastien Peronne, Pierre Gramage, Tessa Parodi de Schonen
Baker Mckenzie	Michael Foundethakis
Bersay	Anya Hristova, Jérôme Bersay, Pierre-Louis Périn, Stéphanie Molkhou
Bignon Lebray	Edouard Waels, Alexandre Ghesquière, Thierry Permezel, Neil Robertson, Alban Van de Vyver, Tanguy Dubly
D'Alverny Avocats	Guillaume Schmitt, Véronique Mervoyer
Delsol Avocats	Pierre Gougé, Emmanuel Kaepelin, Henri-Louis Delsol, Philippe Dumez, Philippe Malikian, Séverine Bravard, Raphaël Ory
Dentons	Pascal Chadenet, Olivia Guéguen, Guillaume Kessler, Olivier Genevois
Didier & Lévy cabinet d'avocats	Philippe Didier
Gate Avocats	Arnaud Larrousse, Timothee Giard, Julien Augais, Julien Mougel, Louise-Marie Guillet, Thomas Verdeil
Gramond & Associés	Xavier Gramond, Corinne Cousseau, Christelle Le Naour, Macha Pascale Sokolow, Fabio Pires
La Tour International	Stéphane Azria, Paul-Albert Legrand
Latournerie Wolfrom Avocats	Christian Wolfrom, Pierre Lafarge, Thibault Kazémi
Lerins	Laurent Julienne, Mathilde Croze, Guillaume Jarry
Operandi.Law	Alban Vaqué d'Anla, Benjamin Galand
Orsan Cabinet D'avocats	David Sebban
PDGB	Roy Arakelian, Charlotte Riberprey, Christophe Vannoote
Saul Avocats	Fabrice Epstein
Volt Associés	Lucas d'Orgeval, Emmanuel Vergnaud
Watson Farley & Williams	Pascal Roux

HIGHLY RECOMMENDED

1 Ambre Associés	Edouard Clément, Eric Kopelman
Arago	Lorenzo Barresi, Jean-Jacques Pujol
Argos Avocats	Magali Carosso, Julien Sanciet
August Debouzy	Julien Aucomte, Julien Wagmann
Barthe Law	Christophe Barthe
BG2V	Roland Guény, Hervé de Kervasdoué, Camille de Verdelhan, Jérôme Albertin
Bonnier Saint-Félix	Julien Saint-Félix
Coblence Avocats	Ludovic Dorès, Alexandre Brugière, Marion Fabre
CPC & Associés	Arnaud Péricard, Jean-Yves Connesson, Priscilla Fiorucci
DJS Avocats	David Smadja
Dumon & Partners	Bertrand Dumon, Bastien Moraga, Marie-Laure Pouplard
Duteil Avocats	Edouard Eliard, Benoît Lespinasse
Fidal	Geoffrey Burrows, Bertrand Ducoin, Ludovic Gloeckler, Félix Huon, Charlette Mercier, Benjamin Pondaven, Brice Voillequin, Cécile Marouani-Petit, Stéphanie Prud'Hon, Sabrina Bol
Fiducial Legal by Lamy	Misha Raznatovitch, Eric Baroin, Julien Hollier, Christel Gomez



FRANCE

>	FTPA Avocats	Nathalie Younan, Sylvain Clérambourg, Charles-Philippe Letellier
	Gowling WLG	Barbara Jouffa, Patrick Mousset
	Hashtag Avocats	Jonas Haddad, Arnaud Touati, Harry Allouche
	HBC Avocats	Jean-Luc Elhoueiss, Erwan Cossé
	Jeantet	Philippe Matignon, Pascal Georges, Thierry Brun, Anne Toupenay-Schueller, Vincent Netter, Yvon Dréano, Karl Hepp de Sevelinges, Stephen Walters, Maxime Brotz
	KPMG Avocats	Franck Bernauer, Florence Olivier, Benoît Roucher, Xavier Lemarechal
	Latham & Watkins	Denis Criton
	LI Berg	Olivier Abergel, Julien Carrascosa, Gaëlle Quillivic, Leslie Batazzi
	Luchtenberg Avocats	Jeroen Luchtenberg
	Neptune Avocats	David Sitruk, Stéphane Bacrie
	Norton Rose Fulbright	Roberto Cristofolini
	Osborne Clarke	Catherine Olive, Dorothée Chambon
	Racine	Mélanie Coiraton, Bruno Cavalié, Luc Pons, Jean-Christophe Beauiry
	Spark Avocats	Ariane Olive
	Winston & Strawn	Jérôme Herbet, Sara Susnjar, Gilles Bigot, Grine Lahreche, Edith Boucaya
2	Adwise Avocats	Jean-Louis Médus
	Aklea	Gilles Bazaille, Yann Rouleux, David Garcia
	Archers	Emily Pabot du Chatelard, Marc Baffreau
	Armand Avocats	Georges Civalleri, Rupert Windeler
	Ayache	Olivier Tordjman, David Ayache, Gwenaëlle de Kerviler, Grégoire Zeitoun, Bernard Ayache
	BDO Avocats	Ana Brandao, Sacha Boksenbaum, Nicolas Billotte
	Berrylaw	Jérôme Majbruch, Romain Franzetti
	Bochamp	Simon Azan
	Couderc Dinh & Associés	Frédéric Bucher, Stéphanie Roquefort, Arthur Anton
	CVML	Thierry Cotty
	De Gaulle Fleurance	Jean-Christophe Amy, François Couhadon
	De Pardieu Brocas Maffei	Jean-François Pourdieu, Guillaume Toutté, Cédric Chanas, Magali Masson
	DLA Piper	Laurence Masseran, Sarmad Haidar, Simon Charbit, Alice Magnan, Thomas Priolet
	Ixis	Xavier Sennès
	Kalliopé	Tanguy d'Everlange
	Kelten - Association D'Avocats	Laurent Simon
	Kramer Levin	Alexandre Omaggio
	Lamy Lexel	Alexandre Bideau, Jérôme Saleur, Vincent Medail, Michel Masoëro, Frédéric Dupont
	Legal Insight	Céline Tremblais
	Nova Partners	Loic-Emmanuel Pellegrino, Olivier Nett, Julien Imhoff, Magali Floris-Drujon d'Astros

Numa Avocats	François Perruchot-Triboulet, Benjamin Rosso
Ollyns	David Pitoun, Cyrille Garnier
Oyat Avocats	Caroline Basdevant-Soulié, Guillaume Ledoux
Piotraut Giné Avocats - PGA Avocats	Raphaël Piotraut, François Giné, Suzanne de Carvalho
PwC Société d'Avocats	Suzie Maillot, Isabelle de la Gorce, Eric Hickel, Yannick Olivier, Claire Pascal-Oury, Valérie Fluck, Jean-Eudes Brunetel
Reinhart Marville Torre	Philippe Torre, Sacha Benichou
Schmidt Brunet Litzler	Philippe A. Schmidt, Aude Le Tannou
Solférino Associés	Bernard-Olivier Becker, Fouad Bellaaroussi
Spring Legal	Véronique Dutoit
Squair	Olivier Lopez
Squire Patton Boggs	Charles Fabry
Vaughan Avocats	Marie-Hélène Jan, Bruno de Laportalieri
Vignié Schmidt & Associés	David Scemla, Fabrice Veverka, Louis Chenard
Ydès	Laurent Nogaret, Marc Chaudet, Marcelo Mazzilli, Catherine Couriol

RECOMMENDED

Allium	Julie Bouchard, Christophe Nevouet
ALTEGIS Avocats	Maher Attyé
Circle Law	Sacha Naparstek
Levine Keszler	Benjamin Briand
Mateia	Michel Zavalichine
Mazars Société d'Avocats	Jérôme Gertler
Negotium Avocats	Richard Garutti
Ratheaux Avocats	Gaétan de La Bourdonnaye
Scotto Partners	Coralie Oger, Adrien Badelon
Stance Avocats	Gatienne Brault
TGS France Avocats	Matthieu Lesne, Jérôme Peron, Lise Pinault, Gauthier Verdon
Velvet Avocats	Antoine Fouter
Woog & Associés	Frédéric Lafond, Stéphane Woog, Alexandre James

BERSAY & ASSOCIATES: EXPANSIVE REACH IN EQUITY AND VC INVESTMENT



Jérôme Bersay

Key figure(s):
Jérôme Bersay
Established: 1995

Track record: The team advised Frédéric Jousset and the Swiss fund Quadia during their equity investment in Bio Conquête. It assisted Entrepreneur Invest during the Cemom group MBO. As regards venture capital activity, Bersay distinguished itself alongside Perspecteev during the Series A funding round for Bridge, its BtoB branch, carried out with Truffle Capital and the BPCE group.

Team & Differentiation: Agile and responsive, Bersay stands out for its business-centric approach. Experts at small-cap LBOs, the team collaborates with asset management companies during fund-raising. Jérôme Bersay focuses on M&A and private equity transactions, while Mary Serhal handles domestic and cross-border acquisition finance transactions. The team also leads restructuring and refinancing cases.



M&A: SMALL-CAP (UP TO €75M)

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Aramis	Alexis Chahid-Nourai, Raphaël Mellerio, Anne-Hélène Le Trocquer
Bird & Bird	David Malcoiffe, Gildas Louvel, Emmanuelle Porte, Bertrand Levy, Nicolas Morelli, Anne-Cécile Hansson, Boris Martor, Carole Bodin
Delsol Avocats	Pierre Gougé, Philippe Dumez, Henri-Louis Delsol, Emmanuel Kaepelin, Philippe Malikian, Séverine Bravard
Taylor Wessing	Anne-Juliette de Zaluski, Laurence Lapeyre, François Mary, Nicolas De Witt
2 Alerion	Vincent Poirier, Pierre-Olivier Brouard, Christophe Gerschel, Antoine Rousseau
EXCELLENT	
1 BCTG Avocats	Séverin Kullmann, Catherine Dupuy-Burin des Roziers, Alain de Rougé, Augustin Nicolle, Clément Sabatier
Bersay	Anya Hristova, Jérôme Bersay, Pierre-Louis Périn, Stéphanie Molkhov
BG2V	Camille de Verdelhan, Roland Guény, Hervé de Kervasdoué, Stanislas Richoillez, Jérôme Albertin
Coblence Avocats	Alexandre Brugière, Ludovic Dorès, Marion Fabre
Cornet Vincent Ségurel	Stéphanie Gérard, Benjamin Chevalier, Adrien Debré, Pierre-Jean Ferry, Olivier Greffard, Pierre Lamidon, Alexis Marchand, Emmanuel Mansillon, Bertrand Coste, René-Pierre Andlauer
Fidal	Cécile Marouani-Petit, Mathieu Aurignac, Christian Fournier, Bertrand Ducoin, Anne Méhu, Vianney Soudant, Joanna Candelier, Geoffrey Burrows, Jean-François Yerle, Raphaël Teysot
Lamartine Conseil	Olivier Renault, Vincent Libaud, Fabien Mauvais, Gary Levy, Clyve Monfredo, Stéphane Rodriguez, Thierry Filippi, Bintou Niang, P. Barouch
Osborne Clarke	David Haccoun, Catherine Olive, Stéphanie Delage
Piotraut Giné Avocats - PGA Avocats	Raphaël Piotraut, François Giné
Steering Legal	Nuno de Ayala Boaventura, Olivier Guinard, Florian Guais, Alice Bellilchi
Valther	Velin Valev, Bruno Fiacre, Idris Hebbat, Marie Kanellopoulos
Villechenon	Morgan Hunault-Berret, Francis Pinot de Villechenon, Isabelle Burel Blasoni, Erwan Tostivint, Alexander Kotopoulis
YARDS	Jean-Philippe Jacob, Igor Doumenc, Éric du Peloux
2 Bignon Lebray	Thierry Permezol, Neil Robertson, Alban Van de Vyver, Florence Dedieu, Antoine Arminjon, Edouard Wael, Thomas Buffin, Alexandre Ghesquière, Jacques Goyet
Chammas & Marcheteau Avocats	Denis Marcheteau, Lola Chammas, Nicolas Lecocq, Pierre-Louis Sevegrand, Camille Hurel-Pertat, Stéphanie Bréjaud, Jérôme Chapron, Christophe Blondeau
DS Avocats	Benoit Charrière Bournazel, Bernard Tézé, Jérôme Lombard Platet, Marie Trécan, Arnaud Burg, Lubomir Roglev, Arnaud Langlais, Thibaud Forbin
Joffe & Associés	Virginie Belle, Aymeric Dégremont, Christophe Joffe, Romain Soiron, Thomas Lepeyre, Thomas Satiel, Olivier Dumas
Lerins	Mathilde Croze, Luc Castagnet, Laurent Julienne, Laurent Ségal, Guillaume Jarry
Levine Keszler	Serge Levine, Pierre Treille, Nicolas de Courtivron

Ll Berg	Olivier Abergel, Gaëlle Quillivic, Julien Carrascosa, Leslie Batazzi
Ollyns	David Pitoun, Cyrille Garnier
Reboul & Associés	Guillaume Reboul, Olivier Mourain, Eric Bérengier
Solférino Associés	Bernard-Olivier Becker, Fouad Bellaaroussi
Stephenson Harwood	Guillaume Briant, Clotilde Billat
Volt Associés	Lucas d'Orgeval, Emmanuel Vergnaud

3 Addleshaw Goddard	Antoine Martin, Mathieu Taupin, Rémy Blain, Fabrice Bouquier, David Lambert
Advance Avocats	Nacime Tobni, Julien Vaucheret, Aymeric Malphettes
Apollo Société d'Avocats	Guillaume de Ternay, Florence Savouré, Isabelle Horvilleur-Bars
Delcade	Jennifer Paty, Sophie Coignat, Benoît Lafourcade, Maïté Lavrilleux-Carboni, Thomas Rosier, Pierre-Antoine Dubecq
Fieldfisher	Jean-Baptiste Van de Voorde, Pascal Squercioni, Philippe Netto, Christopher Mesnooh
Gate Avocats	Louise-Marie Guillet, Julien Mougel, Arnaud Larousse, Julien Augais, Timothee Giard
Gca Associés	Alexandre Gaudin, Hélène Chardin, Damien Canali
Grant Thornton Société d'Avocats	Nicolas Rémy-Néris, Stéphane Bénézant
Kalliopé	Tanguy d'Everlange, Rodolphe Cavroy
Lmt Avocats	Arnaud Bourdon, Cristian Rawlins, Nathalie Le Bris, François Veuillot
Nova Partners	Loic-Emmanuel Pellegrino, Olivier Nett, Vanessa Alvarez
PDGB	Roy Arakelian, Charlotte Riberprey, Christophe Vannoote
Spark Avocats	Ariane Olive
Spring Legal	Véronique Dutoit
Squire Patton Boggs	Denis Barat, Charles Fabry, Tony Reed, Christopher Wilde, Florence Cotillon, Arnaud Lafarge, Maxime Dequesne
Wan Avocats	Isabelle Wekstein, Ludovic Doutreleau
Ydès	Marc Chaudet, Catherine Couriol, Philippe Delorme, Marie-Laure Fantino, Gerald Garcia, Marcelo Mazzilli, Laurent Nogaret, Raphaël Oualid, Denis Simon

HIGHLY RECOMMENDED

1 Acacia Legal	Ludovic Tartanson
Agilys Avocats	Frédéricque Milotic, Karine Violeau, Baptiste Bellone, Pierre Jouglard
Argos Avocats	Magali Carosso, Julien Sanciet
Aston Avocats	Olivier Sanviti, Rachel Dress
Atmos Avocats	Alexandre Moustardier





FRANCE

>	Bolze Et Associés	Eric Bolze, Tiphaine Hue
	CNK Associés	Mohamed Nait-Kaci, Jean-Paul Coudray
	Degroux Brugère	Nicolas Ballet, Jean Melcion, Dominique Dumas, Sybille Plantin, Augustin Fleytoux, Valery Diaz-Martinat, Philippe Delattre, Jérémie Swiecznik
	Didier & Lévy cabinet d'avocats	Philippe Didier
	ebl lexington	Arnaud Demont
	Foley Hoag	Frédéric Cohen
	Harlay Avocats	Marie-Laure de Cordovez, Olivier Cognard, Thibault Chareton
	Lamy Lexel	Jérôme Saleur, Alexandre Bideau, Vincent Medail, Michel Masoëro, Frédéric Dupont, Julie Thomas
	Latournerie Wolfrom Avocats	Christian Wolfrom, Hervé Castelnaud, Pierre Lafarge, Thibaut Kazémi
	Lawways	Hortense Rouvier
	Lexton Avocats	Evelyne Crantelle, Bruno Boulanger, Grégoire Wolff
	Mazars Société d'Avocats	Jérôme Gertler, Arnaud Fayolle, Isabelle Richard, Eric Riehl, Caroline Devoucoux
	Menu Semeria Broc - MSB Avocats	Jean-Luc Menu, Caroline Semeria, Florent Broc, Romain Gilard, Alexis Ardisson
	Nomos	Guillaume Leclair, Julie Evangelisti
	Numa Avocats	Benjamin Rosso, François Perruchot-Triboulet, Pierre Galland, Olivier Decourchelle
	Orsay Avocats	Frederic Lerner, Samira Friggeri, Pierre Hesnault
	Oyat Avocats	Caroline Basdevant-Soulié, Guillaume Ledoux
	Ravet & Associés	Yves-Marie Ravet, Charles Callaud
	Redlink	Julie Janvier, Jean-Charles Barbaud, Guillaume Rivet
	Reinhart Marville Torre	Laurent Marville, Philippe Torre, Dominique Dermerguerian, Pierre-Menno de Girard, Laurent Cavalier, Sacha Benichou
	Rossi Bordes & Associés	Fritz Rossi, France Portmann
	Simon Associés	Jack Demaison, Cristelle Albaric, Stéphanie Roquefort, Patrice Montchaud, Arthur Anton, Antoine Denis-Bertin
2	Altair Avocats	Philippe Beauregard, Pierre Gramage, Sébastien Peronne
	Cleach Avocats	Cyrille Decavele, Jean-Christophe Cleach
	Cloix & Mendès-Gil	Sylvain Joyeux
	Dumon & Partners	Bertrand Dumon, Bastien Moraga, Marie-Laure Pouplard
	Earth Avocats	Ian Ouaknine
	Gramond & Associés	Corinne Cousseau, Macha Pascale Sokolow, Xavier Gramond

Marvell Avocats	Jean-Louis Lasserri
NMCG Avocats	Laurent Courtecuisse
Rödl & Partner	Nicola Lohrey, Audrey Benguira, Laurence Cuillier
Satis Avocats	Pascale Faucon
Squadra Avocats	Cataldo Cammarata, François Lan
Stance Avocats	Romain Franzetti, Jérôme Majbruch, Gatiene Brault
TGS France Avocats	Lise Pinault, Jérôme Peron, Christopher Silly, Silvère Marvie, Pierre Ramage, Alexandre Siat, Stéphanie Menanteau, Véronique Thomas, Mélanie Rouger, Karine Ricou
3 Aklea	Christophe Cochet, Gilles Bazaille, Yann Rouleux, David Garcia
Allium	Julien Proffit
ALTEGIS Avocats	Maher Attyé
Arago	Jean-Jacques Pujol, Lorenzo Barresi
Arc Paris Avocats	Arnaud Bernard
Bblm Avocats	Bernard Bouquet, Myriam Cuvellier, Fabien de Saint-Seine, Bernard Dumas
Cadji Avocats	Anne-Laure Dufau, Géraldine Richard
Chaintrier Avocats	Philippe Cabanis, Bernard Chaintrier, Marie-Josèphe Chavanes, Philippe Charhon
Clevery Avocats	Henri Larmaraud
Deprez Guignot Associés - DDG	Ana Paula Reis Lopes, Grégoire Guignot
Dolidon Partners	Guillaume Dolidon, Catherine Stracchi
FLV & Associés	Antoine Fourmentin, Serge Gravel, Denis Duponchel
Harbour Avocats	Gilles de Poix
Herald Avocats	Bertrand Pébrier, Étienne Rocher, Vincent Siguier
Hertslet Wolfer & Heintz - HW&H	Fabrice Bauman
Jakubowicz Mallet-Guy & Associés	Thomas Dodin
Neptune Avocats	Patrick Douin, David Sitruk
Nexo Association D'Avocats	Arnaud de Corbière, Patricia Gillot Le Corre
Ngo Jung & Partners	Aménis Bererhi
NH Law	David Lussigny, Jennifer Hinge
Oratio Avocats	Gilles Camphort, Rita Auvray





FRANCE

>	Pact Avocats	Tanguy Nicolet, Alexandre Baudin, Benjamin Dahan, Richard Khoury
	Room avocats	Samuel Richer, Ambroise de Lamaze, Olivia de Farcy
	Soulier Avocats	Jean-Luc Soulier
	Valoren	Christine Le Breton
	Vaughan Avocats	Marie-Hélène Jan, Bruno de Laportalieri, Isabelle Gomme
	Vinci Avocats	Jérôme Benyounès

RECOMMENDED

1	Adven Avocats	Mathieu Marcantoni, Matthieu Hanser, Clément Haberbusch
	Agil'IT	Séverine Koulmann, Mathieu Siraga
	Altij	Sylvain Favier, Nicholas Cullen, Patrick Nadrault
	Armand Avocats	Rupert Windeler
	Avocats Juris Conseil	Antoine Fornet
	Bonnier Saint-Félix	Julien Saint-Félix
	Corus	Thierry Bernard
	GGV Avocats	Caroline Blondel
	Jurisglobal	Gaétan Di Martino
	La Bâtie Hoffman Avocats	Alexis Dejean de la Batie
	La Tour International	Stéphane Azria, Paul-Albert Legrand
	Menlo Avocats	Geoffroy de Vries, Samuel Schmidt
	Miguères Moulin	Valérie Bensoussan, Emmanuel Moulin
	Operandi.Law	Benjamin Galand, Alban Vaqué d'Anla
	Oxnomia Avocats Associés	Arnaud Moquin, Fabien Rorato
	Qualiens	Quentin Fournier
	Roth Partners	Christian Roth
	Stream	Julie Rolet
2	Ambre Associés	Eric Kopelman, Edouard Clément
	BDO Avocats	Ana Brandao
	Bold Avocats	Serge Vatine
	Carler	Jean-François Veyry, Benedict Vidal

CPC & Associés	Jean-Yves Connesson, Arnaud Péricard, Priscilla Fiorucci, Pascal Jardin
Fiducial Legal by Lamy	Christel Gomez, Misha Raznatovitch, Julien Hollier, Eric Baroin
Hughes Hubbard & Reed	Sena Agbayissah, Christian Belloin
Jars Pappini & Associés	Arnaud Pappini, Michaël Moaté
JURIDIS 360	Laure Warembourg, Bruno Lemistre
Lexymore	Ronan Le Moigne
Mercure Avocats	François-Maxime Philizot, Agathe Simon
Orsan Cabinet D'avocats	David Sebban
Renault Thominette Vignaud & Reeve	Renaud Thominette, Jason Reeve, Olivier Renault, Audrey Obadia-Zerbib
Schmidt Brunet Litzler	Philippe A. Schmidt, Aude Le Tannou
Squair	Olivier Lopez, Grégoire Jastrzebski
VALUABLE PRACTICE	
All You Need For Growth	Sébastien Bonneau
Blackbird Associés	Didier Loiseau
CMG & Associés	Paraskevi Georganta
Couderc Dinh & Associés	Frédéric Bucher, Christian Couderc
Diametis	Alexis Frasson-Gorret
Hashtag Avocats	Harry Allouche, Arnaud Touati, Jonas Haddad
Lealta	Olivier Toury
Lexcase	Guillaume Pierson, Christophe Blum
Lexcom	Mélissa Ferchaux
Negotium Avocats	Richard Garutti
Rimon Law	Olivia Lê Horovitz
Theret & Associés	Aimé-Laurent Theret, Edouard Theret

SIMON ASSOCIÉS: BUSINESS-LAW FIRM WITH A DIFFERENCE



Jack Demaison

Key Figure(s):
Cristèle Albaric,
Arthur Anton,
Jack Demaison,
Antoine Denis-Bertin,
Patrice Montchaud
and Stéphanie Roquefort
Established: 1992

Track record: The Simon Associés team acted for the founders of private higher-education company Esccom during its takeover by the Collège de Paris group. It also represented Auxo Beauty Partners during its acquisition of CBM (Coiffure Beauté Manucure). Of note, the firm's financing practice was boosted by the arrival of Christelle Salmon-Lataste.

Differentiation: With several regional branches in France and an office in China, the firm is capable of providing clients, which include companies and investment funds, with sharp services tailored to each's needs. Its network in France has continued to expand with a branch opening in Toulouse and the signing of a partnership agreement with Nexen Avocats to cover the Auvergne-Rhone-Alpes region.



M&A: MID-CAP (BETWEEN €75 AND €500M)

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Ayache	David Ayache, Alain Lévy, Bernard Ayache, Grégoire Zeitoun, Olivier Tordjman, Gwenaëlle de Kerviler
Goodwin	Thomas Dupont-Sentilles, Jérôme Jouhannaud, Maxence Bloch, Christophe Digoy, William Robert, Thomas Maitrejean, Benjamin Garçon, Anne-Charlotte Rivière
McDermott Will & Emery	Anne-France Moreau, Fabrice Piollet, Pierre-Arnoux Mayoly, Diana Hund, Guillaume Kellner, Grégoire Andrieux, David Revcolevschi, Henri Pieyre de Mandiargues, Nicolas Lafont, Jacques Buhart
2	
August Debouzy	Pierre Descheemaeker, Julien Aucomte, Julien Waggmann, Jérôme Brosset
King & Spalding	Laurent Bensaid
Peltier Juvigny Marpeau & Associés	Benoît Marpeau, Nicolas Partouche, Frédéric Peltier, Julie Herzog, François Dietrich
EXCELLENT	
1 Advant Altana	Jean-Nicolas Soret, Fabien Pouchot, Gilles Gaillard, Bruno Nogueiro
Archers	Marc Baffreau, Audrey Wendling, Mark Richardson, Céline Maironi-Persin, Bruno Solle, Éric Labro, Fabrice Maraux, Emily Pabot du Chatelard
Baker Mckenzie	Alain Sauty de Chalon, Marie-Françoise Bréchnignac, Stéphane Davin, Guillaume Nataf, Hugo Sanchez de la Espada, Laurent Barbara, François-Xavier Naime, Julie Yeni, Saveria Laforce, Aurélie Govillé
Franklin	Yam Atallah, Alexandre Marque, Lionel Lesur, Numa Rengot
Hoche Avocats	Marie Peyréga, Eric Quentin, Jean-Luc Blein, Grine Lahreche, Didier Fornoni, Jérôme Roustit, Edith Boucaya, Marie-Pierre Souweine, Guillaume Martinet
Jeantet	Philippe Portier, Karl Hepp de Sevelinges, Thierry Brun, Yvon Dréano, Cyril Deniaud, Philippe Matignon, Vincent Netter, Stephen Walters, Anne Toupenay-Schueler
Jones Day	Alexandre de Verdun, Sophie Hagège, Geoffroy Pineau-Valencienne, Jean-Gabriel Griboul, Charles Gavoty, Renaud Bonnet, David Swinburne, Florent Bouyer, Gael Saint Olive, Linda Hesse
LPA-CGR Avocats	Philippe Raybaud, Ran Hu, Stéphane Erard, Michael Samol, Julie Cittadini, Frédéric Bailly, Florence Trognon-Dumain, Bertrand Galvez, Arnaud Depierrefeu
Racine	Bruno Cavalié, Jean-Christophe Beaury, Mélanie Coiraton, Maud Bakouche, Luc Pons, Marie Pouget
Sekri Valentin Zerrouk - Svz	Geraud de Franclieu, Franck Sekri, Emmanuelle Vicidomini, Pierre-Emmanuel Chevalier, Emeline Peltier, Antoine Hai
UGGC Avocats	Charles-Emmanuel Prieur, Edouard Hélot, Julien Mayeras, Ali Bougrine, Yves Mondellini, David Gordon-Krief, Jean-Philippe Crot, Jean-Jacques Uettwiller
Veil Jourde	Géraud Saint Guilhem, Laurent Jobert, François de Navailles, Pierre Deval
Viguié Schmidt & Associés	David Scemla, Louis Chenard, Yves Schmidt, Nicolas Viguié
Vivien & Associés	Jacques Epstein, Laetitia Amzallag, Emmanuel Chauvet, Julie Tchaglass, Nicolas Vivien, Judith Fargeot
Winston & Strawn	Julie Vern Cesano-Gouffrant, Sara Susnjar, Jean-Patrice Labautière, Nicola Di Giovanni, Jérôme Herbet
2	
Berrylaw	Delphine Bariani
Bryan Cave Leighton Paisner	Christian Sauer, Kai Völpel, Frédéric Jungels
Cohen Amir Aslani	Ardavan Amir-Aslani, Gérard Cohen, Karine Fitau, David Amiach
Dechert	Alain Decombe, Ermine Bolot, Delphin Boucher
Dentons	Olivia Guéguen, Olivier Genevois, Pascal Chadenet, John R. Flanigan, Jean-Marc Groperrin, Guillaume Kessler, Anne-Laure Marcerou

Desfilis	Philippe Rosenpick, José Desfilis, Isabelle Buffard-Bastide, Nathalie Hollier-Cheyne, Alexandre Piette
Eversheds Sutherland	Eric Knai, Catherine Detalle, Franck Bourgeois, Aurélien Loric
Ginestié Magellan Paley-Vincent	Philippe Ginestié, Yves Ardaillou, Francois Lefort, François Devedjian, Jean-Baptiste Guillot, Pierre Mudet
Gowling WLG	Patrick Mousset, Barbara Jouffa
Koehler-Magne Serres (KMS)	Lionel Koehler-Magne, François Serres, Cyrille Gaucher
KPMG Avocats	Franck Bernauer, Florence Olivier, Benoît Roucher, Caroline Chazard, Audrey Ditsch-Antoine, Patrick Mertz, Hélène Ribaute, Benoît Maubant
Mermoz Avocats	Thomas Hermetet, Nada Sbaï, Gilles Roux, Tristan Segonds
Moncey Avocats	Frédéric Pinet, Guillaume Giuliani, Marie-Victoire James
Scotto Partners	Adrien Badelon, Coralie Oger
HIGHLY RECOMMENDED	
Ashurst	Anne Reffay, Noam Ankri, Vincent Trevisani, François Hellot
Astura	Raphaël Dalmas
CMS Francis Lefebvre Avocats	Jean-Eric Cros, Christophe Lefaillet, Christophe Blondeau, Arnaud Hugot, Jean-Robert Bousquet, Alexandre Delhaye, Alexandra Rohmert
Cohen & Gresser	Johannes Jonas, Muriel Goldberg-Darmon
Curtis Mallet-Prevost Colt & Mosle	Remy S. Lerner, Mathieu Odet, Nicolas Bichot
De Gaulle Fleurance	Vincent Schmitt, Jean-Christophe Amy, François Couhadon, Henri-Nicolas Fleurance, Matthieu Bichon, Philippe Feitussi
Deloitte Société d'Avocats	Maud Davené, Stéphanie Chatelon, Antoine Larcena, Sylvain Cuvigny, Simon Fournier, Cécile Debin
DLA Piper	Laurence Masseran, Sarmad Haidar
DWF	Carole Arribes, Jean-François Mercadier, Pascale Gallien, Ali Boroumand, Anne-Sylvie Vasse-naix-Paxton
EY Société d'Avocats	Roland Montfort, Bernard Martinier, Frédérique Desprez, Jean-Christophe Sabourin, Benoît Losfeld, Frédéric Reliquet
Fides Partners	Thomas Bourdeaut, Nicolas Menard-Durand, Franck Vacher, Magda Picchetto
FTPA Avocats	Piera Cavanna, Bruno Robin, Robert Corcos, Nathalie Younan, Sylvain Clérambourg, Charles-Philippe Letellier
Morgan Lewis	Olivier Chambord, Allison Soilihi
Norton Rose Fulbright	Bénédicte Denis, Christophe Asselineau, Alain Malek, Roberto Cristofolini, Karine Montagut
PwC Société d'Avocats	Yannick Olivier, Christophe Guénard, Isabelle de la Gorce, Eric Hickel, Thomas Bortoli, Valérie Fluck, Suzie Maillot, Guillaume Morineaux, Marie Sciberras, Claire Pascal-Oury
Simmons & Simmons	Christian Taylor, Simonetta Giordano, Thierry Gontard, Sandra Esquivia-Hesse, Jérôme Patenotte
Watson Farley & Williams	Arnaud Félix, Pascal Roux, Thomas Rabain
RECOMMENDED	
CVML	Thierry Cotty, Charles Dersahakian
HFW	Aline Poncelet, Diane de Moüy
K&L Gates	Raphaël Bloch
Kramer Levin	Reid Feldman, Alexander Marquardt, Antoine Paszkiewicz, Jean-Marc Desaché, Alexandre Omaggio, Dana M. Anagnostou, Sébastien Pontillo, Arnaud Guérin
Reed Smith	Marc Fredj, Isabelle MacElhone, Caroline Ledoux



M&A: LARGE-CAP (OVER €500M)

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Bredin Prat	Jean-Benoît Demaret, Clémence Fallet, Olivier Assant, Benjamin Kanovitch, José María Pérez, Florence Haas, Christine Lenis, Kate Romain, Emmanuel Masset, Patrick Dziejowski
Cleary Gottlieb Steen & Hamilton	Amélie Champsaur, Pierre-Yves Chabert, Valérie Lemaitre, Charles Masson, Marie-Laurence Tibi, Anne-Sophie Coustel, Rodolphe Elineau, John D. Brinitzer, Andrew A. Bernstein
Darrois Villey Maillot Brochier	Christophe Vinsonneau, Orphée Grosjean, Matthieu Brochier, Pierre Casanova, Hugo Diener, Bertrand Cardi, Forrest Alogna, Marcus Billam, Olivier Huyghues Despointes, Benjamin Burman
Weil, Gotshal & Manges	Yannick Piette, Claude Serra, Guillaume Bonnard, Alexandre Duguay, David Aknin, Agathe Soilleux, Jean Beauchataud, Frédéric Cazals
2	
BDGS Associés	Jean-Emmanuel Skovron, Antoine Bonnasse, Marc Loy, Thomas Meli, Youssef Djehane, François Baylion, Lucile Gaillard, Jérôme du Chazaud, David Andréani
Skadden	Arash Attar-Rezvani, Armand W. Grumberg, Pascal Bine, Nicola Di Giovanni
White & Case	Julien Bensaid, Jean Paszkudzki, Xavier Petet, Franck De Vita, Brice Engel, Nathalie Nègre-Eveillard, Guillaume Vitrich, Alexis Hojabr, Saam Golshani, Marc Petitier
EXCELLENT	
1 Allen & Overy	Romy Richter, Jean-Claude Rivalland, Marc Castagnède, Alexandre Ancel, Frédéric Moreau
Cabinet Bompont	Dominique Bompont, Éric Laut, Louis-François Guéret
Clifford Chance	Benjamin de Blégiers, Fabrice Cohen, Gilles Lebreton, Mathieu Remy, Aline Cardin, Laurent Schoenestein, Marianne Pezant, Emmanuel Mimin
De Pardieu Brocas Maffei	Eric Muller, Thomas Bréart de Boisanger, Grégoire Baland, Matthieu Candia, Etienne Boursican, Magali Masson, Jean-François Pourdieu, Frédéric Keller, Nicolas Favre, Guillaume Toultée
Freshfields Bruckhaus Deringer	Olivier Rogivue, Guy Benda, Alan Mason, Nicolas Barberis, Yann Gozal, Hervé Pisani, Guillemette Burgala, Julien Rebibo
Gide Loyrette Nouel	Anne Tolila, Olivier Diaz, Axelle Toulemonde, Paul Guillemin, Jean-Gabriel Flandrois, Antoine Tézénas du Montcel, David Boitout, Julien David, Christophe Eck, Antoine Lelong
Hogan Lovells	Stéphane Hutten, Matthieu Grollemund, Hélène Parent, Xavier Doumen, Jean-Marc Franceschi, Sébastien Gros
Latham & Watkins	Olivier du Mottay, Pierre-Louis Cléro, Thomas Forschbach, Denis Criton, Hervé Diogo Amengual, Alexander Benedetti, Patrick Laporte, Charles-Antoine Guelluy, Alexander Crosthwaite, Gaëtan Gianasso
Mayer Brown	Emily Pennec, Olivier Aubouin, Guillaume Kuperfils, Hadrien Schlumberger, Gautier Elies
Shearman & Sterling	Jeremy Scemama, Xavier Norlain, Guillaume Isautier, Nicolas Bombrun, Matthieu Lampel

2 Herbert Smith Freehills

Hubert Segain, Christopher Theris, Frédéric Bouvet, Edouard Thomas, Laurence Vincent

Lacourte Raquin Tatar

Serge Tatar, Nicolas Jüllich, Renaud Rossa, Guillaume Roche

Linklaters

Fabrice de La Morandière, Pierre Tourres, Alain Garnier, Bruno Derieux, Pierre Thomet, Florent Mazon

Orrick

George Rigo, Jean-Pierre Martel, Patrick Tardivy, Jean-Michel Leprêtre, Alexis Marraud des Grottes, Olivier Jouffroy

Paul Hastings

Sébastien Crépy, Alexis Terray, Etienne Mathey, Olivier Deren, Arthur de Baudry d'Asson, Charles Cardon

Sullivan & Cromwell

Olivier de Vilmorin, Nicolas de Boynes, Gauthier Blanluet, Garth W. Bray

HIGHLY RECOMMENDED

Gibson Dunn

Benoit Fleury, Ariel Harroch, Bernard Grinspan, Judith Raoul-Bardy, Nicolas Baverez, Patrick Ledoux, Bertrand Delaunay

Kirkland & Ellis

Vincent Ponsonnaille, Laurent Victor-Michel, Emmanuel Enrici, Louis Gosset

Perchet Rontchevsky & Associés

Christophe Perchet, Nicolas Rontchevsky, Jean-Christophe Devouge

Villey Girard Grolleaud

Daniel Villey, Frédéric Grillier, Pascale Girard

Willkie Farr & Gallagher

Cédric Hajage, Daniel Hurstel, Annette Péron, Eduardo J. Fernandez, Christophe Garaud, Lionel Spizzichino, Fabrice Veverka



The criteria are:

- Recognition & reputation of the firm in its market
- Team size at partner and senior associate level; seniority and track record of partners
- Nature, quality and volume of matters handled by the firm
- Prestige, diversity and internationalization of the firm's client base
- Recent team expansions that have proved demonstrably successful

METHODOLOGY

In the course of our research, we gather detailed information from diverse sources:

Law firms: through questionnaires and interviews, our team gets first-hand information about a firm's history, positioning, expertise and recent activity.

Clients: we solicit the feedback of several thousand General Counsel, CFOs, Tax Managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

Qualified third-parties: we collect the opinion of professionals who are neither clients nor competitors, such as: investment bankers, accountants, arbitrators, expert witnesses.

Peer-review: We ask lawyers for their feedback on their local market and who they recommend when facing a conflict of interest. We also collect their opinion on lawyers they have worked with in other jurisdictions.

GERMANY

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LBOs

Best Private Equity Funds

In each tier, the funds are ordered alphabetically

FUND	KEY FIGURE(S)
LEADING	
Advent International	Ronald Ayles, Ranjan Sen
Ardian	Daniel Graf von der Schulenburg
Cinven	Bruno Schick
Deutsche Beteiligungs AG	Tom Alzin, Volker Bonsels
EQT	Marcus Brennecke
Partners Group	Jürgen Diegruber
Quadriga Capital	Philipp Jacobi, Jörg Mugrauer
Triton	Claus von Hermann, Martin Huth
Waterland Private Equity Investments	Jörg Dreisow, Carsten Rahlfs
EXCELLENT	
Afinum	Thomas Bühler, Gernot Eisinger
Auctus Capital Partners	Ingo Krocke
Blackstone Group	Jurij Puth
Capiton	Manuel Hertweck, Frank Winkler
Capvis	André Perwas
Castik Capital	Michael Gröber, Marc-Oliver Jauch
Cvc Capital Partners	Alex Dibelius
Deutsche Private Equity	Volker Hichert, Marc Thiery
Equistone Partners Europe	Marc Arens
Hannover Finanz	Jörg Caesar
Kgal Real Investment	André Zucker
KKR	Christian Ollig
Patrizia	Dominik Röhrich
HIGHLY RECOMMENDED	
Allianz Global Investors	Barbara Rupf Bee
Aquila Capital	Dieter Rentsch, Roman Rosslenbroich
Astorius	Georg Remshagen
Findos Investor	Hans Freudenberg, Olaf Kensy
Golding Capital Partners	Matthias Reicherter
Halder	Mathias Fackelmeyer
Idinvest Partners (Eurazeo)	Florian Zimmermann
Maxburg Capital Partners	Moritz Greve, Florian Seubert
Münich Private Equity Partners	Norman Lemke
Odewald & Compagnie	Caspar von Hodenberg, Alexander Schulz
Yielco Investments	Dominik Bub
RECOMMENDED	
3I Group	Peter Wirtz
Aurelius	Dirk Markus
Emeram Capital Partners	Christian Nähter
Encavis	Quirin Busse
Lindsay Goldberg Vogel	Dieter Vogel
Silver Investment Partners	Philipp Amereller
VR Equitypartner	Christian Futterlieb

INVESTMENTS & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	INDUSTRY
42Cap	IT, Software
Accel Partners	E-commerce, Internet
Acton Capital Partners	Technology
ALSTIN Capital	Technology
Allianz X	Technology
Bayern Kapital	Technology
BlueYard Capital	E-commerce, Internet
Btov Partners	IT, TMT
Capnamic Ventures	E-Commerce, Gaming, Payments, Advertising, Software-as-a-Service
Cherry Ventures	Consumer Internet, Mobile, Marketplace
Creandum	IT, Technology
Creathor Venture	Technology
Deutsche Telekom Capital Partners	Technology
DN Capital	Technology
Earlybird VC	IT, TMT, Gaming, E-Commerce, Real Estate
ECapital	IT, Technology
EWOR	Talent, Technology
E.ventures	Internet, Software
Fly Ventures	Technology
German Startups Group	Technology
Global Founders Capital	Technology, Consumer Goods, E-Commerce
Grazia Equity	Technology
Gründerfonds	Technology, TMT, Life-Sciences, Energy
Hasso Plattner Ventures	IT
Heartcore Capital	E-Commerce, Technology
Holtzbrinck Ventures	Digital
IBB Bet	Life sciences, ICT
Idinvest Partners	IT, Technology
Index Ventures	Consumer Internet and Mobile, Enterprise Technologies
Lakestar	Digital
Linus Capital	IT
Neuhaus Partners	IT
Next 47	Technology
Paua Ventures	Technology
Point Nine Capital	Software-as-a-Service
Project A	E-Commerce, Data, Software, Infrastructure
Redstone Digital	Digital
Rheingau Founders	Digital
RI Digital Ventures	Digital
Robert Bosch VC	IT, Technology
Rocket Internet Capital Partners	E-commerce, Marketplace
Salesforce Ventures	Technology
SevenVentures	Consumer Goods, Retail, Service
Shortcut Ventures	Data, IT, TMT
Star Ventures	Technology
T-Ventures	Technology
Target Global	E-Commerce, Fintech, Travel, Software, Mobile
Target Partners	Technology
Team Europe	Digital
Tengelmann Ventures	Consumer Internet, Internet Technology
Union Square Ventures	Technology, Consumer Goods, E-Commerce
Unternehmertum Ventures	IT, Industry 4.0, Automation Technologies, Mobility, Smart City
Venista Ventures	Mobile
Visionaries Club	Marketplace, E-Commerce
Wellington Partners	Technology, Life-Sciences
West Tech Ventures	Technology



M&A: LARGE-CAP

Best Investment Banks & Consulting Firms

In each tier, the firms are ordered alphabetically

BANK/FIRM	KEY FIGURE(S)
LEADING	
Deloitte	Jörg Niemeyer
Deutsche Bank	Johannes Hermanns
Goldman Sachs	Benny Mueller
J.P. Morgan	Christian Kames
Rothschild & Co	Dirk Pahlke
EXCELLENT	
Barclays	Ingrid Hengster
Crédit Suisse	Frank Heitmann
Morgan Stanley	Johann Christian von Wesebe
UBS Investment Bank	Wolfgang Fuchs
HIGHLY RECOMMENDED	
BNP Paribas	Marcel Becker
BofA Securities	Birger Berendes, Christof Bechtel
Citigroup	Stefan Hafke
Commerzbank	Andreas Mühleck
EY	Martin Steinbach
Handelsbanken	Carina Åkerström, Pär Boman
HSBC	Nicolo Salsano
Jamieson Corporate Finance	Felix Rose
Kfw Bankgruppe	Otto Weyhausen-Brinkmann, Stephan Blanke
KPMG	Leif Zierz
Kroll	Klaus-Martin Haussmann, Andreas Stoeckling
Lazard	Ken Oliver Fritz, Rüdiger Grube
Mizuho Financial Group	Christoph Seibel
Nomura Holdings	Shogo Ohira
Perella Weinberg Partners	Dietrich Becker

M&A: SMALL TO MID-CAP

Best Investment Banks & Consulting Firms

In each tier, the firms are ordered alphabetically

BANK/FIRM	KEY FIGURE(S)
LEADING	
1 Macquarie Group	Rainer Langel
2 Deloitte	Volker Krug
Houlihan Lokey	Sascha Pfeiffer, Niklas Lerche, Malte Wulfetange
Lincoln International	Alexander Doll
EXCELLENT	
1 ACXIT Capital Partners	Thomas Klack
Clairfield International	Walteri Jackson Helm, Albert Schander
DC Advisory	Edward de Stigter, Philipp Sebbesse
Ferber & Co.	Manfred Ferber, Alexander von Hachenburg
IMAP	Henning Graw, Carsten Lehmann
UniCredit Bank AG	Marion Hoellinger
2 BDO	Dietmar Flügel
Carlsquare	Caspar Graf Stauffenberg
Falkensteg	Sascha Dahlke
HIGHLY RECOMMENDED	
Alantra	Jan Caspar Hoffmann
Arma Partners	Henrietta Schmidt-Wilke
Berenberg Bank	Matthias Born
Clearwater International	Dierk Rottmann, Heinrich Kerstien
Commerzbank	Christoph Thierolf
Oakley Advisory	Christian Maher, Chris Godsmark
Oaklins	Jan Hatje
Oddo Bhf Bank	Philippe Oddo
RECOMMENDED	
Baird	Thomas Fetzter
Conalliance	Günter Carl Hober
Concentro Management	Alexander Sasse
EC Mergers & Acquisitions	Volker Seekamp
Green Giraffe	Udo Schneider
Greentech Capital Advisors	Erick Yong
Hamburg Commercial Bank	Christopher Brody
Ikb Deutsche Industriebank	Joerg Hillmann
LBBW	Alexander Ott
Moelis & Company	Herbert Henzler
Network Corporate Finance	Joachim Dübner
One Square Advisors	Frank Günther
Pareto Securities	Gero Wendenburg
Translink Corporate Finance	Johannes Wolters, Christian Hörner, Petra Fischer, Tilman Georg Eckstein, Andreas Hüchting



M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Freshfields Bruckhaus Deringer	Rick van Aerssen, Andreas Fabritius, Christoph H. Seibt
Hengeler Mueller	Thomas Meurer, Maximilian Schiessl, Christian Schwandtner, Hans-Jörg Ziegenhain
Linklaters	Timo Engelhardt, Kristina Klaaßen-Kaiser, Hans-Ulrich Wilsing
EXCELLENT	
1 Clifford Chance	Thomas Krecek, Anselm Raddatz
2 Allen & Overy	Helge Schäfer, Hans Schoneweg
Gleiss Lutz	Christian Cascante, Ralf Morshäuser
Latham & Watkins	Nikolaos Paschos, Ingo Strauss, Rainer Traugott
Sullivan & Cromwell	Carsten Berrar
HIGHLY RECOMMENDED	
1 Hogan Lovells	Lutz Angerer, Tim Oliver Brandt, Matthias Hirschmann, Christoph Louven
Jones Day	Ansgar C. Rempp
Milbank	Martin Erhardt, Norbert Rieger
Noerr	Christian C.-W. Pleister, Alexander Ritvay, Harald Selzner
2 Baker McKenzie	Christian Atzler
CMS Hasche Sigle	Maximilian Grub, Hilke Herchen, Ernst-Markus Schubert
Skadden, Arps, Slate, Meagher & Flom	Jan Bauer
White & Case	Roger Kiem
RECOMMENDED	
1 Ashurst	Thomas Sacher
Cleary Gottlieb Steen & Hamilton	Michael J. Ulmer
Dentons	Christof Kautzsch, Predrag Maksimovic
DLA Piper	Nils Krause, Benjamin Parameswaran
Eversheds Sutherland	Matthias Heisse
Gibson, Dunn & Crutcher	Dirk Oberbracht, Wilhelm Reinhardt
Heuking Kühn Lüer Wojtek	Helge-Torsten Wöhlert
Kirkland & Ellis	Benjamin Leyendecker
Mayer Brown	Klaus W. Riehmer
McDermott Will & Emery	Carsten Böhm, Uwe Goetker
Norton Rose Fulbright	Frank Regelin
Oppenhoff	Alf Baars, Peter Eitzbach
SZA Schilling, Zutt & Anschutz	Michaela Balke, Martin Gross-Langenhoff, Marc Löbbe, Jochem Reichert, Oliver Schröder
Taylor Wessing	Klaus Grossmann
2 Morrison Foerster	Christoph Wagner
Pinsent Masons	Thomas Peschke
POELLATH	Jens Hörmann
Weil, Gotshal & Manges	Gerhard Schmidt
Willkie Farr & Gallagher	Georg Linde

HEUKING KÜHN LÜER WOJTEK: HIGH-PROFILE CAC40 STOCK MARKET TRANSACTIONS



Dr. Helge-Torsten
Wöhlert

Key figure(s):
Dr. Helge-Torsten Wöhlert
Established: 1971

Track record: Heuking Kühn Lüer Wojtek has eight offices in Germany. Its French desk's strong expertise on the CAC40 market sees it regularly solicited for high-profile cross-border M&A transactions. Private M&A, public takeovers and joint ventures, management buyouts and buy-ins are core areas of expertise for a firm that prides itself on the full-service approach of its lean, multilingual teams.

Differentiation: Led by Dr. Helge-Torsten Wöhlert, Heuking Kühn Lüer Wojtek's French Desk has established itself as an invaluable resource for advice on deals involving French CAC40 groups. It acts for various members of the French CAC40 as well as for French private equity firms. It advised French e-documents specialist IN Groupe on the acquisition of Gleitsmann Security Inks from hubergroup.

M&A: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Hengeler Mueller	Annika Clauss, Andreas Hoger, Alexander Nolte, Martin Ulbrich, Hans-Jörg Ziegenhain
2 Freshfields Bruckhaus Deringer	Rick van Aerssen, Christoph H. Seibt, Stephan Waldhausen
Gleiss Lutz	Christian Cascante, Ralf Morshäuser
Linklaters	Staffan Illert, Tim Johannsen-Roth
EXCELLENT	
Clifford Chance	Thomas Krecek, Anselm Raddatz
Latham & Watkins	Burc Hesse, Tobias Larisch, Ingo Strauss, Rainer Traugott
HIGHLY RECOMMENDED	
1 Allen & Overy	Nils Koffka, Hans Schoneweg
Baker McKenzie	Christian Atzler
Bird & Bird	Kai Kerger, Stefanie Ortmann, Marc Seeger, Peter Veranneman
CMS Hasche Sigle	Tobias Grau, Maximilian Grub
DLA Piper	Nils Krause, Benjamin Parameswaran
Heuking Kühn Lüer Wojtek	Boris Dürr, Martin Imhof, Helge-Torsten Wöhlert
Hogan Lovells	Volker Geyrhalter, Matthias Hirschmann, Christoph Louven, Nikolas Zirngibl
Milbank	Michael Bernhardt, Norbert Rieger
Noerr	Alexander Hirsch, Julian Lemor, Jens Liese, Stephan Schulz, Harald Selzner
SZA Schilling, Zutt & Anschutz	Stephan Brandes, Christoph Nolden, Stefan Zeyher
Taylor Wessing	Klaus Grossmann
White & Case	Darragh Byrne, Murad M. Daghles
2 ADVANT Beiten	Barbara Mayer, Hans-Josef Vogel, Christian von Wistinghausen
Ashurst	Thomas Sacher, Benedikt von Schorlemer
Dentons	Christof Kautzsch, Predrag Maksimovic
Eversheds Sutherland	Anthony Cross, Holger Holle, Christof Lamberts, Steffen Schniepp
Flick Gocke Schaumburg	Stefan Göckeler, Dieter Leuring
Friedrich Graf Von Westphalen & Partner	Alexander Hartmann, Frank Jungfleisch, Jan Henning Martens, Hendrik Thies
Glade Michel Wirtz	Achim Glade
GÖRG	Christian Becker, Frank Evers, Tobias Fenck, Lars Weber
Greenberg Traurig	Peter Schorling
GSK Stockmann	Max Wilmanns
Luther	Thomas Kuhnle, Björn Simon
McDermott Will & Emery	Sebastian von Lossow
Oppenhoff	Gabriele Fontane, Stephan König
Osborne Clarke	Rudolf-Matthias Hübner
POELLATH	Benedikt Hohaus, Jens Hörmann, Michael Inhester
Sullivan & Cromwell	Carsten Berrar



	RECOMMENDED
1	ARQIS Jörn-Christian Schulze, Shigeo Yamaguchi
	avocado Christian Berger, Thomas Gerhold, Arne Glöckner
	BMH BRÄUTIGAM Johannes Meinel
	Classen Fuhrmanns & Partner Dirk Classen, Achim Fuhrmanns
	Cleary Gottlieb Steen & Hamilton Nico Abel, Michael J. Ulmer
	Dechert Federico G. Pappalardo
	Deloitte Legal Markus Schackmann
	Dissmann Orth Jochen Ettinger
	Ebner Stolz Roderich Fischer, Heiko JanderMcAlister, Jörg R. Nickel, Christoph Winkler
	Epp Rechtsanwälte Avocats Emil Epp, Marianne Grange, Elisabeth Walckenaer
	FPS Ingrid Burghard-Richter, Holger J. Jakob
	Gibson, Dunn & Crutcher Dirk Oberbracht
	GLNS Reinhard Ege, Ludger Schult
	Greenfort Martin Asmuß, Anh-Duc Cordalis, Andreas von Oppen
	Gütt Olk Feldhaus Heiner Feldhaus, Sebastian Olk
	GvW Graf von Westphalen Markus Sachslehner, Benjamin Schwarzfischer, Felix Wolf
	Heussen Christof Schmidt, Cornelia Weber
	Jones Day Michael R. Fischer, Ansgar C. Rempp
	K&L Gates Thomas Lappe, Martina Ortner, Thilo Winkeler
	Kirkland & Ellis Benjamin Leyendecker, Attila Oldag
	Mayer Brown Carsten Flasshoff
	Norton Rose Fulbright Klaus Bader
	Preu Bohligh Albrecht Lutterbeck
	Raue Andreas Nelle
	seitz Daniel Grewe, Wolfgang Schüler
	Skadden Arps Meagher & Flom Matthias Horbach
	SKW Schwarz Sebastian Graf von Wallwitz
	Willkie Farr & Gallagher Georg Linde
	YPOG Frederik Gaertner, Martin Schaper, Tim Schlösser, Benjamin Ullrich
2	Aderhold Bianca Böttcher, Thorsten Siepe
	Berner Fleck Wettich Olaf Berner
	Ego/Humrich/Wyen Jan-Henning Wyen
	Esche Schümann Commichau Stephan Bauer
	Grub Brugger Hans Schenk, Michael Vilgertshofer, Hendrik Wolfer

Haver & Mailänder	Peter Mailänder
Herbert Smith Freehills	Christoph Nawroth
Hoffmann Liebs	Björn Neumeuer
honert	Jürgen Honert, Jochen Neumayer
hw&h	Konstanze Brieskorn
Kapellmann	Christoph Carstens
King & Wood Mallesons	Peter Polke
Leo Schmidt-Hollburg Witte & Frank	Hubertus Leo
Lupp + Partner	Kerstin Kopp, Matthias Lupp
Lutz Abel	Frank Hahn, Bernhard Noreisch
Menold Bezler	Michael Oltmanns
Morrison & Foerster	Dirk Besse
Patzina Lotz	Thorsten Lotz, Uwe Müllner
Morgan, Lewis & Bockius	Florian Harder, Joachim Heine, Ulrich Korth, Christian O. Zschocke
OPPENLÄNDER	Thomas Tröltzsch
Orrick, Herrington & Sutcliffe	Sven Greulic
Pinsent Masons	Rainer Kreifels
PLUTA	Markus Fünning
Raschke I von Knobelsdorff I Heiser	Kristian J. Heiser, Dominik Ziegenhahn
Renzenbrink & Partner	Ulf Renzenbrink
SCHALAST LAW TAX	Christoph Schalast, Gregor Wedell
VCvF.legal	Antonio Calderón, Patrick Vogt
Watson Farley & Williams	Dirk Janssen
Weil, Gotshal & Manges	Gerhard Schmidt

PREU BOHLIG: NEW DÜSSELDORF M&A DEPARTMENT



Albrecht Lutterbeck

Key figure(s):
Albrecht Lutterbeck
Established: 1959

Track record: Widely regarded as the most prestigious IP law and pharmaceutical law boutique in Germany, Preu Bohliger leveraged its long-standing M&A, joint ventures, commercial and distribution agreements expertise to expand its M&A practice in 2021. The Düsseldorf-based team, led by Albrecht Lutterbeck, has a wealth of cross-border expertise.

Team and differentiation: Albrecht Lutterbeck's M&A practice advises both medium-sized and large industrial companies. Preu Bohliger specializes in advising industrial and commercial companies from all over the world operating in Germany, in M&A proceedings, FDI assignments, insolvency and restructuring proceedings as well as in negotiations, arbitration and litigation.

EPP RECHTSANWÄLTE AVOCATS: FRANCO-GERMAN M&A EXPERTS



Emil Epp

Key Figure(s): Emil Epp,
Marianne Grange,
Anja Hergesell,
Anne-Lise Lamy, Ulrich
Martin, Laura Rejano
and Elisabeth Walckenaer
Established: 1994

Track record: EPP Rechtsanwältinnen Avocats is an expert in international M&A matters with consulting services in German, French and English, on issues relating to cross-border acquisition and sale of companies in France and Germany in the food, luxury retail, mobility services, fleet management, conveyor systems, sustainable energies and automotive industries.

Differentiation: Regularly handling \$20 million deals, the M&A practice consists of four partners and three collaborators, with profound insight into the legal cultures of Germany and France. Its expertise is based on an approach which combines legal aspects with finance (in collaboration with local banks) and other services, such as translation, for which the firm has a dedicated, three-person team experienced in drafting contracts in French and German.



PRIVATE EQUITY TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Freshfields Bruckhaus Deringer	Markus Paul, Arend von Riegen
Hengeler Mueller	Andreas Hoger, Christof Jäckle, Maximilian Schiessl, Hans-Jörg Ziegenhain
Kirkland & Ellis	Achim Herfs, Benjamin Leyendecker
Latham & Watkins	Oliver Felsenstein, Burc Hesse, Sebastian Pauls, Leif U. Schrader, Rainer Traugott
Milbank	Michael Bernhardt, Sebastian Heim, Norbert Rieger
EXCELLENT	
Clifford Chance	Volkmar Bruckner, Anselm Raddatz
Gleiss Lutz	Jan Balssen, Christian Cascante
Linklaters	Sebastian Daub, Ralph Drebes, Carsten Loll
POELLATH	Otto Haberstock, Benedikt Hohaus, Jens Hörmann, Barbara Koch-Schulte, Eva Nase, Frank Thiäner, Philipp von Braunschweig
Willkie Farr & Gallagher	Georg Linde, Maximilian Schwab
HIGHLY RECOMMENDED	
1 CMS Hasche Sigle	Eva Annett Grigoleit
Noerr	Georg Christoph Schneider
White & Case	Stefan Koch
2 Allen & Overy	Christian Eichner, Nils Koffka
Gibson Dunn & Crutcher	Dirk Oberbracht, Wilhelm Reinhardt
Heuking Kühn Lüer Wojtek	Boris Dürr, Peter Christian Schmidt
Hogan Lovells	Matthias Jaletzke, Hanns Jörg Herwig
Skadden, Arps, Slate, Meagher & Flom	Jan Bauer
Weil, Gotshal & Manges	Gerhard Schmidt
RECOMMENDED	
1 ARQIS	Jörn-Christian Schulze
Ashurst	Benedikt von Schorlemer
Bird & Bird	Stefan Gottgetreu, Hans Peter Leube, Marianne Nawroth
Ebner Stolz	Ronald Kagan
Jones Day	Ansgar C. Rempp, Stefan Schneider
Lupp + Partner	Kerstin Kopp, Thomas Krawitz, Matthias Lupp
McDermott Will & Emery	Michael Czesla, Holger H. Ebersberger
Oppenhoff	Gabriele Fontane
Orrick, Herrington & Sutcliffe	Christoph Brenner
2 Baker McKenzie	Berthold A. Hummel
BMH BRÄUTIGAM	Jan-Peter Heyer
Dechert	Federico G. Pappalardo
DLA Piper	Lars Jessen, Nils Krause
EGO HUMRICH WYEN	Jan-Henning Wyen
GÖRG	Stefan Heyder
GvW Graf von Westphalen	Benjamin Schwarzfischer
K&L Gates	Martin Berg, Andreas Menge, Franz Schäfer
Mayer Brown	Ulrike Binder
Paul Hastings	Christopher Wolff
Red Smith	Nikolaus von Jacobs
Raue	Andreas Nelle
Sidley Austin	Volker Kullmann
Taylor Wessing	Jens Wolf
YPOG	Frederik Gaertner, Martin Schaper, Benjamin Ullrich

VENTURE CAPITAL TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
CMS Hasche Sigle	Stefan-Ulrich Müller, Jörg Zätzsch
Noerr	Felix Blobel, Georg Christoph Schneider
Osborne Clarke	Robin Eyben, Nicolas Gabrysch, Martin Sundermann
POELLATH	Christian Tönies
Vogel Heerma Waitz (V14)	Samuel Aebi, Frank Vogel, Clemens Waitz
YPOG	Frederik Gärtner, Martin Schaper, Benjamin Ullrich
EXCELLENT	
1 LUTZ ABEL	Marco Eickmann, Bernhard Noreisch
Raue	Andreas Nelle
Taylor Wessing	Norman Röchert, Hassan Sohbi, Jens Wolf
2 Bird & Bird	Stefan Gottgetreu, Kai Kerger
Hogan Lovells	Volker Geyrhalter, Peter Huber, Nikolas Zirngibl
Orrick, Herrington & Sutcliffe	Oliver Duys, Sven Greulich
Studio Legal	André Eggert, Natalie Pernile Vahsen
HIGHLY RECOMMENDED	
BMH Bräutigam	Patrick Auerbach-Hohl
Dechert	Federico G. Pappalardo
GLNS	Daniel Gubitz
Hengeler Mueller	Emanuel P. Strehle
Heuking Kühn Lüer Wojtek	Jörg Schewe, Peter Christian Schmidt, Mathias Schröder, Alexander Weber
Jones Day	Ivo Posluschny
K&L Gates	Thomas Lappe, Patricia Prelinger, Thilo Winkeler
PXR Legal	Peter Möllmann
Willkie Farr & Gallagher	Michael Ilter
RECOMMENDED	
1 ARQIS	Christoph von Einem
Friedrich Graf von Westphalen	Alexander Hartmann
Gleiss Lutz	Jan Balssen
GÖRG	Bernt Paudtke
Greenberg Traurig	Henrik Armah
GSK Stockmann	Thomas Derlin, Katy Ritzmann
Gütt Olk Feldhaus	Tilman Gütt
Lambsdorff	Pablo Rüdiger S. de Erice, Konstantin Graf Lambsdorff
Lupp + Partner	Felix Stützer
Luther	Andreas Tüxen
Oppenhoff	Gabriele Fontane
Reed Smith	Justus Binder
seitz	Daniel Grewe
2 Ebner Stolz	Tim Odentdahl, Christoph Winkler
Eversheds Sutherland	Holger Holle
RSR	Matthias Rüping



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Fabian Böhm, Christian Keilich, Reinhard Scheer-Hennings, Philipp Stoecker
Greenberg Traurig	Florian Rösch, Christian Schede, Peter Schorling
EXCELLENT	
CMS Hasche Sigle	Andreas Otto, Heinrich Schirmer, Volker Zerr
Freshfields Bruckhaus Deringer	Johannes Conradi, Timo Elsner, Niko Schultz-Süchting
Hengeler Mueller	Martin M. Geiger, Daniel Kress, Thomas Müller
Hogan Lovells	Roland Bomhard, Dirk Debald, Hinrich Thieme, Marc P. Werner
HIGHLY RECOMMENDED	
1 DLA Piper	Martin Haller, Martin Heinsius, Fabian Mühlen, Lars Reubekeul
Friedrich Graf Von Westphalen	Markus Beaumart, Uwe Steingröver
GSK Stockmann	Lorenz Claussen, Michael Eggersberger
McDermott Will & Emery	Ulrich Flege, Frank Müller, Jens Ortmanns, Norbert Schulte, Holger Weiß
Noerr	Volker Bock, Christoph Brenzinger, Annette Pospich
2 Gleiss Lutz	Johannes Niewerth, Tim Weber
POELLATH	Matthias Durst, Stefan Lebek
RECOMMENDED	
1 Allen & Overy	Olaf Meisen
Ashurst	Liane Muschter, Derk Opitz
Bryan Cave Leighton Paisner	Frank Schwem
GÖRG	Jan Lindner-Figura, Daniel Seibt
Heussen	Jan Dittmann, Christoph Hamm, Norbert Huber, Christian Weinheimer
Latham & Watkins	Otto von Gruben, Torsten Volkholz
Linklaters	Wolfram Krüger
Mayer Brown	Fabian Hartwich, Jörg Michael Lang
Norton Rose Fulbright	Stefan Feuerriegel, Holger Wolf
Taylor Wessing	Adrian Birnbach, Patrick Brock
White & Case	Thomas Flatten
2 Aderhold	Thomas Rautenberg, Catherine Westerwelle, Toni Witke
ADVANT Beiten	Klaus Beine
Berwin Leighton Paisner	Roland Fabian, Hanns-William Mülsch
BRL BOEGE ROHDE LUEBBEHUESEN	Christian Kahle
Dentons	Sebastian Schmid, Dirk-Reiner Voss
Ebner Stolz	Andreas Häußermann, Johanna Hofmann, Daniel Kautenburger-Behr
FPS	Dietrich Sammer
Goodwin	Marc Bohne, Peter Junghänel, Stephan Kock
Herbert Smith Freehills	Hans Thomas Kessler
Heuking Kühn Lüer Wojtek	Armin Freiherr von Griessenbeck, Thomas Nickel
Jebens Mensching	Bendix Christians, Philipp Jebens
Jones Day	Nicole Kadel, Sandra-Christiane Kamper
K&L Gates	Georg Foerstner, Felix Greuner
King & Spalding	Sebastian F.C. Kaufmann
Luther	Ingo Erberich, Achim Meier
NEUWERK	Claudia Jehle
Pinsent Masons	Katharina von Hermann
Raue	Klaus Goecke
REIUS.	Christian Thiele
Wagensonner	Andreas Helm
Willkie Far & Gallagher	Cornelia Thaler

ENERGY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Hengeler Mueller	Andreas Breier*, Nicolas Böhm, Rebecca Klein**, Jörg Meinzenbach*, Dirk Uwer, Sebastian Schneider, Daniel J. Zimmer
2 Clifford Chance	Mathias Elpass, Bjorn Heinlein*, Florian Mahler, Anselmo Raddatz
CMS Hasche Sigle	Holger Kraft, Niklas Ganssaug, Friedrich von Burchard, Shaghayegh Smousavi, Christian Haellmigk, Fritz von Hammerstein
Linklaters	Thomas Schulz, Christopher Bremme*, Jens Hollinderbäumer
EXCELLENT	
1 Gleiss Lutz	Jacob von Andreae, Cornelia Topf
White & Case	Thomas Burmeister, Florian Degenhardt
2 Freshfields Bruckhaus Deringer	Mirko Masek*, Ralph Kogge, Andreas Fabritius
Hogan Lovells	Matthias Hirschmann, Christian Knütel, Carla Luh, Tobias Faber, Stefan Schröder
Watson Farley & Williams	Wolfram Böge, Malte Jordan, Thomas Hollenhorst
HIGHLY RECOMMENDED	
Allen & Overy	Nicolaus Ascherfeld
Ashurst	Maximilian Uibleisen, Derk Opitz
Baker McKenzie	Claire Dietz-Polte, Holger Engelkamp*
Bird & Bird	René Voigtländer, Matthias Lang, Lars Kyrberg, Hermann Rothfuchs
Dentons	Gabriele Haas, Tim Heitling, Thomas Dörmer, Michael Krömker, Florian-Alexander Wesche
DLA Piper	Michael Cieslarczyk, Cornelius Frie, Wolfram Distler
Latham & Watkins	Tobias Larisch
Luther	Michael Bormann, Holger Stappert, Angelo Vallone, Guido Jansen
Noerr	Christof Federwisch, Tibor Fedke, Christoph Spiering
Raue	Christian von Hammerstein
Taylor Wessing	Carsten Bartholl, Tillmann Pfeifer, Markus Böhme
RECOMMENDED	
ADVANT Beiten	Christian Ulrich Wolf, Christof Aha
avocado	Thomas Gerhold, Arne Glöckner
Becker Büttner Held	Wolfram Blumenthal
Buse	Florian Brem
Ebner Stolz	Johannes Joepgen, Alexander M. Rehs*
Eversheds Sutherland	Martin Weitenberg
EY Law	Annedore Streyll
Fieldfisher	Daniel Marhewka
Görg	Achim Compes
GvW Graf von Westphalen	Maximilian Emanuel Elspas
Heussen	Martin Wolfstetter Nicole Alexander-Huhle Johannes Weidelener
Heuking Kühn Lüer Wojtek	Marc Baltus, Tobias Woltering
Leo Schmidt-Hollburg Witte & Frank	Hubertus Leo
Jones Day	Johannes Willheim
Norton Rose Fulbright	Klaus Bader
Osborne Clarke	Daniel Breuer

* Counsel **Associate



ICELAND

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BBA/Fjeldco	Ásgeir Á. Ragnarsson, Baldvin Björn Haraldsson, Einar Baldvin Árnason, Halldór Karl Halldórsson
Lex Law Offices	Garðar Viðir Gunnarsson, Guðmundur Ingvi Sigurdsson, Ólafur Haraldsson, Örn Gunnarsson
LOGOS Legal Services	Gunnar Sturluson, Óttar Pálsson, Þórólfur Jónsson
EXCELLENT	
ADVEL Attorneys at Law	Stefán Thór Ingimarsson
Juris	Andri Árnason, Halldór Jónsson, Simon Knight, Vífill Harðarson
Lagahvoll	Daði Bjarnason, Jóhann Tómas Sigurðsson
Landslög Law Offices	Grímur Sigurðsson, Jóhannes Bjarni Björnsson, Viðar Lúðvíksson
HIGHLY RECOMMENDED	
Réttur – Adalsteinsson & Partners	Sigurður Örn Hilmarrson

ITALY

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LBOs: LARGE-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ardian	Nicolò Saidelli
Bain Capital	Ivano Sessa, Luca Bassi
Blackstone	Andrea Valeri, Donatella Fanti
The Carlyle Group	Marco De Benedetti
CVC Capital Partners	Giampiero Mazza
EXCELLENT	
Clessidra Private Equity	Carlo Pesenti, Andrea Ottaviano
F2i	Renato Ravanelli
InvestIndustrial	Andrea Bonomi
Macquarie	Roberto Sambuco
Permira	Francesco Pascalizi



ITALY

LBOs: SMALL TO MID-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
2I Invest	Dino Furlan, Alessandro Benetton, Andrea Mazzucato, Marco Monis
Alcedo	Maurizio Tiveron, Franco Valvasori, Michele Gallo
Alto Partners	Stefano Scarpis, Raffaele de Courten, Enrico Ricotta, Mario Visioni
Ambienta	Mauro Roversi
DeA Capital	Gianandrea Perco, Marco Sala
IGI Private Equity	Matteo Cirila, Angelo Mastrandrea
NB Renaissance Partners	Stefano Bontempelli, Patrizia Micucci
Wise Equity	Paolo Gambarini, Michele Semenzato
Xenon Private Equity	Danilo Mangano
EXCELLENT	
Assietta Private Equity	Giuliano Mari, Marco Cornaglia
Azimut Capital Management	Paolo Martini
Charme Capital Partners	Luigi Sala, Tommaso Beolchini
Chequers Capital	Niccolò Leita
Consilium	Stefano Iamoni, Antonio Glorioso
Ergon Capital	Emanuele Lembo
Gradiente	Pietro Busnardo, Carlo Bortolozzo
L Catterton	Luigi Feola
Mindful Capital Partners	Lorenzo Stanca, Alberto Forchielli
Progressio	Filippo Gaggini, Angelo Piero La Runa, Nino Mascellaro
Trilantic Europe	Vittorio Pignatti-Morano
HIGHLY RECOMMENDED	
Aksia Group	Nicola Emanuele, Marco Rayneri
Anima Alternative	Philippe Minard
Arcadia SGR	Simone Arnaboldi
HAT Holding	Nino Attanasio, Ignazio Castiglioni
Itago Partners	Domenico Tonussi, Nicola Bordignon
Opera SGR	Michele Russo, Emmanuel Micheli
Palladio Finanziaria	Nicola Iorio
PM & Partners	Andrea Mugnai, Riccardo Rainone, Massimo Grasselli
Riello Investimenti Partners	Luigi Terranova
Star Capital	Marco Gazzaniga

ALTO PARTNERS: EXPERIENCED TEAM HANDLING SOPHISTICATED DEALS



Raffaele de Courten

Key Figure(s): Stefano Scarpis, Raffaele de Courten, Enrico Ricotta and Mario Visioni
Established: 2000

Track record: Alto Partners boasts 22 years of experience investing in medium-sized Italian companies with four generations of funds. It boasts €664 million in team aggregate investments across 45 portfolio companies. 2022 saw the creation of Alto Capital V, with packaging firm Lario Plast its inaugural portfolio member.

Differentiation: Based in Milan with an office in Bologna, Alto Partners' highly experienced team includes founders and managing partners Stefano Scarpis and Raffaele de Courten, who frequently handle origination, investment, negotiation and fundraising. Mario Visioni deals with fundraising activities and institutional investor relations, while Enrico Ricotta concentrates on the chemical & pharmaceutical sectors.

M&A: LARGE-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Gerardo Braggiotti
J.P. Morgan	Gianernesto Bernardi
Mediobanca	Alberto Nagel
EXCELLENT	
BofA Securities	Antonino Mattarella, Vito Lo Piccolo
Credit Suisse	Federico Imbert
Equita SIM	Marco Clerici, Carlo Andrea Volpe
Morgan Stanley	Domenico Siniscalco
Rothschild & Co.	Irving Bellotti
HIGHLY RECOMMENDED	
Citigroup	Matteo Perfetti
HSBC	Gerd Pircher, Anna Tavano
Intesa Sanpaolo	Mauro Micillo, Gaetano Miccichè
UniCredit	Richard Burton
RECOMMENDED	
Barclays	Pier Luigi Colizzi, Enrico Chiapparoli
BNL (BNP Paribas)	Elena Goitini
Deutsche Bank	Roberto Parazzini
UBS Investment Bank	Riccardo Mulone

M&A: SMALL TO MID-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Deloitte	Elio Milantoni
EY	Erberto Viazzo
KPMG	Mario Corti
PwC	Marco Tanzi Marlotti
EXCELLENT	
Clairfield International	Giuseppe Grasso, Filippo Guicciardi, Antonio Scarabosio
Fineurop Soditic	Eugenio Morpurgo, Germano Palumbo
Houlihan Lokey	Matteo Manfredi
Lazard	Marco Samaja
Vitale&Co	Alberto Gennarini, Orlando Barucci
HIGHLY RECOMMENDED	
Banca Euromobiliare	Simone Citterio
Banca Profilo	Fabio Candeli
BPER Banca	Stefano Taioli
Clearwater International	Andrea Pagliara, Alexandre Perrucci
Ethica Corporate Finance	Cosimo Vitola
Lincoln International	Saverio Rondelli
Nash Advisory	Giovanni Panigada
Pirola Corporate Finance	Ludovico Mantovani, Matteo Giannobi



M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 BonelliErede	Vittoria Giustiniani
Chiomenti	Massimiliano Nitti
Gianni & Origoni	Francesco Gianni
2 Cappelli RCCD	Roberto Cappelli, Valentina Dragoni
Cleary Gottlieb Steen & Hamilton	Roberto Bonsignore
Gatti Pavesi Bianchi Ludovici	Francesco Gatti, Carlo Pavesi
Legance	Filippo Troisi, Bruno Bartocci, Giovanni Nardulli
PedersoliGattai	Bruno Gattai, Antonio Pedersoli, Carlo Pedersoli, Giovanni Pedersoli, Andrea Gandini
EXCELLENT	
1 Advant Nctm	Simone De Carli, Matteo Trapani
Latham & Watkins	Cataldo Giuseppe Piccarreta, Stefano Sciolla, Giovanni Sandicchi, Giorgia Lugli
Linklaters	Giorgio Fantacchiotti, Pietro Belloni
2 Clifford Chance	Paolo Sersale
Dentons	Alessandro Dubini, Federico Sutti, Luca Pocobelli, Pierfrancesco Faggiano
Giliberti Triscornia e Associati	Alessandro Triscornia
White & Case	Leonardo Graffi, Tommaso Tosi, Ferigo Foscarì
HIGHLY RECOMMENDED	
Allen & Overy	Giovanni Gazzaniga, Paolo Ghiglione
DLA Piper	Wolf Michael Kühne
Freshfields Bruckhaus Deringer	Nicola Asti
Hogan Lovells	Luca Picone
Molinari Agostinelli	Ugo Molinari, Marinella Ciaccio, Margherita Santoiemma
Alma Sta	Marco Nicolini
Shearman & Sterling	Domenico Fanuele

M&A: SMALL TO MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carnelutti	Luca Arnaboldi, Carlo Pappalettera
LCA Studio Legale	Daniele Bonvicini, Andrea Carreri, Vittorio Turinetti di Priero
Orsingher Ortu	Mario Ortu, Paolo Canal, Nicola Barra Caracciolo, Pierfrancesco Giustiniani, Stephen McCleery
Pavia e Ansaldo	Stefano Bianchi, Roberto Zanchi
Simmons & Simmons	Andrea Accornero, Dario Spinella
EXCELLENT	
Advant Nctm	Simone De Carli, Matteo Trapani
CMS	Pietro Cavasola
Giovanelli e Associati	Fabrizio Scaparro, Alessandro Giovannelli
Gitti & Partners	Gregorio Gitti, Vincenzo Giannantonio, Stefano Roncoroni, Giacomo Pansolli, Jessica Fiorani
Greenberg Traurig Santa Maria	Luigi Santa Maria, Mario Santa Maria
K&L Gates	Giampaolo Salsi, Pasquale Marini
Linklaters	Giorgio Fantacchiotti, Pietro Belloni
LMCR	Massimo La Torre, Roberto Rio
LMS Studio Legale	Fabio Labruna
Portolano Cavallo	Francesco Portolano, Manuela Cavallo
Shearman & Sterling	Domenico Fanuele
HIGHLY RECOMMENDED	
Bird & Bird	Alberto Salvade
Eversheds Sutherland	Guido Galeotti, Giuseppe Celli

FIVELEX	Francesco Di Carlo
Freshfields	Nicola Asti
Giliberti Triscornia e Associati	Alessandro Triscornia
Grimaldi	Vittorio Grimaldi, Davide D'Angelo, Giovanni Bocciardo
Hi.lex	Leonardo Proni, Francesco Torelli
Macchi Di Cellere Gangemi	Luigi Macchi di Cellere, Claudio Visco
Masotti Cassella	Luca Masotti, Mascia Cassella
Molinari Agostinelli	Ugo Molinari, Marinella Ciaccio, Margherita Santoiemma
McDermott Will & Emery	Ettore Scandale, Fabrizio Faina
Nunziante Magrone	Gianmatteo Nunziante, Francesco Abbozzo Franzi, Gianmarco Munari, Fiorella Alvino
Pirola Pennuto Zei & Associati	Massimo Di Terlizzi, Roberto Padova, Francesca de Fraja
Russo De Rosa Associati	Gianmarco Di Stasio, Marzio Molinari, Alberto Russo
RECOMMENDED	
BSVA	Paolo Marra
CBA	Luca Fabbrini
Bureau Plattner	Christoph Jenny
Jones Day	Stefano Crosio
RP Legal & Tax	Mario Colombatto, Claudio Elestici, Mario Ferrari, Paolo Grandi
Rödl & Partner	Stefan Brandes
Target	Fabio Coppola
Weigmann	Fabrizio Tarocco
Withers	Roberta Crivellaro

ADVANT NCTM: IMPRESSIVE TRANSACTIONS TRACK-RECORD



Matteo Trapani

Key Figure(s):
Matteo Trapani,
Pietro Zanoni,
Alberto Toffoletto,
Simone De Carli
and Paolo Montironi
Established: 2000

Track record: The team is particularly praised by the market for handling an impressive volume of top-drawer deals, and being able to track the business activities of clients across a range of sectors. Its lawyers advise on all corporate and M&A aspects, covering the full array of complex cases.

Differentiation: Matteo Trapani and Pietro Zanoni advise private equity firms, infrastructure funds and industrial multinationals on M&A and private equity matters, while Alberto Toffoletto and Paolo Montironi are also co-founding partners. In addition to its Rome, Milan and Genoa offices, ADVANT Nctm boasts branches in London and Shanghai.

BSVA: ROBUST M&A REPRESENTATION



Paolo Marra

Key Figure(s): Paolo Marra
Established: 2002

Track record: Headquartered in Milan with an office in nearby Varese, BSVA is well regarded in the market for handling corporate, commercial and M&A deals. The firm usually represents industrial clients in the food, IT, pharma and renewables industries. It is also noted for its solid real-estate expertise.

Differentiation: Milan-based Paolo Marra has a particularly wide range of expertise in M&A and other high-level transactions, as well robust knowledge of general corporate and commercial law, real estate and commercial agreements. He acts for industrial and multinational clients at all stages of the deal lifecycle.

LCA: MARKET-LEADING M&A TEAM



Vittorio Turinetti
di Priero

Key Figure(s):
Daniele Bonvicini,
Andrea Carreri and Vittorio
Turinetti di Priero
Established: 1988

Track record: The firm is held in high regard for the outstanding quality service it provides, especially in major transactions. The team is particularly experienced in complex international corporate transactions, and enjoys a strong reputation as one of the market leaders in the country.

Differentiation: The team offers market-leading M&A expertise to a local and international clientele. Daniele Bonvicini has extensive experience in both M&A and private equity deals, while Andrea Carreri, one of LCA's founders, is active in the iron and steel, life science, pharma, and telecommunication industries. Vittorio Turinetti di Priero has a particular focus on listed companies.

ORSINGERH ORTU: EXPERTS IN EXTRAORDINARY TRANSACTIONS



Pierfrancesco
Giustiniani

Key Figure(s): Mario Ortu,
Paolo Canal,
Nicola Barra Caracciolo,
Pierfrancesco Giustiniani
and Stephen McCleery
Established: 2007

Track record: The firm's corporate and M&A team is well noted for handling complex and sophisticated matters. Its lawyers have developed a high level of expertise in handling complex reorganizations and cross-border cases. Clients include multinationals, funds and commercial and investment banks.

Differentiation: The team is made up of name partner Mario Ortu, Pierfrancesco Giustiniani, Paolo Canal, Nicola Barra Caracciolo and Stephen McCleery, the latter a UK-qualified lawyer. Pierfrancesco Giustiniani has nearly 30 years' experience acting in the major domestic and international transactions.



ITALY

PRIVATE EQUITY TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BonelliErede	Umberto Nicodano, Eliana Catalano
Chiomenti	Franco Agopyan, Carlo Croff
PedersoliGattai	Bruno Gattai, Alessandro Marena
Gianni & Origoni	Renato Giallombardo, Gianluca Ghersini, Francesco Gianni
Latham & Watkins	Stefano Sciolla, Cataldo Giuseppe Piccarreta
Legance	Bruno Bartocci, Filippo Troisi, Giovanni Nardulli
EXCELLENT	
Advant Nctm	Paolo Montironi, Pietro Zanoni
Cleary Gottlieb Steen & Hamilton	Roberto Bonsignore
Gatti Pavesi Bianchi Ludovici	Stefano Valerio, Gianni Martoglia
Linklaters	Giorgio Fantacchiotti, Roberto Casati
HIGHLY RECOMMENDED	
1 Clifford Chance	Claudio Cerabolini
Giovannelli & Associati	Alessandro Giovannelli
LMCR	Roberto Rio, Massimo La Torre
Molinari Agostinelli	Ugo Molinari, Marinella Ciaccio, Margherita Santoiemma
Orsingher Ortu	Mario Ortu, Nicola Barra Caracciolo, Pierfrancesco Giustiniani, Stephen McCleery
Pavia e Ansaldo	Stefano Bianchi, Roberto Zanchi
White & Case	Leonardo Graffi, Tommaso Tosi, Ferigo Foscarì
2 Allen & Overy	Giovanni Gazzaniga
Carnelutti	Luca Arnaboldi, Carlo Pappalettera
Dentons	Luca Pocobelli, Alessandro Dubini
DLA Piper	Agostino Papa
LCA Studio Legale	Riccardo Massimilla, Andrea Messuti, Benedetto Lonato, Alberto Vaudano
LMS Studio Legale	Fabio Labruna
Simmons & Simmons	Andrea Accornero
RECOMMENDED	
Bird & Bird	Alberto Salvadè
CP-DL	Giancarlo Capolino Perlingieri, Dante Leone
Gitti & Partners	Gregorio Gitti, Vincenzo Giannantonio, Stefano Roncoroni
Hi.lex	Leonardo Proni, Marco Carbonara
Hogan Lovells	Luca Picone
McDermott Will & Emery	Emidio Cacciapuoti, Ettore Scandale
Portolano Cavallo	Francesco Portolano, Manuela Cavallo
Russo De Rosa Associati	Gianmarco Di Stasio, Marzio Molinari, Alberto Russo

CP-DL: ITALO-SWISS EXPERTISE FOR CROSS-BORDER DEALS

Giancarlo
Capolino-Perlingieri

Key Figure(s): Giancarlo
Capolino-Perlingieri
and Dante Leone
Established: 2006

Track record: CP-DL is highly praised for its business-first approach to assisting fund-sponsor clients and their portfolio companies, especially when it come to cross-border deals. The team capably handles all investment aspects, from deal structuring to the execution of exit strategies. Its lawyers also cover M&A deals, corporate finance and venture capital.

Differentiation: The team has offices on both the Swiss and Italian sides of Lake Lugano. Milan-based founding partner Giancarlo Capolino-Perlingieri, is admitted to the Bar in both Italy and France, and Dante Leone, admitted to the Bar in Italy, New York and Switzerland is based in Lugano. The partners excel at providing clients with superior advice on complex cross-border transactions.

COMPETITION: ADVISORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BonelliErede	Claudio Tesauro, Francesco Anglani
Chiomenti	Cristoforo Osti, Gian Michele Roberti
Cleary Gottlieb Steen & Hamilton	Mario Siragusa, Marco D'Ostuni, Matteo Beretta
Freshfields Bruckhaus Deringer	Gian Luca Zampa
Gianni & Origoni	Piero Fattori, Alberto Pera
Legance	Vito Auricchio
EXCELLENT	
1 Advant Nctm	Luca Toffoletti
Caiazzo Donnini Pappalardo & Associati	Rino Caiazzo
Cintioli & Associati	Fabio Cintioli
Gatti Pavesi Bianchi Ludovici	Stefano Grassani
Pavia e Ansaldo	Filippo Fioretti
PedersoliGattai	Davide Cacchioli, Silvia D'Alberti
Rucellai & Raffaelli	Enrico Adriano Raffaelli
2 Allen & Overy	Emilio De Giorgi
Baker McKenzie	Andrea Cicala
Clifford Chance	Luciano Di Via
DLA Piper	Domenico Gullo
Greenberg Traurig Santa Maria	Alberto Santa Maria, Edoardo Gambaro
Hogan Lovells	Sabrina Borocci
Linklaters	Lucio D'Amario
HIGHLY RECOMMENDED	
CMS Adonnino Ascoli & Cavasola Scamoni	Paolo Scarduelli
De Berti Jacchia Franchini Forlani	Roberto Jacchia, Antonella Terranova
Osborne Clarke	Enrico Fabrizi
Trevisan & Cuonzo	Vittorio Cerulli Irelli, Luca Trevisan
RECOMMENDED	
3D Legal - D'Andria Studio Legale	Gennaro D'Andria
De Matteis Law	Andrea De Matteis
Dentons	Michele Carpagnano
Eversheds Sutherland	Alessandro Greco
Grimaldi Studio Legale	Francesco Sciaudone
Orrick, Herrington & Sutcliffe	Pietro Merlino
Portolano Cavallo	Irene Picciano
WLex	Francesca Sutti



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BonelliErede	Alessandro Balp
Chiomenti	Patrizia Liguti, Paolo Fedele
Dentons	Maria Sole Insinga
DLA Piper	Olaf Schmidt
Gianni & Origoni	Filippo Cecchetti, Massimiliano Macaione
EXCELLENT	
Gatti Pavesi Bianchi Ludovici	Rocco Ferrari
Greenberg Traurig Santa Maria	Marzio Longo
K&L Gates	Francesco Sanna
Legance - Avvocati Associati	Gabriele Capecchi, Giuseppe Abruzzese
HIGHLY RECOMMENDED	
Bertacco Recla & Partners	Paolo Bertacco, Francesca Tresoldi, Maria Grazia Buonanno, Francesco Rovetta
BIP - Belvedere Inzaghi & Partners	Antonio Belvedere, Guido Alberto Inzaghi
Cappelli RCCD	Alessandro Vespa
CBA	Francesco Assegnati, Roberto Brustia
Gitti	Carlo Andrea Bruno, Stefano Roncoroni, Chiara Perego
Jones Day	Paolo Foppiani
LCA Studio Legale	Barbara De Muro, Giangiacomo Rocco di Torrepadula, Andrea Marani, Carmen Leo
Linklaters	Francesco De Blasio

PUBLIC LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Chiomenti	Filippo Brunetti, Giulio Napolitano, Federico Vanetti
Gianni & Origoni	Antonello Lirosi
Studio Legale VILDE	Riccardo Villata, Andreina Degli Esposti
Cintioli & Associati	Fabio Cintioli
EXCELLENT	
AMMLEX - Studio Legale Amministrativisti Associati	Guido Bardelli, Maria Alessandra Bazzani
BonelliErede	Raffaele Cassano, Luca Perfetti
Belvedere Inzaghi & Partners	Antonio Belvedere, Guido Alberto Inzaghi
Legance - Avvocati Associati	Alessandro Botto, Filippo Pacciani
HIGHLY RECOMMENDED	
Bertacco Recla & Partners	Jacopo Recla
Cappelli RCCD	Veronica Vitiello
LCA	Leonardo De Vecchi
Lipani Catricalà & Partners	Damiano Lipani
Pavia e Ansaldo	Marco Giustiniani
Satta Romano & Associati	Filippo Satta, Anna Romano
Todarello	Fabio Todarello

LIECHTENSTEIN

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Batliner Wanger Batliner	Christian Batliner, Martin Batliner
Gasser Partner	Hannes Arnold, Johannes Gasser
Marxer & Partner	Mario A. König, Armin Dobler
Schurti Partners	Andreas Schurti, Alexander Appel, Moritz Blasy
EXCELLENT	
advocatio Rechtsanwälte Grabher Dür	Johannes Dür, Johannes Grabher
Müller & Partner	Roland Müller
Seeger, Frick & Partner	Wolfgang Seeger
Sele Frommelt & Partner	Heinz Frommelt, Hugo Sele
HIGHLY RECOMMENDED	
Lampert & Partner	Siegbert Lampert
Niedermüller	Matthias Niedermüller
Nägele	Thomas Nägele
Paragraph 7	Christoph Bruckschweiger, Helene Rebholz
RLP	Philipp Lennert
Walser	Manuel Walser

LUXEMBOURG

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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LEADING

Allen & Overy	Fabian Beullekens, Marc Feider, Peter Myners, Jacques Graas
Arendt & Medernach	Laurent Schummer
Clifford Chance	Christian Kremer, Katia Gauzès
Loyens & Loeff	Thierry Lohest, Frédéric Franckx, Frédéric Lemoine

EXCELLENT

Baker McKenzie	Jean-François Findling, Élodie Duchene, Jean-Philippe Smeets
Elvinger Hoss Prussen	Yves Prussen
Kleyr Grasso	Renata Jokubauskaite
Linklaters	Nicolas Gauzès, Anton Cox, Rémy Bonneau
Luther	Eric Sublon, Mathieu Laurent, Selim Souissi, Anna Gassner, Aurélien Latouche
Molitor	Chan Park

HIGHLY RECOMMENDED

1 Brucher, Thielgen & Partners	Nicolas Bernardy
BSP	Linda Harroch, Jean Steffen, Alain Steichen
Bonn & Schmitt	Chantal Keereman, Cédric Bellwald, Alex Schmitt, Gabriel Bleser
Chevalier & Sciales	Cécile Rechstein, Olivier Sciales



LUXEMBOURG

CMS	Gérard Maîtrejean, Pawel Hermelinski
Hogan Lovells	Alexander Koch
Norton Rose Fulbright	Torsten Sauer
Ogier	Bertrand Geradin, Laurent Thailly
Stibbe	Gérald Origer
Strelia	Etienne de Crepy, Michael Meylan, Vanessa Schmitt
2	
Brouxel & Rabia	Samia Rabia
DLA Piper	Catherine Pogorzelski
Dsm Avocats À La Cour	Mario Di Stefano, Renaud Le Squeren, Jérôme Bach
Lexfield	Aldric Grosjean, Pierre-Yves Magerotte
Nautadutilh	Romain Sabatier, Margaretha Wilkenhuysen
Pinsent Masons	Isabelle Charlier, Yann Payen
Pwc Legal	Catherine Baflast
White & Case	Thomas Glauden, Thierry Bosly
RECOMMENDED	
AKD	Nicolas Marchand
Ashurst	Isabelle Lentz
Clément Konrad & Partners	Jens Konrad, Christophe Clément
CM Law	Raphaël Collin
Dentons	Shaohui Zhang
Felten & Associés	Bernard Felten
K&L Gates	Yoanna Stefanova
Maples Group	Baptiste Aubry
Rutsaert Legal	Quentin Rutsaert, Edouard Guy
Simmons & Simmons	Thierry Somma
Thewes & Reuter	Pierre Reuter
Vandenbulke	Denis van den Bulke

LUTHER: EXPERT FRANCO-GERMAN-LUXEMBOURG M&A ADVISORS



Eric Sublon

Key figure(s): Eric Sublon
Established: 2010

Track record: Luther's strong track record in corporate and M&A law attracts a diverse clientele ranging from multinationals and financial institutions to investment funds and mid-size companies. Its expertise spans various industries, including telecoms, media, technology, finance, real estate and gaming. Luther stands as a trusted legal partner for clients seeking comprehensive and tailored solutions in their business endeavors.

Differentiation: Under the guidance of founding partner Eric Sublon, the team has shown consistent growth. Its entrepreneurial spirit is evident through tailor-made services offered in French, English, and German, focusing on corporate and finance law aspects of cross-border transactions. The practice excels in Germany-related matters, making it a standout choice for clients seeking legal support in international business endeavors.

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Allen & Overy	Marc Feider, Fabian Beullekens, Peter Myners, Frank Mausen
Arendt & Medernach	Pierre Beissel
Elvinger Hoss Prussen	Toinon Hoss
Linklaters	Nicolas Gauzès
2 Baker McKenzie	Catherine Martougin, Jean-François Findling, Élodie Duchene
Clifford Chance	Kristof Meynaerts
Loyens & Loeff	Marc Meyers, Frédéric Franckx, Frédéric Lemoine
EXCELLENT	
Bsp	Linda Harroch, Jean Steffen, Christèle Pierre-Alexandre
Chevalier & Sciales	Olivier Sciales, Cécile Rechstein
CMS	Gérard Maîtrejean, Pawel Hermelinski
Kleyr Grasso	Mevlûde-Aysun Tokbag
Luther	Eric Sublon, Mathieu Laurent, Anna Gassner
Nautadutilh	Margaretha Wilkenhuysen, Romain Sabatier, Caroline Notté
Ogier	Bertrand Geradin, Daniel Richards
Stibbe	Gérald Origer
HIGHLY RECOMMENDED	
AKD	Virginie Leroy
Bonn & Schmitt	Chantal Keereman, Cédric Bellwald, Anne Selbert
Brouxel & Rabia	Samia Rabia
Dechert	Jean-Louis Frognet
DLA Piper	Catherine Pogorzelski
Hogan Lovells	Pierre Reuter
Lexfield	Aldric Grosjean, Pierre-Yves Magerotte
Norton Rose Fulbright	Torsten Sauer
Pinsent Masons	Benoit Rose
Pwc Legal	Catherine Baffast
Rutsaert Legal	Quentin Rutsaert, Edouard Guy
Strelia	Michael Meylan, Vanessa Schmitt
White & Case (Luxembourg)	Thomas Glauden, Thierry Bosly
RECOMMENDED	
Ashurst	Isabelle Lentz
K&L Gates	Yoanna Stefanova
Mohé	Cécile Hestin
Simmons & Simmons	Augustin de Longeaux, Thierry Somma

STRELIA: EXCELLENCE, TEAMWORK AND CUSTOMER ENGAGEMENT



Vanessa Schmitt

Key figure(s):
Vanessa Schmitt
Established: 2013

Track record: Strelia's corporate & M&A practice is extensive, handling everything from high-profile cross-jurisdictional equity transactions to individual asset or business sales. It also provides counsel to parties involved in public takeover bids and covers all aspects of merger and acquisition transactions, from due diligence (where applicable for the seller) to deal execution.

Team & Differentiation: The corporate and M&A team recently welcomed four new lawyers who specialize in private equity including two partners, cross-border private equity, specialist Vanessa Schmitt, and Michaël Meylan, who is entrusted the business-transactions of numerous international corporate groups. With this reinforcement, Strelia now offers a more complete set of services, staying responsive and accessible for clients.

WHITE & CASE: INVESTMENT STRATEGY LUMINARIES



Thierry Bosly

Key figure(s): Thierry Bosly
Established: 1967

Track record: Well-established team offering guidance on complex domestic and cross-border deals across a range of sectors. Particularly known for its expertise with drafting and negotiating sophisticated transaction-related documents. The team recently assisted Crédit Mutuel Arkéa and its subsidiary Arkéa Direct Bank on the disposal of Keytrade Bank Luxembourg S.A.

Differentiation: The team is highly regarded for its deep bench of legal experts as well as its international capabilities, being dual-qualified under Belgian and Luxembourg law. Thierry Bosly heads the department and was recently appointed global co-head of White & Case's private equity industry group. He is a fixture on lists of the world's most prominent PE Lawyers.



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Arendt & Medernach	Christian Point
Dentons	Martine Gerber-Lemaire, Christel Dumont
DSM Avocats À La Cour	Mario Di Stefano, Renaud Le Squeren
EXCELLENT	
Allen & Overy	Pierre Schleimer
BSP	Fabio Trevisan
Clifford Chance	Albert Moro, Sébastien Schmitz
Kleyr Grasso	François Collot
Molitor	Paulo Lopes Da Silva
Norton Rose Fulbright	Torsten Sauer
PwC Legal	Serge Hoffmann
HIGHLY RECOMMENDED	
1 Baker McKenzie	Jean-François Trapp, Jean-François Findling, Élodie Duchene, Ana Vazquez
Elvinger Hoss Prussen	Léon Gloden
Linklaters	Anton Cox
Loyens & Loeff	Véronique Hoffeld
Luther	Aurélien Latouche
Simmons & Simmons	Thierry Somma, Pieter Leguit, Augustin de Longeaux
Stibbe	Claire-Marie Darnand
Thewes & Reuter	Marc Thewes
2 Ashurst	Isabelle Lentz
Brucher, Thieltgen & Partners	Marie Bena
Hogan Lovells	Alexander Koch
Pinsent Masons	Romain Viard
SJL Jimenez Lunz	Antoine Fortier

DSM AVOCATS À LA COUR: TOP-NOTCH REAL ESTATE EXPERTS



Mario Di Stefano

Key figure(s):
Mario Di Stefano
Established: 2004

Track record: DSM boasts a strong track record advising Luxembourg and international clients on all aspects of real estate law, including tax regulation and planning at EU level. Its multidisciplinary team adeptly handles office, commercial and residential projects, along with infrastructure ventures encompassing urban zoning, planning, environmental issues, and water management.

Differentiation: Led by Mario Di Stefano's, DSM's real-estate team possesses the technical expertise, experience, and business acumen to handle intricate transactions. Complemented by two counsel, the multilingual team offers cross-jurisdictional knowledge and advisory services in English, French, German, Italian, Luxembourgish and Spanish. A reliable and versatile partner in navigating the complexities of the real estate industry.

NETHERLANDS

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LBOs

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
EQT	Floris van Halder
Holland Capital	Ewout Prins, Hubert Verbeek
Waterland Private Equity Investments	Hans Scheepers, Wouter Roduner
EXCELLENT	
AlpInvest Partners	Joeri de Groot
Avedon Capital Partners	Lotte Verhoeve
Invest-NL	Anne Mieke van der Werf
Main Capital Partners	Charly Zwemstra
NPM Capital	Rutger Ruigrok, Bart Coopmans
HIGHLY RECOMMENDED	
Boralis BV	Carla Snepvangers, Marijn Pijnenborg
Gilde Buy Out Partners	Nikolai Pronk
Karmijn Kapitaal	Brigitte van der Maarel
Momentum Capital	Joost Oostveen
Reggeborgh	Mirre de Noo
Standard Investment	Hendrik Jan ten Have
RECOMMENDED	
Bencis Capital Partners	Lesley van Zutphen
IceLake Capital	Max Theunissen, Rogier Veerman, Freddy Vlot
PMH Investments	Durk van der Meer



M&A

Best Investment Banks

In each tier, the Banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
AXECO	Bart Buijs
Crédit Suisse	William Mansfield
Goldman Sachs	Andre Kelleners
J.P. Morgan	Cassander Verwey
EXCELLENT	
1 ABN AMRO Bank	Tom de Rooter
Bank of America	Birger Berendes
ING Bank	Steven van Rijswijk
Jefferies	Kasper van Griensven
Morgan Stanley	Marius Brinkhorst
Rabobank	Willem Boezen
Rothschild & Co.	Sander Griffeljoen
2 Citigroup	David Livingstone
Deloitte Financial	Ad Veken
Deutsche Bank	Derek Shakespeare
KPMG	Edwin Herrie
Lazard	Bas van der Vlist

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Karine Kodde
Clifford Chance	Thijs Alexander
De Brauw Blackstone Westbroek	Arne Grimme, Lennard Keijzer
Loyens & Loeff	Herman Kaemingk, Harmen Holtrop
EXCELLENT	
Houthoff	Michiel Pannekoek, Alexander Kaarls
Stibbe	Björn van der Klip
HIGHLY RECOMMENDED	
Freshfields Bruckhaus Deringer	Igor Dovgaliouk
Jones Day	Floris Pierik
Lexence	Luc Habets, Joost Kolkman, Wouter Helder
NautaDutilh	Joost den Engelsmann, Gaike Dalenoord
Stek	Eelco Bijkerk, Ruben Tros, Maarten van der Graaf
Van Campen Liem	Marc van Campen
Van Doorne	Jeroen Sombezki, Onno Boerstra
RECOMMENDED	
AKD	Nathalie van Woerkom
Baker McKenzie	Mohammed Almarini, Koen Bos
Barentskrans	Rhamsey Croes
Biesheuvel Jansen advocaten	Quirijn Biesheuvel
CMS	Roman Tarlavski
De Breij Evers Boon	Laura Overes
Dentons Boekel	Kuif Klein Wassink, Marnix Veldhuijzen
DLA Piper	Casper Hamersma
Orange Clover Law	Pien van Veersen
Simmons & Simmons	Leo Verhoeff



MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Kees Schillemans
De Brauw Blackstone Westbroek	Jolling de Pree, Helen Gornall
Freshfields Bruckhaus Deringer	Onno Brouwer, Winfred Knibbeler
Stibbe	Christof Swaak, Rein Wesseling
EXCELLENT	
Brinkhof	Pepijn van Ginneken
Houthoff	Weyer VerLoren van Themaat, Albert Knigge, Rick Cornelissen
Loyens & Loeff	Gert-Wim van de Meent, Marc Wiggers
NautaDutilh	Mauricette Schaufeli
Pels Rijcken & Droogleever Fortuijn	Erik Pijnacker Hordijk
Stek	Jan Erik Janssen, Ruben Elkerbout
Van Doorne	Gijs Verberne, Sarah Beeston
HIGHLY RECOMMENDED	
Baker McKenzie	Christiaan van der Meer
Banning	Minos van Joolingen, Sophia Wittkämper
BarentsKrans	Joost Fanoy
Bird & Bird	Pauline Kuipers
Bureau Brandeis	Bas Braeken, Hans Bousie
CMS	Edmon Oude Elferink
Dentons Boekel	Marc Kuijper
DLA Piper	Léon Korsten, Ewald Netten
Kennedy Van der Laan	Annemieke van der Beek
Maverick Advocaten	Martijn van de Hel, Diederik Schrijvershof
RECOMMENDED	
Clifford Chance	Jurre Jurriëns
HVG Law	Misha Iutje Beerenbroek
Jones Day	Yvan Desmedt
Nysingh Advocaten-Notarissen	Marco Balhuizen
Simmons & Simmons	Koen Platteau
Taylor Wessing	Bram Nijhof

M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Charles Honée, Karine Kodde
De Brauw Blackstone Westbroek	Arne Grimme, Klaas de Vries
NautaDutilh	Lieke van der Velden
EXCELLENT	
Clifford Chance	Mark Huddleston
Freshfields Bruckhaus Deringer	Jan Willem Van Der Staay
Houthoff	Alexander Kaarls, Michiel Pannekoek, Willem de Nijs Bik, Jacques Kroner
Loyens & Loeff	Harmen Holtrop, Bastiaan Cornelisse
Stibbe	Heleen Kersten
HIGHLY RECOMMENDED	
AKD	Carlos Pita Cao
Baker McKenzie	Mohammed Almarini, Kim Tan, Don-Tobias Jol
Dentons Boekel	Casper Haket
DLA Piper	Daphne Bens
Hogan Lovells	Victor de Vlaam
Jones Day	Mike Jansen
Linklaters	Jan-Willem De Boer, Pieter Riemer
Simmons & Simmons	Rob Hendriks
Van Doorne	Onno Boerstra
RECOMMENDED	
CMS	Roman Tarlavski
De Breij Evers Boon	Laura Overes, Wytse Huidekoper, Gaston Freijser
Florent	Pieter van den Brink
Greenberg Traurig	Theodoor Melchers
Heussen	Stan Robbers
Lexence	Joost Houtman, Joost Kolkman, Luc Habets
Norton Rose Fulbright	Saskia Blokland
Stek	Jasper Stek, Dierik Cras, Maarten van der Graaf
VALUABLE PRACTICE	
Barentskrans	Robert-Jan Zwaan, Rhamsey Croes
Biesheuvel Jansen advocaten	Quirijn Biesheuvel, Wouter Brugma
Bird & Bird	Pauline Vos
Buren	Pieter van den Berg, Paul Deloo, Steven van der Waal
Dirkzwager	Claudia van der Most, Karen Verkerk
Eversheds Sutherland	Tom van Wijngaarden
Fieldfisher	Frans-Jozef Crousén, Louis Bouchez
HVG Law	Sijmen de Lange, Rutger Lambriex
Kemperink Maarschalkerweerd Wouters	Guus Kemperink, Sander Maarschalkerweerd, Rob Wouters
Orange Clover Law	Machiel Galjaart
Osborne Clarke	Herke van Hulst
Pels Rijcken & Droogleeve Fortuijn	Carel van Swaay
Ploum	Tom Ensink
Rutgers & Posch	Matthijs van den Broek, Bas Visée, Lennaert Posch
Taylor Wessing	Zabdaj Pollen, Maja Bolè
Vestius	Helger Kamerman
Vriman M&A Lawyers	Marius Ankum, Koos Tindemans, Jan Vriesendorp
Windt Le Grand Leeuwenburgh	Ep Hannema



NORWAY

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Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advokatfirmaet Schjødt	Caroline Karlsson, Knut Smith-Erichsen, Dag Sigvart Kaada, Robert Romansky
BAHR	Øystein Guvåg, Svein Gerhard Simonnæs, Erik Langseth, Lars Kristian Sande, Anne Dahl Frisak
Thommessen	Christian G. Sagstad, Anders Arnkværn, Hans Cappelen Arnesen, Ervin Auren, Stig Berge
Wiersholm	Harald Hellebust, Jarle Kvam, Kai Thøgersen
Wikborg Rein	Sigurd Opedal, Ole Henrik Wille, Filip Truyen, Ketil E. Bøe
EXCELLENT	
Advokatfirmaet CLP	Lars Gunnar Aas, Alexander S. Lund, Jakob Villum, Edvard Cock
Advokatfirmaet Haavind	Bjørn Olav Torpp, Kjetil Hardeng, Preben Brecke
Advokatfirmaet Selmer	Camilla Magnus, Are Herrem, Robert Sveen, Ingar Solheim
Arntzen de Besche	Per Dagslet, Per Kristian Ramsland, Lars Horgen Hinze
Simonsen Vogt Wiig	Christoffer Bjerknes, Fredrik Haberer Anfinsen, Mathias Teir
HIGHLY RECOMMENDED	
Aabø-Evensen	Ole Kristian Aabø-Evensen
Advokatfirmaet Grette	Thomas J. Fjell, Andreas O. Myrstad, Thomas Borch-Nielsen, Roland Mörsdorf
CMS Kluge	Frode Olsen, Snorre Haukali, Stig Even Jakobsen
DLA Piper Norway	Christian P.N. Fenner, Fredrik Lykke, Sveinung Mjaugedal, Kaare Oftedal, Magnus Brox
Kvale Advokatfirma	Marius L. Andresen, Trygve Norum, Anne Kjøseth Ekerholt, Henrik Grung, Thomas S. Farhang
SANDS	Espen Furuholt, Terje Gulbrandsen
RECOMMENDED	
Advokatfirmaet Hjort	Thomas Alnæs, Jørn A. Uggerud, Rolf Trolle Andersen
AGP Advokater	Gard A. Skogstrøm, Lars André Gjerdrum, Nils Olav Aarseth, Ketil Enerstad Sauarlia, Hege Dahl
Brækhus Advokatfirma	Christoph Morck, John Aa. Sveinsvold, Toralv Follestad, Frank C. Aase
Bull & Co Advokatfirma	Bjarte Bogstad, Eivind Bergo-Eriksen, Saloume Djoudat

ENERGY

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Advokatfirmaet Haavind	Aksel S. Tannum, Jøran Sandvik, Mari Reitzel Bjerke
Advokatfirmaet Schjødt	Preben Willoch, Sverre B. Bjelland, Torkjel Kleppo Grøndalen, Hallvard Gilje Aarseth, Christian Fredrik Michelet
BAHR	Jon Christian Thaulow, Thomas K. Svensen, Jan B. Jansen, Morten P. Smørdal, Stig Klausen Engelhart, Henrik Bjørnebye
Kvale Advokatfirma	Gry Bratvold, Yngve Bustnesli, Christian Poulsson
Simonsen Vogt Wiig	Peter Aall Simonsen, Robin Aker Jakobsen, Bjørn-Erik Leerberg, Gunnar Espeland
Thommessen	Christian Hals, Pål Lieungh, Bendik Christoffersen, Audun Stornes
Wiersholm	Sondre Dyrland, Jon Rabben, Kristian Martin Lind, Inge Ekker Bartnes
EXCELLENT	
Advokatfirmaet Selmer	Thomas G. Michelet, Håkon Sandbekk, Øyvind Olimstad
Arntzen de Besche	Karl Erik Navestad, Rune Omdahl, Anders Rødland, Odd-Harald B. Wasenden
CMS Kluge	Olav Hasaas, Camilla Grytten
SANDS	Alf Øystein Skudal, Lars Berge Andersen, Vidar Johnsen
Wikborg Rein	Tormod Ludvik Nilsen, Cathrine B. Hetland
HIGHLY RECOMMENDED	
Advokatfirmaet CLP	Amund Erdal, Lars Gunnar Aas
Advokatfirmaet Grette	Thomas J. Fjell, Marius Svendsvoll Langnes, Stig Walle, Thomas Borch-Nielsen
Advokatfirmaet Hjort	Kristin Bjella
Lund & Co Advokatfirma	Stein Erik Stinessen, Caroline Lund, Ulf Larsen

POLAND

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M&A

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LEADING	
Clifford Chance	Wojciech Polz, Agnieszka Janicka, Marcin Bartnicki
Greenberg Traurig Grzesiak	Rafał Baranowski, Lejb Fogelman
Rymarz Zdort Maruta	Paweł Rymarz, Paweł Zdort, Lukasz Gasinski
White & Case P. Pietkiewicz M. Studniarek I Wspóln	Marcin Studniarek
EXCELLENT	
1 Allen & Overy	Jarosław Iwanicki
Dentons	Piotr Dulewicz, Paweł Grabowski
Linklaters	Daniel Cousens, Marcin Schulz
2 Baker McKenzie	Tomasz Krzyzowski
CMS Cameron McKenna Nabarro Olswang Posniak i Bejm	Rafał Zwierz
Domanski Zakrzewski Palinka	Krzysztof Zakrzewski
Soltysinski Kawecki & Szlezak	Robert Gawalkiewicz
Wardynski & Partners	Izabela Zielicka-Barlocek, Anna Dabrowska
Wiercinski Kwiecinski Baehr	Andrzej Wiercinski
HIGHLY RECOMMENDED	
DLA Piper	Marta Frackowiak

Gessel, Koziarowski Kancelaria Radców Prawnych i Adwokatów	Marcin Macieszczak, Maciej Kozuchowski, Małgorzata Badowska
Hogan Lovells	Danielle du Bois-Buné, Tom Van Duuren
Schönherr	Paweł Halwa
SSW Pragmatic Solutions	Paweł Chyb

RECOMMENDED

Chajec Don-Siemion & Zyto	Andrzej Chajec
DWF Poland	Michał Pawłowski
Eversheds Sutherland	Ewa Szlachetka
Ey Law	Zuzanna Zakrzewska
Gide	Dariusz Tokarczuk
Kochanski & Partners	Rafał Rapala
Noerr	Karol Kicun
Radzikowski, Szubielska I Wspólnicy	Włodzimierz Radzikowski, Gabriel Wujek
Wolf Theiss	Jacek Michalski

VALUABLE PRACTICE

Bird & Bird	Rafał Dziezic
Deloitte Legal	Ryszard Manteuffel
FKA Furtek Komosa Aleksandrowicz	Tadeusz Komosa
Gsw Legal Grabarek, Szalc I Wspólnicy	Rafał Szalc
Jdp Drapała & Partners	Marcin Chomiuk
Konieczny Wierzbicki	Marcin Wierzbicki, Michał Konieczny
Krassowski	Bartosz Krassowski
Ngl Legal	Krzysztof Wiater
Penteris	Wojciech Fabrycki
Prof. Marek Wierzbowski & Partners	Sławomir Jakszuk, Marek Wierzbowski
PwC Legal Pawłowski Zelaznicki	Cezary Zelaznicki
RKKW – Kwasnicki, Wróbel & Partnerzy	Krzysztof Wróbel
Taylor Wessing	Olav Nemling



MERGER CONTROL

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Marta Sendrowicz
Clifford Chance	Iwona Terlecka
Dentons	Agnieszka Stefanowicz-Baranska
Linklaters	Małgorzata Sz waj
Wiercinski Kwiecinski Baehr	Aleksander Stawicki, Bartosz Turno
EXCELLENT	
Baker McKenzie	Marcin Trepka
CMS Cameron McKenna Nabarro Olswang Posniak i Bejm	Małgorzata Urbanska
DLA Piper	Andrzej Balicki
Greenberg Traurig Grzesiak	Robert Gago
Modzelewska & Pasnik	Małgorzata Modzelewska de Raad
Soltysinski Kawecki & Szlezak	Krzysztof Kanton
HIGHLY RECOMMENDED	
Affre I Wspólnicy Sp. K.	Joanna Affre
Gide Loyrette Nouel	Dariusz Tokarczuk
Hansberry Tomkiel	Dorothy Hansberry-Biegunska
Hogan Lovells	Piotr Skurzynski
Kieszkowska Rutkowska Kolasinski	Marcin Kolasinski
Rymarz Zdort	Iwona Her
Traple Konarski Podrecki	Tomasz Targosz
Wardynski & Partners	Antoni Bolecki
White & Case P. Pietkiewicz M. Studniarek I Wspóln	Katarzyna Czapracka



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LEADING	
Cuatrecasas	Mariana Norton dos Reis, João Mattamouros Resende, Francisco Santos Costa, Vasco Bivar de Azevedo, Rafael Lucas Pires, Luís Miguel Cortes Martins
Linklaters	António Soares, Marcos Sousa Monteiro
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Carlos Osório de Castro, Eduardo Paulino, Nuno Galvão Teles, Tomás Vaz Pinto
PLMJ	Duarte Schmidt Lino, Diogo Perestrela, Bárbara Godinho Correia, Inês Pinto da Costa
Uriá Menéndez - Proença De Carvalho	Francisco Brito e Abreu, Antonio Villacampa
VdA	Cláudia da Cruz Almeida, João Vieira de Almeida, Jorge Bleck, Paulo Trindade Costa, Helena Vaz Pinto, Paulo Olavo Cunha
EXCELLENT	
Abreu Advogados	Ana Sofia Batista, Rui Peixoto Duarte, José Maria Corrêa de Sampaio, Manuel Santos Vitor, Hugo Teixeira, Paulo de Tarso Domingues
CMS Rui Pena & Arnaut	Francisco Xavier de Almeida, João Caldeira, Margarida Vila Franca, Tiago Valente de Oliveira
CS' Associados	Bernardo Abreu Mota, David Oliveira Festas, Maria Castelos, Martim Morgado
Garrigues	Diogo Leónidas Rocha, Mário Lino Dias, Tomás Pessanha
SRS Legal	Gustavo Ordonhas Oliveira, Octávio Castelo Paulo, Dulce Franco, Alexandra Valente, Nuno Miguel Prata, Paulo Bandeira

HIGHLY RECOMMENDED

CCA Law Firm

Sara Reis, Domingos Cruz

DLA Piper Portugal

Nuno Azevedo Neves

Gómez-Acebo & Pombo

Mafalda Barreto, Miguel de Avillez Pereira

Raposo Bernardo

Nelson Raposo Bernardo, Joana Andrade Correia

Sérvulo & Associados

Sofia Carreiro, Pedro Silveira Borges

RECOMMENDED

Costa Pinto Advogados

José Costa Pinto

CTSU

Miguel Ribeiro Telles, Mónica Moreira, Sofia Barros Carvalhosa

Eversheds FCB Sociedade De Advogados

Gonçalo da Cunha, Pedro Guimarães, Rodrigo Almeida Dias

Gama Gloria

André Júdice Glória

J + Legal

José Diogo Horta Osório

Miranda & Associados

Diogo Xavier da Cunha, Nuno Cabeçadas, Maria João Mata

PRA Raposo Sa Miranda

Pedro Raposo, Pedro Sá, Leila Grácio

RRP Advogados

Rodrigo Falcão Nogueira

Telles Advogados

Carlos Lucena, Francisco Espregueira Mendes, Miguel Carvalho, Cristina Ferreira, Mariana Ferreira Martins, Joana Telles de Abreu

NOTABLE PRACTICE

Caiado Guerreiro

João Caiado Guerreiro, Joana Gomes dos Santos

CCSL Advogados

Mafalda Almeida Carvalho

Enes Cabral

Susana Enes

Macedo Vitorino & Associados

João Vitorino



PRIVATE EQUITY ADVISORY

Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Mariana Norton dos Reis, João Mattamouros Resende, Francisco Santos Costa, Vasco Bivar de Azevedo
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Tomás Vaz Pinto
Linklaters	Marcos Sousa Monteiro
SRS Legal	Gustavo Ordonhas Oliveira, Paulo Bandeira
VdA	Cláudia da Cruz Almeida, João Vieira de Almeida, Paulo Trindade Costa
EXCELLENT	
CS' Advogados	João Gonçalo Galvão
PLMJ	Duarte Schmidt Lino, Diogo Perestrelo, Bárbara Godinho Correia, Filipe Avides Moreira
Uria Menéndez - Proença De Carvalho	Francisco Brito e Abreu, Antonio Villacampa
HIGHLY RECOMMENDED	
Abreu Advogados	Ana Sofia Batista, Marta Romano de Castro, José Carlos Vasconcelos, Diogo Pereira Duarte, Rodrigo Formigal
CCA Law	Domingos Cruz
CMS Rui Pena & Arnaut	João Caldeira, Francisco Xavier de Almeida, Margarida Vila Franca
Garrigues	Mário Lino Dias, Tomás Pessanha
RECOMMENDED	
CCSL	Mafalda Almeida Carvalho
Gama Gloria	André Júdice Glória
J + Legal	José Diogo Horta Osório
Raposo Bernardo	Nelson Raposo Bernardo, Joana Andrade Correia
Telles Advogados	Francisco Espregueira Mendes, Ofélia Pinto de Queiroz

REAL ESTATE

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FIRM	KEY FIGURE(S)
LEADING	
Abreu Advogados	Tiago Mendonça de Castro, Patrícia Viana, Maria Santa Martha
Cuatrecasas	Nuno Sá Carvalho, Sara Quaresma, Hugo Nunes
PLMJ	Sofia Gomes da Costa, Rita Alarcão Júdice, Francisco Lino Dias, Carmen Baptista Rosa
Uría Menéndez - Proença De Carvalho	Duarte Garin, Rita Xavier de Brito
VdA	Pedro Ferreirinha, Miguel Marques dos Santos, Pedro Corrêa de Oliveira
EXCELLENT	
Garrigues	Miguel Menezes da Silva
Linklaters	Diogo Plantier Santos
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	João Torroaes Valente, Rita Ferreira Vicente
HIGHLY RECOMMENDED	
Pbbr Sociedade de Advogados	Pedro Pinto, Teresa Freire
RRP Advogados	Ricardo Reigada Pereira
Servulo & Associados	Sofia Thibaut Trocado, Eduardo Gonçalves Rodrigues
SRS Legal	Neuza Pereira de Campos, William Smithson, Regina Santos Pereira
RECOMMENDED	
CCA Law Firm	Madalena Azeredo Perdigão, Tomás Assis Teixeira
CCSL Advogados	João Portugal
CMS Rui Pena & Arnaut	João Pinheiro da Silva, Sara de Almeida Barroso
Eversheds Sutherland FCB	Rodrigo Almeida Dias, Miguel Lorena Brito, Gonçalo Mexia, António Cid
PRA Raposo Sa Miranda & Associados	Clelia Bras
Raposo Bernardo	Manuel Esteves de Albuquerque
Sofia Galvão Advogados	Sofia Galvão, Luís Moitinho de Almeida
Telles Advogados	Pedro Almeida e Sousa, Miguel Nogueira Leite
NOTABLE PRACTICE	
CRS Advogados	Nuno Pereira da Cruz, Raquel Galinha Roque
Ecija	Henrique Moser, João de Moraes Vaz
SPS Advogados	Edmundo Batalha Reis, Joana Ribeiro Pereira

SPAIN

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Best Law Firms

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FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Íñigo del Val, Ignacio Hornedo, Bosco de Checa
Cuatrecasas	Juan Aguayo, Alejandro Payá, José Luis Rodríguez, Federico Roig, Raimundo Segura, Javier Villasante, Víctor Xercavins, Mariano Ucar, Javier Martí-Fluxa
Garrigues	Fernando Vives, Álvaro López-Jorrín Hernández, Mónica Martín de Vidales Godino, José Manuel Martín García, Víctor Chiquero Mielgo
Linklaters	Lara Hemzaoui, Víctor Manchado, Carmen Burgos
Pérez-Llorca	Javier Carvajal, Julio Lujambio, Pedro Pérez-Llorca, Pablo González Mosqueira, Carmen Reyna
Uría Menéndez	Salvador Sánchez-Terán, Manuel Echenique, Francisco San Miguel, Antonio Herrera
EXCELLENT	
Clifford Chance	Javier García de Enterría, Javier Amantegui, Luis Alonso
CMS Albiñana y Suárez de Lezo	Rafael Suárez de Lezo, César Albiñana, Carlos Peña, Antonio Pino, Luis Miguel de Dios, Ignacio Zorzalejos, Mariano Bautista
DLA Piper	José María Gil-Robles, Joaquín Echánove, Enrique Chamorro
Freshfields Bruckhaus Deringer	José Armando Albarrán, David Franco
Gomez- Acebo & Pombo	Álvaro Mateo, Fernando de las Cuevas, Íñigo Erlaiz Coteló, Augusto Piñel, David González, Álex Pujol
Herbert Smith Freehills	Nicolás Martín, Alberto Frasquet
King & Wood Mallesons	Carlos Pazos, Roberto Pomares, Pablo Díaz, Germán Cabrera
Latham & Watkins	José Antonio Sánchez-Dafos, Ignacio Pallarés
Squire Patton Boggs	Teresa Zueco, Pablo García Oliván, Rocío García, Rafael Alonso, Carlos Blanco Morillo
HIGHLY RECOMMENDED	
Araoz & Rueda	Pedro A. Rueda
Ashurst	Jorge Vázquez, María José Menéndez
Baker McKenzie	Jorge Adell, Enrique Carretero
Deloitte Legal	Sharon Izaguirre, Francisco Mayor

Dentons	Nieves Briz
DWF-RCD	Adolf Rousaud, Iñaki Frías, Inigo Montesino Espartero
Eversheds Sutherland	Carlos Pemán, Juan E. Díaz
Hogan Lovells	José M. Balañá, Lucas Osorio, Alex Dolmans
Jones Day	Federico Merino Sanz
Watson Farley & Williams	Maria Pilar Garcia Guijarro, Gonzalo Aranzabal, Ana Lorenzo Sobrado
White & Case	Carlos Daroca, Juan Manuel de Remedios, Yoko Takagi

RECOMMENDED

Andersen	Ignacio Aparicio
Bird & Bird	Lourdes Ayala
Cases & Lacambra	Lucas Palomar, Pablo Echenique, Bojan Radovanovic
Confianz	Manuel Urrutia Subinas, Álvaro Mendiola
Ecija	Emilio Prieto, Gabriel Nadal
EY Abogados	Francisco Silván, Susana Gómez Badiola, Simeón García-Nieto Nubiola
Fieldfisher Jausas	Joan Vidal de Llobatera, Rodrigo Martos
López-Ibor Abogados	Marta Gil de Biedma, Carlos Trénor Löwenstein
Ontier	Pablo Enrile Mora-Figueroa
Osborne Clarke	Jordi Casas, Vicente Conde
Ramon Y Cajal Abogados	Miguel García Stuyck, Alvaro Bertrán
Roca Junyent	Santi Pagès, Xavier Altirriba, Natalia Martí, Alex Llevat
Vaciero	Leticia del Estal, Begoña González, José M ^a Cabrales, Juan Mc Crory

NOTABLE PRACTICE

AGM Abogados	Francisco Lacasa Lobera, Julio Rocafull, Julio Menchaca
AVQ	Xavier Amat Badrinas
Bufete Escura	Fernando Escura Serés, Antonio Escura Serés
Ceca Magan	José María Pastrana, José Carlos González, Santiago Torent López, Miguel Lobon García
DJV Abogados	Pedro Navarette, Javier Fernandez, Alberto Suárez Tramón
Lener	Cristina Hernández Lería, Javier Romano
Lexcrea	Silvia Martínez Losas
Metricson	Luis Gosálbez
RLD	Rafael López-Diéguez Gamoneda, Fernando Gómez y Gómez-Calcerrada, Coloma Gil-Albert
Zurbarán Abogados	Ángel Zamora, Ricardo Astorga

CONFIANZ: CLIENT-CENTERED LAW FIRM



Manuel Urrutia Subinas

Key figure(s):
Manuel Urrutia Subinas
and Álvaro Mendiola
Established: 1994

Track record: Confianz has experience in the full range of corporate matters affecting medium-sized companies, advising clients in an extensive range of sectors, particularly in the industrial and education sectors. It acted in the sale of Inmarepro, an industrial engineering company specializing in the development of industrial facilities and maintenance, to search fund La Senda Capital.

Differentiation: Confianz is a thriving firm with a staff of 43 lawyers and economists, acting on behalf of the most prominent industrial clients in the Basque Country and across Spain. It has a particular expertise in family successions and to this extent, is involved in fund searching for clients, by contacting the best Spanish Investment Funds, depending on their clients' particular needs.



PRIVATE EQUITY ADVISORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Allen & Overy	Íñigo del Val, Ignacio Hornedo
Clifford Chance	Javier Armantegui, Samir Azzouzi
Garrigues	José Manuel Martín
Latham & Watkins	Alejandro Ortiz, José Antonio Sánchez-Dafos, Ignacio Pallarés
Linklaters	Victor Manchado
Uria Menéndez	Manuel Echenique, Francisco San Miguel, Christian Hoedl, Juan Miguel Goenechea
EXCELLENT	
Cuatrecasas	Francisco J. Martínez Maroto, Javier Villasante, Albert Trias de Bes, Javier Martí-Fluxá
Freshfields Bruckhaus Deringer	José Armando Albarrán
Gómez-Acebo & Pombo	Íñigo Erláiz Cotelo, Augusto Piñel, Pablo Fernández Cortijo, Alvaro Mateo Sixto, David Gonzalez
Herbert Smith Freehills	Nicolás Martín, Alberto Frasset
King & Wood Mallesons	Carlos Pazos, Pablo Díaz, Germán Cabrera, Roberto Pomares
Pérez-Llorca	Pedro Pérez-Llorca, Pablo González Mosqueira, Julio Lujambio, Carmen Reyna, Javier Carvajal
HIGHLY RECOMMENDED	
Ashurst	Jorge Vázquez
Baker McKenzie	Javier Menor, Luis Casals
DLA Piper	Joaquín Echánove, José María Gil-Robles, Enrique Chamorro
DWF-RCD	Ignasi Costas, David Villa
Eversheds Sutherland	Sixto de la Calle
Hogan Lovells	Graciela Llana
Squire Patton Boggs	Teresa Zueco, Pablo García Oliván
Watson Farley & Williams	María Pilar García Guijarro, Gonzalo Aranzabal, Ana Lorenzo Sobrado
RECOMMENDED	
Araoz & Rueda	Pedro A. Rueda
Cases & Lacambra	Ernesto LaCamba
Deloitte Legal	Juan Ramón Rodríguez Larraz
Dentons	Jesús Durán
Ecija	Gabriel Nadal, Emilio Prieto

ALLEN & OVERY: EXPERTS IN PRIVATE EQUITY TRANSACTIONS



Íñigo del Val

Key figure(s): Íñigo del Val, Ignacio Hornedo and Fernando Torrente
Established: 1930

Track record: Allen & Overy's distinguished private equity team has advised on the largest and most complex debt and corporate restructurings, insolvencies and distressed & special situations investment transactions. The firm has advised on strategic transactions such as for ICG in the creation of a global giant CX, and BPO and EQT on the investment in SNFL and a subsequent investment in the US company IFG.

Differentiation: With over 2,000 lawyers spread throughout more than 40 offices across five continents, Allen & Overy has been present in Spain for more than 30 years, becoming a leader in the Spanish market. It boasts a full team of dedicated experts in private equity advising on all forms of private equity transactions, including buyouts, exits, portfolio restructurings and secondaries.

FUND FORMATION

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LEADING	
King & Wood Mallesons	Isabel Rodríguez
Alter Legal	Carlos de Cárdenas, Alejandra Font, Manuel García-Riestra
EXCELLENT	
Clifford Chance	Javier Amantegui
Cuatrecasas	Jorge Canta
PWC	Ana Torres
HIGHLY RECOMMENDED	
Garrigues	Francisco Martínez Iglesias
Gomez Acebo & Pombo	Alex Pujol, Eduardo Martínez-Matosas
Linklaters	Victor Manchado
Pérez-Llorca	Pablo González Mosqueira, Julio Lujambio
RECOMMENDED	
Dentons	Jesús Durán
Lexcrea	Silvia Martínez Losas

KING & WOOD MALLESONS: ELITE FUND FORMATION EXPERTISE



Isabel Rodríguez

Key figure(s):
Isabel Rodríguez
Established: 1999

Track record: KWM is a leading advisor on structuring of funds, alternative investments products, impact funds, private equity and venture capital. Clients are active across sectors and have extensive experience with energy solutions including renewable energy assets, sustainable agriculture and urban solutions. Alantra, Q-Energy, Grupo Mutua Madrileña, Miura Partners are clients.

Differentiation: The team is led by Isabel Rodríguez who is well known in the Spanish market for her exceptional expertise and impressive track record in fund formation. KWM is the only law firm in Spain with a team specifically dedicated to funds, and actually represents more than 80% of the fund structuring work in the Spanish market.

ALTER LEGAL: FUNDS OF FUNDS SPECIALIST



Carlos de Cárdenas

Key figure(s):
Carlos de Cárdenas,
Alejandra Font and
Manuel García-Riestra
Established: 2009

Track record: Alter Legal has sound experience in fund formation and alternative investments. Its reputation in fund of funds sees it advise clients such as Bestinver, a Spanish independent asset manager, for the negotiation and implementation of a framework agreement with BlackRock and also Fremman Capital, a pan-European mid-market investment firm and one of Europe's leading private equity funds.

Differentiation: Alter Legal has one of the largest and most experienced investment fund practices in Spain, one backed by longstanding relationships with specialized firms across Europe, the United States and Asia. Its team has more than 20 years of experience in fund formation advisory, acting for investors in primary, secondary and co-investments including handling related tax and regulatory issues.

PWC: KEY ADVISOR IN PRIVATE EQUITY MATTERS



Ana Torres

Key figure(s): Ana Torres
Established: 1998

Track record: PwC has sound experience in fund formation, with a particular focus on private equity, real estate, debt, infrastructure, and distressed-asset closed-ended funds. It advises clients such as Suma Capital, Meridia Capital and Aurica Capital, among others, on structuring, incorporation and marketing of funds. It also assists GPs of fund of funds with their investments in national and international funds and provides key regulatory advice.

Differentiation: Led by Ana Torres, with more than 20 years of experience in fund formation and M&A deals, and supported by other areas, PwC is one of the few involved in this activity in Spain to combine fund structuring and regulatory practices with active M&A and financing for funds. Clients also benefit from the services provided by PwC consultants specialized in ESG matters and by the PwC People & Organization Department.



REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Carlos Portocarrero de las Heras
Cuatrecasas	Ramón Gil, Joaquín Garaulet, Silvia Alcoverro, Bernat Mullerat, Sergi Aguera
Garrigues	Juan José Berdullas Pomares, Héctor Muñoz Guijosa, Felipe Yannone, Oscar de Santiago
Pérez-Llorca	Jesús Varela, Luis Zurera, Fausto Romero-Miura, Alejandro Osma, Javier Muñoz Méndez, Gerard Serra
Uría Menéndez	Fernando Azofra, Diego Armero, Ignacio Albiñana, Juan Antonio Pérez Rivarés
EXCELLENT	
Allen & Overy	Santiago de Vicente, Marta Orce Casado
DLA Piper	Orson Alcocer, José María Oliva, Ignacio Antón
Eversheds Sutherland	Javier Ibáñez Gabernet, Rafael Arráez Amselem
Gómez-Acebo & Pombo	Enrique Isla, Jaime Diaz de Bustamante
Hogan Lovells	Emilio Gómez Delgado
King & Wood Mallesons	José Antonio Calleja
Latham & Watkins	Rafael Molina
HIGHLY RECOMMENDED	
Ashurst	Cristina Calvo, Ismael Fernández Antón
Baker McKenzie	Jorge Adell, Guillermo Rodrigo
DWF-RCD	Carlos Nogareda, Iñigo Montesino-Espartero, Adolf Rousaud
Freshfields Bruckhaus Deringer	Fernando Soto
Jones Day	Victor Casarrubios
Linklaters	Adolfi Guerrero, Gabriel Cabello
Roca Junyent	Xavier Serramallera Cercós, Silvia López Jiménez, Roger Pla, Esther Boix, María Dolors Roca
Squire Patton Boggs	Ramón Castilla, Alfonso López
RECOMMENDED	
Andersen	Antonio Nudi Tornero, Carlos Peña Rech
Araoz & Rueda	Jesús Conde
CMS Albiñana & Suárez de Lezo	Álvaro Otero
Lupicinio International Law Firm	Angel Lavin
Ramon Y Cajal Abogados	Francisco Bengoetxea
Sánchez Butrón Abogados	Cayetano Sánchez Butrón
Watson Farley & Williams	Pablo San Gil
Zurbarán Abogados	Ricardo Astorga, Ángel Zamora, Paloma Angulo
VALUABLE PRACTICE	
Cases & Lacambra	Marta González-Llera
EY Abogados	Ivan Azinovic
Herbert Smith Freehills	Tomás Díaz Mielenhausen
Fieldfisher Jausas	Javier Galán
López-Ibor Abogados	Carlos Trénor Löwenstein
Monereo Meyer Abogados	Stefan Meyer
Simmons & Simmons	Alfonso Fernández-Puebla Muñiz

SÁNCHEZ BUTRÓN: A MULTIDISCIPLINARY APPROACH



Cayetano Sánchez
Butrón

Key figure(s):
Cayetano Sánchez Butrón
Established: 1995

Track record: Distinguished real estate boutique which stands out for its impressive track record advising heavyweights in the sector, such as Solvia, Sareb, Promontoria Coliseum – Cerberus, TM Real Estate or Engel & Völkers. Much valued for its extensive experience in real estate litigation and related matters, such as buying and selling, swaps and urbanization and construction works contracts.

Differentiation: Headquartered in Alicante, with offices in Madrid, Sánchez Butrón is a full-service firm with a very experienced team of recognized lawyers who adopt a multidisciplinary approach to real estate and construction matters, working in close collaboration with different sectors. It also acts on behalf of developers, builders, technicians, home buyers and homeowners' cooperatives.

SWEDEN

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advokatfirman Vinge	Jonas Bergström, Christina Kokko, Johan Winnerblad, Erik Sjöman, Jonas Johansson
DLA Piper Sweden	Anders Malmström, Peter Ihrfelt, Mathias Berggren
Gernandt & Danielsson	Manfred Löfvenhaft, Mats Hugoson, Carl Westerberg, Fredrik Palm, Mikael Borg, Gustav Skogö Nyvang
Mannheimer Swartling	Adam Green, Jan Holmius, Patrik Marcellius, Tom Wehtje
Roschier	Ola Sandersson, Malin Leffler, Pontus Enquist, Jens Bengtsson
White & Case Sweden	Jan Jensen, Shoan Panahi, Johan Steen
EXCELLENT	
Advokatfirman Cederquist	Maja Wettergren, Martin Ulfson, Pontus Röckert, Carl-Johan Deuschl
Baker McKenzie	Anders Fast, Carl M. Svernlöv, Mattias Hedwall, Costin Mihailescu
Hannes Snellman	Mattias Friberg, Ola Åhman, Christoffer Saidac, Claes Kjellberg, Richard Åkerman
Linklaters Sweden	Elisabet Lundgren, Rasmus Kindlund, Charlotte Levin
Setterwalls Advokatbyrå	Anders Söderlind, Anders Holmgren, Mattias Detterfelt, Ola Grahn
HIGHLY RECOMMENDED	
Advokatfirmaet Schjødt	Pontus Bergsten
Bird & Bird	Hans Svensson, Mårten Willamo
Cirio Law Firm	Peter Lilja, Annika Andersson, Anders Moberg
Delphi	David Averstén, Michael Juhlin, Christoffer Mangelus, Mats Dahlberg, Stefan Erhag
Hammarskiöld	Erik Fahlgren, Carl-Johan Pousette, Magnus Bohman, Erik Löfwall, Jakob Falkman, Peder Hammarskiöld
Törngren Magnell & Partners Advokatfirma	Viktor Magnell, Peter Törngren, Vaiva Eriksson, Per Granström, Jens Haneklint, Sten Hedbäck, Niclas Högström
Wigge & Partners	Bo Adrianzon, Anders Morén, Henrik Wenckert, Michael Wigge
Wistrand	Per Dalemo, Jörgen Eklund, Lars Hasp, Robert Kullgren
RECOMMENDED	
Advokatfirman Lindahl	Svante Liljedahl, Mats Tindberg, Henrik Nobel, Johan Herrström, Mårten Steen, Mattias Prage
Eversheds Sutherland	Ulrika Sparrman, Michael Hylander, Jens André
KANTER Advokatbyrå	Björn Kristiansson, Lennart Kanter, Per Ugge
Magnusson	Anders Bäckman, Jonas Bergquist
MAQS Advokatbyrå	Lovisa Elardt, Dag Fredlund
Morris Law	Martin Prager, Olof Myhrman, Carl Friberg, Racine Ashjari
VALUABLE PRACTICE	
Advokatfirman Fylgia	Mattias Larsson, Åsa Thorell Hejdenberg
AG Advokat	Johan Lindberg, Johan Gadd, Eric Ödling
Hellström Advokatbyrå	Jonas Forsman
Walthon Advokater	Jonas Jonsson, Niklas Haak, Mats Willman, Maria Norrman, Jürgen Conzen, Clarissa Fröberg

SWITZERLAND

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INVESTMENT FUNDS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ardian	Philippe Poletti
Equistone Partners Europe	David Zahnd
Partners Group	Kim Nguyen
EXCELLENT	
Apax Partners	Rohan Haldea, Gabriele Cipparrone
Avista Capital Partners	Thompson Dean, David Burgstahler
Bridgepoint	William Jackson
Capvis	Rolf Friedli, Daniel Flaig
Endeavour Vision	Bernard Vogel
HIGHLY RECOMMENDED	
Aravis	Jean-Philippe Tripet
Blue Orchard	Philipp Müller
BV Group	Patrick Schaer
CGS Management	Christoph Haller
Constellation	Rainer W. Fröhlich
Cross Equity	Michael Petersen
CVC Capital Partners	Jean-Rémy Roussel
Da Vinci Capital	Oleg Jelezko
Emond De Rothschild Private Equity	Johnny El Hachem
Invision Private Equity	Frank Beker
KKR	Christian Ollig
Montagu Private Equity	Frank Löhner
MTIP	Christoph Kausch
Palmer Capital	Russell Arnold, Roman Benvenuti
PATRIMONIUM	Christoph Syz

INVESTMENT FUNDS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Btov Partners	Florian Schweitzer
Novartis Venture Fund	Anja König
Pureos Bioventures	Klaus Breiner, Dominik Escher, Martin Münchbach
Redalpine Venture Partners	Peter Niederhauser, Michael Sidler
Roche Venture Fund	Carole Nuechterlein
Swisscom Ventures	Dominique Mégret
Versant	Alexander Mayweg
EXCELLENT	
Creathor Ventures	Gert Köhler
DAA Capital Partners	Bertrand Mueller
Emerald Technology Ventures	Gina Domanig
Fundament	Yves Böniger
Gentian	Elian Kool, Gerhard Gerner
Hbm Healthcare Investments	Mario G. Giuliani
Hbm Partners	Saeid Akhtari
Index Ventures	Neil Rimer
Lakestar	Klaus Hommels
Mountain Partners	Cornelius Boersch
NeoMed	Claudio Nessi
Polytech Ecosystem Ventures	Guillaume Dubray
Swiss Founders Fund	Patrick Degen
Verve Ventures	Chris Gay-Crosier
Wingman	Alex Stöckl, Pascal Mathis, Lukas Weder

**M&A****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Houlihan Lokey	Alexander Grünwald
J.P. Morgan	Reinout Boettcher
UBS Investment Bank	Christine Novakovic, Martin Kesselring
EXCELLENT	
KPMG	Tobias Valk
Lazard	Stephan Heitz
PwC	Martin Frey
Raffaissen	Heinz Huber
Rothschild & Co	Laurent Gagnebin
HIGHLY RECOMMENDED	
BofA Securities	Juan Vilarino
Citi	Kristine Braden
Davy Corporate Finance	Ivan Murphy
EY	Bruno Patusi
Goldman Sachs	Dominique Wohnlich
Goodbody Corporate Finance	Sarah Bogossian
Lincoln International	Øyvind Bjordal
Morgan Stanley	Daniel Ghirardi
Société Générale	Anne Marion-Bouchacourt
Sycomore Corporate Finance	Olivier Barret

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bär & Karrer	R. Annasohn, M. Hoch, R. Watter, M. Anderson, D. Dubs, P. Seiler, R. Malacrida, C. Neeracher, F. Perlini-Frehner, E. Rinderknecht
Homburger	D. Daeniker, D. Gericke, C. Lambert, F. Gerhard, H. Schärer, D. Oser, H. Appenzeller, D. Hasler, A. Müller, D. Häusermann
Lenz & Stachelin	S. Erni, A. Rötheli, B. Kühni, D. Ledermann, J. Iffland, T. Gaberthüel, M. Wolf
Niederer Kraft Frey	P. R. Peyer, P. A. Weber, P. Haas, M. Werder, A. Koller, M. Maurer, U. von Salis, P. Candreia, P. R. Isler, A. Giger, J. Bonvin
Walder Wyss	R. von Rosen, A. Nikitine, P. W. Vogel, U. P. Gnos, M. Vischer, L. Defferrard, A. Gutmans, S. Knobloch, F. Gunz Niedermann, R. Wyss
EXCELLENT	
Baker McKenzie	Matthias Courvoisier, Alexander Fischer, Lukas Glanzmann
CMS von Erlach Partners	Stefan Brunnschweiler, Pascal Favre, Alain Raemy, Daniel Jenny, Stephan Werlen, Patrick Sommer, Jerome Levrat
Pestalozzi	Christoph Lang, Jakob Hoehn, Franz Schubiger, Christian Leuenberger, Sébastien Roy, Franz J. Kessler, Ludivine Boisard
Schellenberg Wittmer	Jean Jacques Ah Choon, Tarek Houdrouge, Oliver Triebold, Josef Caleff, Pascal Hubli, Christoph Vonlathen, Lorenzo Olgiati
Vischer	Benedict Christ, Jürg Luginbühl, Damien Conus, Maxime Chollet, Robert Bernet, Gian-Andrea Caprez
HIGHLY RECOMMENDED	
Advestra	Rashid Bahar, Alexander von Jeinsen, Beda Kaufmann, Daniel Raun, Thomas Reutter, Annette Weber
Bratschi	Martin Moser, Thomas Peter, Florian Jörg, Christian Stambach, Marco Rizzi, Reto Arpagaus, Simon Osterwalder, Claudio Bazzi
Jacquemoud Stanislas	Philippe Jacquemoud
Kellerhals Carrard	Beat Brechbühl, Marco Balmelli, Edgar Philippin, Ines Poeschel, Jean-Luc Chenaux
MLL Meyerlustenberger Lachenal Froriep	Alexander Vogel, Christophe Heiz
Wenger Plattner	Marc Nater, Oliver Künzler, Dieter Gränicher, Tobias Meili
Wenger Vieli	Beat Speck, Christian Wenger, Wolfgang Zürcher, Pascal Arnold and Mark Walter
RECOMMENDED	
1 Altenburger	Massimo Calderan
Chabrier Avocats	Manuel Bianchi della Porta
Eversheds Sutherland	Marc Nufer, Oliver Beldi
Gillioz Dorsaz & Associés	Damien Cand, Christian Valentini, Nicole Fragnière Meyer
Id Est Avocats	Michel Jaccard, Marina Castelli-Joos
Loyens & Loeff	Marco Toni
MANGEAT	Fabien Aepli, Joël Chevallaz, Lukas van Dobben
MME	Martin Eckert, Thomas Müller, Alex Enzler
2 Barandun	Stefan Wiesli, Franco Taisch
BianchiSchwald	Hans-Peter Schwald
Borel & Barbey	Nicolas Killen
FBT Avocats	Marco Villa
Ghr Rechtsanwälte	Marc Grüninger
Kasser Schlosser	Mathieu Blanc
Oberson Abels	Stefan Eberhard, Philipp Fischer, Sébastien Bettschart
STAIGER	Yasemin Varel, Andreas von Erlach
Thouvenin Rechtsanwälte	Markus Alder, Arlette Pfister



Analysis

LENZ & STAEHLIN: POWERING SWISS CORPORATE TRANSACTIONS



Tino Gaberthüel

Key Figure(s): Tino Gaberthüel and Andreas Rötheli
Established: 1917

Track record: A key player in Switzerland's biggest corporate and PE deals, Lenz & Staehlin combines quick thinking, innovation and deep insight and has acted as lead-counsel to cross-border giants in major deals, like Saudi National Bank's CHF 1.5 billion Credit Suisse investment and ABB's CHF 1.7 billion Accelleron spinoff. The firm advised on five of Switzerland's top 11 transactions in the past year.

Differentiation: Tino Gaberthüel in Zurich and Andreas Rötheli in Geneva and Lausanne co-head a robust team of 70 partners and associates. The firm excels at full-service provision, thanks to its deep expertise in the corporate realm. Its proficiency extends to ESG compliance, human rights, anti-bribery and risk management and is reflected in the firm's renewed dedication to environmental law issues.

BÄR & KARRER: INNOVATIVE M&A MASTERS



Mariel Hoch

Key Figure(s): Rolf Watter and Mariel Hoch
Established: 1969

Track record: The corporate & M&A practice boasts extensive expertise in diverse M&A deals, including defense mandates. It excels at intricate multinational transactions and adhering to tight timetables. Notable recent successes include the DSM-Firmenich merger and Sandoz's spinoff from Novartis. Additionally admired for the quality of its counsel to industrial, private equity and private investors, at home and abroad.

Differentiation: With seven co-heads, 42 partners and 65 skilled lawyers, including dynamic young partners, 2023 has seen the arrival of fresh talent, fortifying offices in Zurich, Geneva, Lugano, Zug, and recently-launched Basel. Boasting a dedicated ESG-focused team, the firm's partners contribute to M&A publications, authoritative treatises, and academic institutions including the University of St. Gallen.

VISCHER: EMPOWERING STARTUPS



Damien Conus

Key Figure(s): Jürg Luginbühl, Gian-Andrea Caprez and Damien Conus
Established: 2000

Track record: Vischer is a household name in the Swiss mid-market M&A and private equity landscapes. In 2022 and 2023, the advisory of its experts has underpinned around 40 transactions and played a vital role in the Swiss start-up ecosystem. It advises a multitude of venture capital investors and corporates in pivotal financing rounds and exits, such as AMR Action Fund's investment in BioVersys AG.

Differentiation: The powerhouse trio of Jürg Luginbühl, Gian-Andrea Caprez and Damien Conus co-head a team of 16 partners and 30 other lawyers. The firm is present in Switzerland's main economic hubs of Zurich, Basel and Geneva. It maintains strong ties with key industry stakeholders, especially in innovative sectors like life sciences, ICT, energy, luxury, watches and e-mobility.

WALDER WYSS: FORGING M&A EXCELLENCE AND EXPERTISE



Alex Nikitine

Key Figure(s): Alex Nikitine
Established: 1972

Track record: In the past five years Walder Wyss has been involved in over 330 successful deals, worth a total of \$60 billion, 45 in the past year alone. These deals were largely cross-border in nature. The firm has had a hand in the most prestigious M&A deals of recent years, from the merger of Credit Suisse and UBS to the fusion of Firmenich and DSM. It acts as lead-counsel for entities like TX Group and Migros.

Differentiation: Alex Nikitine spearheads a 22-partner, 55-lawyer corporate and M&A team across six offices. Zurich takes the lead on large M&A transactions, while Geneva handles financial industry affairs and Basel thrives in life sciences. Focusing on large-cap and mid-cap transactions, Walder Wyss is a pivotal player in Switzerland's \$4 billion VC funds market.

WENGER PLATTNER: ENVIABLE TRACK RECORD AND EXPERTISE



Oliver Künzler

Key Figure(s): Tobias Meili and Oliver Künzler
Established: 1980

Track record: Wenger Plattner's M&A expertise shines through in Swiss Merger Act transactions. From SMEs to major corporations, the firm has orchestrated 34 deals in the past year, with a strong emphasis on mid-cap transactions. It took the helm as lead counsel on the deal that saw Audi enter Formula 1 as a power-unit supplier to, and 75% owner of, Sauber.

Differentiation: Comprising five partners and 20 adept lawyers, the team's dynamic blend of experience serves clients in Zurich, Bern and Basel. The firm's prowess extends to multiple industries, and has seen it act in major transactions in pharmaceutical, healthcare, chemical, IT (including Fintech), real estate, automotive, services, and hospitality sectors.

NIEDERER KRAFT FREY (NKF): GLOBAL REACH AND SECTOR-SPECIFIC EXPERTISE



Jacques Bonvin

Key Figure(s): Jacques Bonvin
Established: 1936

Track record: NKF manages all facets of private equity, venture capital and mid-to-mega M&A deals. Serving an international clientele, it also has a strong foothold in the Swiss multinational and life sciences sectors, catering to entire corporate lifecycles. With the opening of a Geneva office in January 2023, the firm has reinforced its presence in French-speaking Switzerland.

Differentiation: The Geneva office, led by Jacques Bonvin, has a team of 10 partners and 30 other lawyers. The practice emphasizes transactional work that encompasses an array of corporate and commercial legal matters. With extensive experience across diverse industries, the team demonstrates deep understanding of all phases of company life cycles, particularly in technology and life sciences.

TRANSACTION SERVICES

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Deloitte	Antoine Oliveau, Adam Stanford
EY	Michael Messerli, Marc Berger
KPMG	Timo Knak
PwC	Christoph Baertz, Sascha Beer
EXCELLENT	
8-Advisory	Kai Karring, Florian Revellat
BDO	Benjamin Haldimann
Mazars	Angelo Accardi
RSM	Daniel Rochat, Jean-Yves Bonvin
HIGHLY RECOMMENDED	
Alantra	Christian Barrot, Martin Gamperl
Alvarez & Marsal	Sean Peyer, Penelope Lepeudry
CFI - Corporate Finance	Malte Jantz
CFM Partners ag	Frenk Mutschlechner, Christian Fischer
Grant Thornton	Sébastien Nicolas, Vincenzo Braiotta
Gut Corporate Finance	Alexander Gut
Houlihan Lockey	Alexander Grünwald
Protiviti	Milena Danielsen
Simon Kucher	Jens Mueller, Jan Engelke
TCFG - The Corporate Finance Group	Olivier Chantre, Urs Huber
TMF Group	Ilona Brandt
Transaction Consulting	Marcus Garbe
Zetra	Frédéric de Boer



MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bär & Karrer	Mani Reinert, Markus Wang, Rolf Watter, Mariel Hoch, Markus Schott
Homburger	Franz Hoffet, Marcel Dietrich, Richard Stäuber
Lenz & Staehelin	Marcel Meinhardt, Benoit Merkt, Astrid Waser
Walder Wyss	Reto Jacobs, Monique Sturny
EXCELLENT	
1 Baker McKenzie	Boris Wenger, Philippe Reich
Niederer Kraft Frey	Nicolas Birkhäuser, Thomas A. Frick
Schellenberg Wittmer	David Mamane
2 CMS von Erlach Partners	
Kellerhals Carrard	Daniel Emch, Christophe Rapin
Vischer	Klaus Neff
HIGHLY RECOMMENDED	
Borer Attorneys at Law	Jürg Borer, Laura Borer, Matthias Amann
CORE Attorneys	Mario Strebelt, Fabian Koch
MLL Meyerlustenberger Lachenal Froriep	Hubert Orso Gilliéron, Lukas Bühlmann, Simon Holzer, Nadine von Büren-Maier
Pestalozzi	Christoph Lang
Prager Dreifuss	Philipp Zurkinden
Wenger Plattner	Dieter Gränicher, Fritz Rothenbühler
Wenger Vieli	Frank Scherrer, Beat Walti

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Baker McKenzie	Samuel Marbacher, Alexander Wyss, Martin Furrer
Bär & Karrer	Corrado Rampini
CMS von Erlach Partners	Stefan Gerster, Sibylle Schnyder
Lenz & Staehelin	Beat Kühni, Cécile Berger Meyer
EXCELLENT	
MLL Meyerlustenberger Lachenal Froriep	Wolfgang Müller, Philippe Prost
Niederer Kraft Frey	Andreas Vögeli
Schellenberg Wittmer	Yves Jeanrenaud, Josef Caleff
Walder Wyss	Francis Nordmann, Johannes Bürgi, Marco Strahm, Christian Eichenberger
HIGHLY RECOMMENDED	
1 Homburger	Daniel Hasler, Stefan Gäumann
Kellerhals Carrard	Bernd Hauck
MANGEAT	Pierre Rüttimann, Joël Chevallaz
Pestalozzi	Michael Lips
Vischer	Maxime Chollet, Roland M. Müller, Moritz Jäggy, Andreas C. Albrecht
2 Baur Hürlimann	Roland Hürlimann
BianchiSchwald	Yves de Coulon
Blum & Grob	Adrian Hirzel
Bratschi	Markus Aeschbacher, Marco Colombini
Prager Dreyfuss	Hans-Ulrich Brunner
Wenger Plattner	Placidus Plattner, Gaudenz Schwitter
Wenger Vieli	Roman Heiz

UK

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LBOs

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Apax Partners	Andrew Sillitoe
Intermediate Capital Group (ICG)	Benoît Durteste
Permira	Kurt Björklund
2 APOLLO GLOBAL MANAGEMENT	Robert Seminara
CVC CAPITAL PARTNERS	Rob Lucas
KKR	Johannes Huth
The Carlyle Group	Brian Lindley
EXCELLENT	
Allianz Capital Partners	Simon Gergel
BC Partners	Stelios Elia, Matthew Evans, Mark Richards
Blackstone Group	Lionel Assant
Bridgepoint Group	Xavier Robert
CINVEN	Stuart McAlpine
EQT	Sofia Ahuja
Fortress	Robert Miles
Hg Capital	Nic Humphries
NORDIC CAPITAL	Raj Shah, Christof Ratjen
HIGHLY RECOMMENDED	
3I Group	Ian Loble, Jamie Supple
CAPITAL DYNAMICS	Andrew Beaton, Janusz Heath, David Smith
Neuberger Berman Group	Philipp Patschkowski
TPG Capital	Karthic Jayaraman
Triton	Fady Chammas
Vista Equity Partners	Tait Simpson
Warburg Pincus	Jonas Agesand, Peter Deming

TMT

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
HIGHLY RECOMMENDED	
BDO International	Ian McBane
BGF	Stephen Welton
Bridgepoint Group	Michael Black, William Jackson
CINVEN	Alex Lizcano
EQT Partners	Bert Janssens
Foresight Group	James Livingston, Matthew Smith
Inflexion Private Equity	John Hartz, Simon Turner
KKR	Franziska Kayser
Livingbridge	Wol Kolade
Permira	Paul Armstrong, Kurt Björklund

RETAIL & CONSUMER GOODS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
HIGHLY RECOMMENDED	
Advent International	Nicolas Chavanne
Apollo Global Management	Robert Seminara
BAIN Capital	Miray Topay, Nigel Walder
CINVEN	Stuart McAlpine
Inflexion Private Equity	James Stevens
LDC Private Equity	Yann Souillard
PERMIRA	Kurt Björklund, Dipan Patel
Tsg Consumer Partners	Colin Welch

INDUSTRIALS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
HIGHLY RECOMMENDED	
3I Group	David Stephens
Advent International	Jan Janshen, Shonnel Malani
BC Partners	Stefano Ferraresi
Bridgepoint Group	Kyle Johnston
CINVEN	Alex Lizcano
EQT Partners	Michiel Thiessen, Peter Henrik Balslev
Inflexion Private Equity	Nick Rosenberg
KKR	Claire Wellby
LDC Private Equity	Tom Jervis

**M&A: TMT****Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Kim Posnett
J.P. Morgan	Michael Batula, Nick Denman
Qatalyst Partners	Salvatore Arcaese
EXCELLENT	
1 Barclays	Alex Evans
Morgan Stanley	Dominique Cahu
2 Bank of America Merrill Lynch	Alexandre Gafsi
Ernst & Young	Will Fisher
Houlihan Lokey	Andrew Adams, Phil Adams
Raymond James Financial	Stuart Sparkes

HEALTHCARE & PHARMACEUTICALS**Best Investment Banks**

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Centerview Partners	Andrew Rymer
Goldman Sachs	Anthony Gutman
Morgan Stanley	Obaid Mufti
EXCELLENT	
BofA Securities	Simon Ives, Kieran Whitty
Citi	Cyril Besseddik
J.P. Morgan	Cyril Besseddi, Henry Capper
Rothschild	Dominic Hollamby

M&A: RETAIL & CONSUMER GOODS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Bank of America Merrill Lynch	Pablo Bowen
Barclays	Matt Hammerstein
Citigroup	Susan Shakespeare
Credit Suisse	Alexis Turcas
Goldman Sachs	Andre Kelleners
Jefferies	James Grzinic
EXCELLENT	
BNP PARIBAS	Anne Marie Verstraeten
Morgan Stanley	Nick Bishop
Rothschild & Co.	Toby Cohen
HIGHLY RECOMMENDED	
HSBC	Tom Wolfenden
Nomura Holdings	Michael Mackinnon

M&A: INDUSTRIALS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Eduard van Wyk
J.P. Morgan	Richard Crozier
EXCELLENT	
BofA Securities	Jean-Eudes Renier
Citigroup	Enrico Prato
Lazard	Edward Earlam



UK

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Freshfields Bruckhaus Deringer	Julian Long, Piers Prichard Jones, Claire Wills
Linklaters	Richard Godden, Simon Branigan, Matthew Middleditch
Slaughter and May	Roland Turnhill, Andy Ryde, Jeffrey Twentyman, Stephen Cooke
EXCELLENT	
1 Allen & Overy	Dominic Morris, David Broadley
Clifford Chance	Melissa Fogarty, Nigel Wellings, Guy Norman, David Pudge
2	
Herbert Smith Freehills	Gavin Davies, Stephen Wilkinson
Skadden, Arps, Slate, Meagher & Flom	Scott Hopkins, Lorenzo Corte
HIGHLY RECOMMENDED	
Ashurst	Karen Davies, Jason Radford
Latham & Watkins	Robbie McLaren, Farah O'Brien
Macfarlanes	Luke Powell, Howard Corney, Charles Martin
RECOMMENDED	
Baker McKenzie	Jane Hobson, Jannan Crozier
Cleary Gottlieb Steen & Hamilton	Tahir Sarkar
CMS	Charles Currier, Victoria Henry
Hogan Lovells	Patrick Sarch
Simpson Thacher & Bartlett	Adam Signy, Ben Spiers

Sullivan & Cromwell Timothy Emmerson, Richard Pollack

Travers Smith Spencer Summerfield

Weil, Gotshal & Manges Michael Francies, David Avery-Gee

White & Case Allan Taylor

VALUABLE PRACTICE

1 Akin Gump Strauss Hauer & Feld Sebastian Rice, Daniel Walsh

Davis Polk & Wardwell Will Pearce

Gibson, Dunn & Crutcher Anna Howell

Greenberg Traurig Paul Maher, Fiona Adams

Jones Day Giles Elliott, Leon Ferera

Milbank Mark Stamp, Lisa O'Neill

Norton Rose Fulbright Raj Karia

Paul Hastings Steven Bryan, Ronan O'Sullivan, Matthew Poxon

Shearman & Sterling Nick Withers, Maegen Morrison

2 Dechert Douglas Getter

Fried, Frank, Harris, Shriver & Jacobson Ian Lopez

Mayer Brown Kate Ball-Dodd, Perry Yam

Morrison & Foerster Dan Coppel

Proskauer Rose Steven Davis



UK

M&A: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 DLA Piper	Jon Kenworthy, Charles Severs, Robert Salter
2 Addleshaw Goddard	Yunus Seedat, Chris Taylor, Charles Penney
Eversheds Sutherland	Richard Moulton
Macfarlanes	Howard Corney
Travers Smith	Andrew Gillen, Richard Spedding
EXCELLENT	
1 Dentons	Stephen Levy, Neil Nicholson
Pinsent Masons	John Tyerman
2 Bryan Cave Leighton Paisner	Benjamin Lee, John Bennett
Dechert	Douglas Getter
Jones Day	Giles Elliott, Leon Ferera, Vica Irani
Reed Smith	Delphine Currie
Taylor Wessing	Emma Danks, Angus Miln, Russell Holden, Andrew Edge
HIGHLY RECOMMENDED	
Baker Botts	Derek Jones
Bird & Bird	Matthew Bonass, Neil Blundell
Goodwin	David Evans, Graham Defries
Greenberg Traurig	Henrietta Walker
Mayer Brown	Richard Page
McDermott Will & Emery	Tom Whelan
Mishcon de Reya	Kevin McCarthy
Osborne Clarke	Greg Leyshon, Simon Smith, Ray Berg, Tim Birt
Simmons & Simmons	Arthur Stewart
Squire Patton Boggs	Robert Bray, Tony Reed
Stephenson Harwood	Sam Gray
RECOMMENDED	
Cooley	Stephen Rosen
Covington & Burling	Paul Claydon
Fieldfisher	David Bowcock, Neil Matthews, Andy Lawton Smith
Gowling WLG	Gareth Baker
K&L Gates	Paul Tetlow
Morgan, Lewis & Bockius	Tim Corbett
Orrick, Herrington & Sutcliffe	Shawn Atkinson
RPC	Karen Hendy
Watson Farley & Williams	Chris Kilburn

LBOs: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Kirkland & Ellis	David Higgins, Matthew Elliott
2 Clifford Chance	Jonny Myers
Latham & Watkins	Kem Ihenacho, David Walker
Weil, Gotshal & Manges	Marco Compagnoni, Michael Francies
EXCELLENT	
Freshfields Bruckhaus Deringer	Charles Hayes, Victoria Sigeti, Tim Wilmot
Linklaters	Alex Woodward, Ben Rodham
Simpson Thacher & Bartlett	Derek Baird, Clare Gaskell, Amy Mahon, Adam Signy, Ben Spiers
HIGHLY RECOMMENDED	
Allen & Overy	Stephen Lloyd, Gordon Milne, Peter Banks
Ropes & Gray	Laura Kayani, Myrto Gouti
Skadden, Arps, Slate, Meagher & Flom	Richard Youle
RECOMMENDED	
1 Baker McKenzie	David Allen
Goodwin Procter	Richard Lever
Travers Smith	Lucie Cawood, Edmund Reed
White & Case	Michael Weir, Kenneth Barry
2 Cleary Gottlieb Steen & Hamilton	Michael Preston, Gabriele Antonazzo
Debevoise & Plimpton	David Innes
Dechert	Christopher Field
DLA Piper	Tim Wright
Macfarlanes	Alex Edmonson
Proskauer Rose	Steven Davis
Slaughter and May	Jeffrey Twentyman, Harry Bacon, Filippo de Falco
Willkie Farr & Gallagher	Gavin Gordon



UK

LBOs: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Macfarlanes	Stephen Drewitt, Charles Martin, Alex Edmonson
Travers Smith	Edmund Reed
EXCELLENT	
1 Addleshaw Goddard	Michael Hinchliffe, Yunus Seedat
Ashurst	David Carter
DLA Piper	Tim Wright, Edward Griffiths
2	
Akin Gump Strauss Hauer & Feld	Sebastian Rice
CMS	John Finnemore, Jason Zimmel
Dickson Minto Ws	Alastair Dickson
Goodwin Procter	Richard Lever, James Grimwood, Ali Ramadan
Hogan Lovells	John Connell, Ed Harris
Mayer Brown	Perry Yam
HIGHLY RECOMMENDED	
Baker McKenzie	David Allen
Cooley	Stephen Rosen
Dentons	Nicholas Plant, Stephen Levy, Brian Moore
Eversheds Sutherland	James Trevis
Jones Day	Patrick Stafford
McDermott Will & Emery	Tom Whelan
Morgan, Lewis & Bockius	Mark Geday
Norton Rose Fulbright	Bayo Odubeko, Sophie O'Connor
Osborne Clarke	Tim Hewens, Robert Wood, Alisdair Livingstone
Paul Hastings	Anu Balasubramanian
Pinsent Masons	Edward Stead
Squire Patton Boggs	Paul Mann
Stephenson Harwood	Jonathan Pittal
Taylor Wessing	Emma Danks, Angus Miln, Howard Palmer
RECOMMENDED	
Bryan Cave Leighton Paisner	Carol Osborne
Charles Russell Speechlys	Adrian Mayer, Andrew Clarke, David Coates
Gowling WLG	Ian Piggin
Herbert Smith Freehills	John Taylor, David D'Souza
Mishcon de Reya	Nadim Meer
Proskauer Rose	Steven Davis
Reed Smith	Phillip Taylor, Mark Sanders
Watson Farley & Williams	Chris Kilburn

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Freshfields Bruckhaus Deringer	Simon Priddis, James Aitken, Rod Carlton, Alastair Chapman, Deirdre Trapp
Linklaters	Nicole Kar, Simon Pritchard
Slaughter and May	Philippe Chappatte, Claire Jeffs, Bertrand Louveaux
EXCELLENT	
Allen & Overy	Philip Mansfield
Ashurst	Nigel Parr, Euan Burrows
Clifford Chance	Greg Olsen
Herbert Smith Freehills	Stephen Wisking
Hogan Lovells	Suyong Kim, Christopher Hutton
HIGHLY RECOMMENDED	
1 Macfarlanes	Malcolm Walton, Stephen Kon
Norton Rose Fulbright	Ian Giles, Mark Simpson
2 Addleshaw Goddard	Bruce Kilpatrick, Mark Molyneux
Baker McKenzie	Keith Jones, Luis Gomez
Eversheds Sutherland	Ros Kellaway, James Lindop
Latham & Watkins	Jonathan Parker, David Little
Pinsent Masons	Alan Davis
RECOMMENDED	
1 Bryan Cave Leighton Paisner	Andrew Hockley
Cleary Gottlieb Steen & Hamilton	Maurits Dolmans, Nicholas Levy
CMS	Brian Sher
Simmons & Simmons	Satyen Dhana
Travers Smith	Nigel Seay
2 Bristows	Pat Treacy
Dentons	Adrian Magnus
DLA Piper	Sarah Smith
Euclid Law	Oliver Bretz
Kirkland & Ellis	Paula Riedel
Reed Smith	Marjorie Holmes, Ross Mackenzie
VALUABLE PRACTICE	
1 Arnold & Porter	John Schmidt
Gibson, Dunn & Crutcher	Ali Nikpay
Shearman & Sterling	Matthew Readings
Squire Patton Boggs	Diarmuid Ryan
White & Case	Marc Israel, Mark Powell
2 Akin Gump Strauss Hauer & Feld	Davina Garrod
Burges Salmon	Chris Worrall
Fieldfisher	John Cassels
Fried, Frank, Harris, Shriver & Jacobson	Tobias Caspary
Gowling WLG	Bernardine Adkins
Greenberg Traurig	Gillian Sproul
Jones Day	Nicholas Cotter
Mayer Brown	David Harrison
Morgan, Lewis & Bockius	Frances Murphy
Orrick, Herrington & Sutcliffe	Douglas Lahnborg



UK

VENTURE CAPITAL TRANSACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Orrick, Herrington & Sutcliffe	Christopher Grew, Ylan Steiner
Taylor Wessing	Angus Miln, Howard Palmer
EXCELLENT	
Bird & Bird	Struan Penwarden
Goodwin	David Mardle, Sophie McGrath
Osborne Clarke	Robert Wood
Shoosmiths	Alastair Peet
HIGHLY RECOMMENDED	
Brown Rudnick	Mark Dorff, Neil Foster
CMS	John Finnemore, Anthony Waller
Cooley	Ryan Naftulin, Aaron Archer
Covington & Burling	James Gubbins, Gregor Frizzell
Marriott Harrison	David Strong
Taylor Vinters	Chris Keen, Charles Fletcher
Withers	James Shaw
RECOMMENDED	
1 Ashfords	Chris Dyson, Rory Suggett
Dentons	Joseph Altendorff, David McGrory
Harbottle & Lewis	Tony Littner
Latham & Watkins	Robbie McLaren, Shing Lo, Mike Turner
Mills & Reeve	Zickie Lim
2 Browne Jacobson	Jon Snade, Mike Jackson
Gowling WLG	Ian Piggini
Penningtons Manches Cooper	James Went
Sheridans	Nick Crabtree
VALUABLE PRACTICE	
DLA Piper	Jon Kenworthy, Luca Gori
Waterfront Solicitors	Matthew Cunningham
White & Black Legal	Phil Riman, John Allen



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LEADERS LEAGUE



AFRICA

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TUNISIA

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BUSINESS LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Cabinet Donia Hedda Ellouze	Donia Hedda Ellouze
Ferchiou & Associés	Noureddine Ferchiou
2 Adly Bellagha & Associés	Adly Bellagha
Meziou Knani & Khlif	Ghazi Meziou
EXCELLENT	
1 Caïd Essebsi & Ben Salem Law Firm	Slah Eddine Caïd Essebsi, Fakher Ben Salem
Eversheds Sutherland El Heni	Fares Koussay El Heni
Global Lawyers North Africa In Partnership With Gide	Anis Jabnoun
Kammoun & Kallel	Ahmed Kallel, Mohamed Kammoun
2 Boussayene Knani & Associates	Youssef Knani
Gallala Law Firm	Zied Gallala
Jurismed	Maya Boureghda Chebeane
HIGHLY RECOMMENDED	
Atr - Avocats Tunisiens Réunis	Walid Ben Amor
Bennani & Associés	Lamia Harguem
Cabinet Ben Slama	Mehdi Ben Slama
Dentons Zaanouni Law Firm & Associates	Mohamed Zaanouni
El Ajeri Lawyers	Mohamed Lotfi El Ajeri
Kallel & Associates	Sami Kallel
Malouche Avocats & Associés	Slim Malouche

KAMMOUN & KALLEL: GO-TO FIRM FOR GLOBAL GROUPS



Mohamed Kammoun

Key figure(s):
Mohamed Kammoun
and Ahmed Kallel

Established: 2011

Track record: Tunis-based Kammoun & Kallel acts in a broad spectrum of business law matters. It is regularly involved in privatizations of State-owned bodies, in addition to public-private partnerships, concession projects, infrastructure, logistics and transportation. Trusted by leading international-retail brands to handle establishment, franchising and distribution.

Differentiation: The firm is led by name-partners Mohamed Kammoun and Ahmed Kallel, who are experts in corporate and commercial law. Kammoun advises an international clientele including insolvency practitioners, financial institutions and multi-national companies. Kallel focuses on banking and finance and contracts. The duo can provide advice in Arabic, English, French and Italian.

ASIA

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CHINA

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INVESTMENTS & EXITS

Best Venture Capital Firms

Firms are ordered alphabetically

FIRM	SECTOR
5Y Capital	Enterprise Applications, Life Sciences and more
Axia8 Ventures	Blockchain and Crypto Industry
Bangsheng Capital	Technology, Media and Telecommunication
Chenshan Capital	Internet Industry and data
China Growth Capital	SaaS, fintech, online education, consumer internet, life science
DCM	Consumer, Enterprise, Healthcare, Fintech, Deep Tech
Fortune Capital	Information technology, Manufacturing, Energy Conservation, Environmental, Healthcare, Enterprise, cultural Media.
Gaocheng Capital	Enterprise Software and Technology-enabled services
Gaorong Capital	TMT, including AI and frontier technologies
GGV Capital	Internet, enterprise tech, smart tech
GSR Ventures	AI-enabled enterprise software, Consumer platforms and Healthcare technology
Hillhouse Capital Group	Technology, Consumer, Healthcare, and Financials services
IDG Capital Partners	TMT, new forms of consumption and services, consumer and entertainment, healthcare, clean energy
Lightspeed China Partners	Internet, mobile, services
Matrix Partners	Software, enterprise software, mobile, financial tech, e-commerce
MSA Capital	Biotechnology, Enterprise-facing core technology, and Consumer sectors
Qiming Venture Partners	Consumer internet, internet technology, healthcare, cleantech
Sequoia Capital China	Fintech, healthcare, outsourcing, technology
Shenzhen Capital Group	Technology, media, biopharmaceuticals
Shunwei Capital	Telecommunications, digital media, video games, rural internet, financial technology
Source Code Capital	Media, entertainment, consumer services, enterprise, finance, retail, housing, education, healthcare
ZhenFund	Internet, technology, education, artificial intelligence, healthcare



M&A

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Kelly Gregory, Terence Foo
Freshfields Bruckhaus Deringer	Alan Wang
Skadden, Arps, Slate, Meagher & Flom	Peter Huang
EXCELLENT	
Allen & Overy	Victor Ho, Jack Wang
Baker McKenzie	Bee Chun Boo, Tracy Wut
Davis Polk	Howard Zhang
DLA Piper	Qiang Li, Roy Chan
Hogan Lovells	Jun Wei, Liang Xu
Kirkland & Ellis	Nicholas Norris
Linklaters	Matthew Middleditch, John Xu
Norton Rose Fulbright	Sun Hong, Lynn Yang
O'Melveny & Myers	Walker Wallace
Paul Weiss Rifkind Wharton & Garrison	Greg Liu, Judie Ng Shortell
Shearman & Sterling	Li Chen
Simpson Thacher & Bartlett	Yang Wang, Celia Lam
HIGHLY RECOMMENDED	
Ashurst	Michael Sheng
Cleary Gottlieb Steen & Hamilton	Denise Shiu
Eversheds Sutherland	Charles Butcher, Jack Cai
Herbert Smith Freehills	Nanda Lau
Orrick Herrington & Sutcliffe	Jie Jeffrey Sun
Paul Hastings	David Wang, Jia Yan
Sidley Austin	Zhengyu Tang
Slaughter and May	Lisa Chung
Weil, Gotshal & Manges	Charles Ching, Tim Gardner
White & Case	Alex Zhang, Vivian Tsoi

RECOMMENDED

BLF LAW	Matthieu Bonnici
Dechert	Yang Wang
Gibson, Dunn & Crutcher	Fang Xue
K&L Gates	Simon Poh, David Tang
Latham & Watkins	Simon Cooke
Leaf	Bruno Grangier
Mayer Brown	Hannah Ha
MinterEllison	Barbara Mok
Morgan, Lewis & Bockius	Maurice Hoo, Ning Zhang
Reed Smith	Eric Lin, Denise Jong
Ropes & Gray	Oliver Nip

VALUABLE PRACTICE

Bird & Bird	Shan Lai, John Shi
CMS	Ulrike Glueck
Cuatrecasas	Pablo Cubel
Gide	Jiannian Fan
Jones Day	Angel Huang
Pinsent Masons	Wei Liu
Simmons & Simmons	Ian Wood

BLF LAW: CHINESE MARKET SPECIALISTS



Matthieu Bonnici

Key figure(s):
Matthieu Bonnici
Established: 2019

Track record: BLF LAW China, a French firm with an experienced team of international lawyers, has expertise in matters pertaining to China's Greater Bay Area, which includes Hong Kong and Guangzhou. With over 20 bi-cultural professionals, the firm is renowned for its entrepreneurial approach, particularly in the context of China's evolving technological and economic landscape.

Differentiation: Led by Matthieu Bonnici, who has over 15 years of top international legal experience in the United States and United Kingdom to his name, BLF Law specializes in M&A, reorganizations, and corporate matters, notably in the tech sector. Bonnici mentors entrepreneurs and startups in the Chinese market, showcasing BLF's unique expertise.

LEAF: CROSS-CULTURAL TEAM OF M&A EXPERTS



Bruno Grangier

Key figure(s):
Bruno Grangier
Established: 2012

Track record: With a strong Sino-European team located in China, Leaf's M&A practice advises in cross-border transactions, legal finance, and negotiations. The firm's lawyers include Chinese natives and international profiles. They have also been approved by the Ministry of Justice in China. Leaf's transaction team assisted GL Events in its capital injection.

Differentiation: With offices in Shanghai and Paris, Leaf was founded by Bruno Grangier, a French lawyer who's been based in China for two decades. He specializes in M&A transactions, both public and private, in the Chinese market. He mainly assists mid-cap businesses as well as international corporations through the provision of innovative solutions.



PRIVATE EQUITY

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Terence Foo
Kirkland & Ellis	Gary Li
Morrison & Foerster	Marcia Ellis
Simpson Thacher & Bartlett	Ian Ho
Weil, Gotshal & Manges	Charles Ching, Timothy Gardner
EXCELLENT	
Linklaters	Betty Yap
Paul Hastings	David Wang
Paul Weiss Rifkind Wharton & Garrison	Greg Liu, Judie Ng Shortell
Shearman & Sterling	Li Chen
Skadden, Arps, Slate, Meagher & Flom	Peter Huang
HIGHLY RECOMMENDED	
Allen & Overy	Wayne Lee, Jean Ye
Baker McKenzie	Dorothea Koo
Davis Polk & Wardwell	Howard Zhang, Miranda So
DLA Piper	Stewart Wang
Freshfields Bruckhaus Deringer	Simon Weller
Gibson, Dunn & Crutcher	Brian Schwarzwald
Goodwin Procter	Yash Rana
Latham & Watkins	Simon Cooke
O'Melveny & Myers	Walker Wallace
Orrick Herrington & Sutcliffe	Jie Jeffrey Sun, Jeff Zhang
Ropes & Gray	Arthur Mok
White & Case	Daniel Yeh, Alex Zhang
RECOMMENDED	
Cleary Gottlieb Steen & Hamilton	Denise Shiu
Cooley	Patrick Loofbourrow, Christina Zhang
Hogan Lovells	Stephanie Tang
Mayer Brown	David Ellis, Ricky Yiu
Morgan, Lewis & Bockius	Maurice Hoo
Proskauer Rose	Yuval Tal
Sidley Austin	Raymond Oh

MERGER CONTROL

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Clifford Chance	Yong Bai
Linklaters	Fay Zhou
2 Freshfields Bruckhaus Deringer	Ninette Dodoo, Alastair Mordaunt
EXCELLENT	
Baker McKenzie	Stephen Crosswell
Hogan Lovells International	Adrian Emch
Jones Day	Peter Wang
HIGHLY RECOMMENDED	
1 Herbert Smith Freehills	Adelaide Luke
Skadden, Arps, Slate, Meagher & Flom	Andrew Foster
2 CMS	Ulrike Glueck, Aiping Bao
Norton Rose Fulbright	Marc Waha
O'Melveny & Myers	Philip Monaghan
Slaughter and May	Natalie Yeung
RECOMMENDED	
Eversheds Sutherland	Jocelyn Chow
Gibson, Dunn & Crutcher	Sébastien Evrard
Gide Loyrette Nouel	David Boitout, Fan Jiannian

INDIA

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M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Citi	K. Balasubramaniam
Goldman Sachs	Devarajan Nambakam
J.P. Morgan	Navin Wadhvani
Morgan Stanley	S. Sundareswaran
EXCELLENT	
1 Avendus Capital	Gaurav Deepak
Axis Capital	Deepak Sharma, Sumit Arora
BofA Merrill Lynch	Raj Balakrishnan
Deutsche Bank	Muffazal Arsiwalla
HSBC	Amitabh Malhotra
Kotak Investment Banking	S. Ramesh, K.V.S. Manian
2 Edelweiss	Gopal Agrawal
ICICI Securities	Vijay Chandok, Ajay Saraf
JM Financial	Nimesh Kampani
Nomura	Amit Thawani
SBI Capital Markets Limited	Rajrajeswari Mishra
HIGHLY RECOMMENDED	
Ambit Corporate Finance	Ashok Wadhwa
DC Advisory	Klaas Oskam
Deloitte	Brijesh Kukreja
Dexter Capital	Devendra Agrawal, Rohit Singh
Equirus Capital	Sandeep Gogia
EY	Amit Khandelwal
HDFC Bank	Rakesh Singh
KPMG	Anand Vermani
Mape Advisory	Jacob Mathew, Ramprasad M
Motial Oswal Investment Banking	Abhijit Tare
O3 Capital	Deepesh Garg
Pwc India	Sanjeev Krishan

M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
AZB & Partners	Zia Mody, Ajay Bahl, Ashwath Rau
Cyril Amarchand Mangaldas	Reeba Chacko, Cyril Shroff, Nivedita Rao
Khaitan & Co.	Rabindra Jhunjhunwala, Bharat Anand, Haigreve Khaitan
Shardul Amarchand Mangaldas & Co.	Shardul Shroff, Raghubir Menon, Akshay Chudasama
Trilegal	Sridhar Gorthi, Yogesh Singh
EXCELLENT	
1 JSA	Shivpriya Nanda, Vivek Chandy
Luthra and Luthra Law Offices	Jay Parikh, Sudipta Routh
S&R Associates	Rajat Sethi
2 DSK Legal	Aparajit Bhattacharya, Anand Desai
IndusLaw	Suneeth Katarki, Manish Gupta, Srinivas Katta
TT&A	Kunal Thakore, Feroz Dubash
HIGHLY RECOMMENDED	
Bharucha & Partners	Alka Bharucha
Fox Mandal	Jeevanandham Rajagopal
Kochhar & Co.	Rohit Kochhar
LexCounsel	Seema Jinghan, Dimpy Mohanty
Lumiere Law Partners	Vihang Virkar, Monika Deshmukh
Phoenix Legal	Abhishek Saxena, Manjula Chawla
Samvad Partners	Vineetha MG
Saraf and Partners	Mohit Saraf, Vaibhav Kakkar
Spice Route Legal	Praveen Raju
Touchstone Partners	Karam Daulet-Singh
Vaish Associates	Bomi Daruwala
Veritas Legal	Abhijit Joshi
RECOMMENDED	
1 ALMT Legal	Aliff Fazelbhoj, S. Arun
Argus Partners	Krishnavia Dutt
Dentons Link Legal	Nusrat Hassan
Desai & Diwanji	Anoj Menon, Aneesh Gupte
Economic Laws Practice	Suhail Nathani
HSA Advocates	Soumya Kanti De Mallik
K Law	Naina Krishna Murthy
Majmudar & Partners	Rukshad Davar, Akil Hirani
Nishith Desai Associates	Nishchal Joshipura
Singhania & Partners	Ravi Singhania
Tatva Legal	N.K. Dilip
Wadia Ghandy & Co.	Ashish Ahuja
2 Atlas Law Partners	Niti Paul
Chadha & Co	Rahul Chadha, Namita Chadha
Clasis Law	Vineet Aneja
Dhir & Dhir Associates	Alok Dhir, Guranpreet Singh Sarna
Dua Associates	CR DUA, Manoj Menon
Jerome Merchant + Partners	Vishnu Jerome
Kanga & Company Advocates	Preeti Mehta
Obhan & Associates	Ashima Obhan
P&A Law Offices	Anand Pathak
Rajani Associates	Prem Rajani
Titus & Co	Diljeet Titus



PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
AZB & Partners	Ajay Bahl, Zia Mody, Ashwath Rau
Cyril Amarchand Mangaldas	Cyril Shroff, Ravindra Bandhakavi, Reeba Chacko
Khaitan & Co.	Siddharth Shah, Haigreve Khaitan
Shardul Amarchand Mangaldas & Co.	Raghubir Menon
Trilegal	Yogesh Singh
EXCELLENT	
IndusLaw	Kartik Ganapathy, Gaurav Dani
JSA	Vikram Raghani
HIGHLY RECOMMENDED	
1 Nishith Desai Associates	Nishchal Joshipura
Samvad Partners	Vineetha MG
Veritas Legal	Abhijit Joshi
2 ALMT Legal	Statira Ranina, Dhanya Menon
Bharucha & Partners	Vandana Pai
DSK Legal	Aparajit Bhattacharya
Economic Laws Practice	Sujjain Talwar
Majmudar & Partners	Akil Hirani
Quillon Partners	Ankit Majmudar
RECOMMENDED	
Begur & Partners	Rajesh Begur
Dua Associates	Manoj Menon
IC Universal Legal	Tejesh Chitlangi
Jerome Merchant + Partners	Vishnu Jerome, Murtaza Somjee, Sameer Sibal
Luthra and Luthra Law Offices	Rajiv Luthra
Phoenix Legal	Abhishek Saxena
S&R Associates	Viral Mehta
Tatva Legal	N.K. Dilip
Vertices Partners	Vinayak Burman
VALUABLE PRACTICE	
AP & Partners	Moksha Bhat
Atlas Law Partners	Niti Paul
Dentons Link Legal	Nusrat Hassan
K Law	Naina Krishnamurthy, Shwetambari Rao
Spice Route Legal	Praveen Raju
Stratage Law	Darshan Upadhyay
Wadia Ghandy & Co.	Ashish Ahuja

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

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AZB & Partners	Bharat Budholia, Hemangini Dadwal, Gaurav Bansal
Cyril Amarchand Mangaldas	Avaantika Kakkar
Khaitan & Co.	Manas Kumar Chaudhuri
Shardul Amarchand Mangaldas & Co.	Pallavi Shroff, Shweta Shroff Chopra, Harman Sandhu
EXCELLENT	
Economic Laws Practice	Suhail Nathani, Ravisekhar Nair
Kochhar & Co.	Chandrasekhar Tampi
Luthra and Luthra Law Offices	Gurdev Bhatia
Trilegal	Nisha Uberoi
HIGHLY RECOMMENDED	
Chandhiok & Mahajan	Karan Singh
Dentons Link Legal	Atul Sharma
DSK Legal	Anand Desai
JSA	Vaibhav Choukse
Lakshmikumaran & Sridharan	Neelambara Sandeepan, Charanya Lakshmikumaran
Majmudar & Partners	Rukshad Davar
Samvad Partners	Arjun Krishnan
RECOMMENDED	
Dua Associates	Gautam Shahi
Gaggar & Partners	Monica Lakhanpal
IndusLaw	Avimukt Dar
P&A Law Offices	Anand Pathak
Sarvada Legal	Abir Roy
Touchstone Partners	Vinod Dhall
TT&A	Sonam Mathur, Dinoo Muthappa



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Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
1 Morrison & Foerster	Ken Siegel, Gary Smith
2 Allen & Overy	Nick Wall
Baker McKenzie (Gaikokuho Joint Enterprise)	Hiroshi Kondo, Akifusa Takada
Davis Polk & Wardwell	Kenneth Lebrun
White & Case	Jun Usami, Brian Strawn, Nels Hansen
EXCELLENT	
Herbert Smith Freehills	Graeme Preston
Latham & Watkins Gaikokuho Joint Enterprise	Ivan Smallwood
Linklaters	Tracy Whiriskey
Shearman & Sterling	Karl Pires
HIGHLY RECOMMENDED	
Clifford Chance	Michihiro Nishi, Natsuko Sugihara
DLA Piper Tokyo Partnership Gaikokuho Kyodojigyo Horitsu Jimusho	Masahiko Ishida, Lance Miller
Freshfields Bruckhaus Deringer	Takeshi Nakao
Hogan Lovells Horitsu Jimusho Gaikokuho Kyodo Jigyo	Jacky Scanlan-Dyas
Orrick, Herrington & Sutcliffe	Hiroki Sugita
Ropes & Gray	Tsuyoshi Imai
Simpson Thacher & Bartlett	Noritaka Kumamoto, Ian Ho
Skadden, Arps, Slate, Meagher & Flom	Kenji Taneda, Mitsuhiro Kamiya
Squire Gaikokuho Kyodo Jigyo Horitsu Jimusho	Stephen Chelberg
RECOMMENDED	
Ashurst	Natsuko Ogawa
Jones Day	Chris Ahern
K&L Gates	Eric Sedlak, Ryan Dwyer
Mayer Brown	Rupert Burrows, Gordon Palmquist
Morgan, Lewis & Bockius	Motonori Araki
Norton Rose Fulbright	Sam Inohara
Paul Hastings Foreign Law Joint Enterprise	Toshiyuki Arai
Paul, Weiss, Rifkind, Wharton & Garrison	Tong Yu, Kaye N Yoshino

MERGER CONTROL

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
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LEADING

Baker McKenzie (Gaikokuho Joint Enterprise)

Junya Ae, Akira Inoue

White & Case

Toshio Dokei

EXCELLENT

1 Morrison & Foerster

Rony Gerrits

2 Freshfields Bruckhaus Deringer

Kaori Yamada

Jones Day

Hiromitsu Miyakawa

HIGHLY RECOMMENDED

Clifford Chance

Masafumi Shikakura

Herbert Smith Freehills

Joel Rheuben, Kyriakos Fountoukakos, Adelaide Luke

Shearman & Sterling

Masahisa Ikeda, Toshiro Mochizuki, Kana Morimura

**EXPERT INSIGHTS
2023-'24**

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When dealing with German business people, unfiltered pronouncements are to be expected!



Interview with

EMIL EPP

Partner,

EPP RECHSTANWÄLTE AVOCATS

"French courtesy requires not saying things in certain situations or only hinting at them"

How to cushion the culture shock when negotiating the purchase of a company in Germany? Emil Epp, lawyer and founding partner of the French-German firm EPP Rechtsanwälte Avocats, discusses the unwritten cultural rules which can determine the success of a cross-border deal.

LEADERS LEAGUE: What are the key traits of a French and German negotiator?

Emil Epp: "The Germans are very direct," one hears from French business partners negotiating with Germans. "The French don't get to the point," is a common German gripe.

Why does the prospect of buying a company in Germany make the French uneasy?

People see the world through the prism of their national glasses: cultural peculiarities can lead to clashes, and misunderstandings can block situations. In negotiations, especially in stressful situations and when tensions arise, even highly educated people often fall back into their original patterns of cultural behaviour.

An awareness of these cultural peculiarities is crucial, based on very different historical traditions in Germany and France, which lead to completely different world views and priorities in daily life. The differing content and methods of each country's school system has shaped generations in distinct ways, because priorities in the school system have been set differently.

How would you explain the differences in the concept of courtesy in France and Germany?

Students who misbehave in everyday school life in France hear the phrase: *C'est impoli! La politesse* – politeness – is a principle of life that is universally present in French culture as an unspoken rule and accepted without exception. Like the aperitif, it is part of the cultural fabric of life.

This is not true in Germany. Students rarely hear that they are rude, and they have rarely experienced an aperitif! The principle of politeness is not taught at school in Ger-

many. *Courtoisie*, as you may know, comes from the "Cour", from the king's court. The manners prevailing at the French court never existed to anything like the same degree in Germany, therefore this form of courtesy is sometimes not understood and can even be perceived as by Germans as dishonest.

Could this explain the widely held belief among Germans that the French never say things clearly?

Yes, in Germany things are the way they are. This postulate of honesty leads to a directness that is difficult for French people to bear, which also brings unpleasant situations without a situational filter.

This is where the Protestant spirit, which shaped German culture, comes to the fore. Luther demystified the pompous Catholic Church, taught that Scripture alone, i.e. the written word of the Bible, was authoritative and thus opened the door to a rational society based purely on reason. This leaves little room for situational filters, which tend to have their home in Catholic cultures.

The authoritative German writers of the 18th century were overwhelmingly Protestant, while the Catholics wrote music. German national identity was reinforced by Protestant Prussia fighting Catholic France, thus creating the German nation in 1871. Even today, a predominantly Protestant spirit rules in Berlin. This shapes the culture and leads to the search for clarity and directness. The omnipresent urge for efficiency may also have its origins here.

So Germans find it normal just to say what they think; do you have an example?

The following happened during the planned purchase of a German medium-sized company by a French group: The president of the French SAS proposed to come to Germany once a

month after the purchase together with his chief financial officer to bolster the integration of the German company. These visits were to begin with a joint dinner and to be followed the day after by discussions of the matters at hand. The French company president was very dismayed when he heard from the German manager that he had no time for such meals. The German manager did not intend to offend. He simply said what he was thinking at that moment.

Is success not based on the universal principle give and take?

Immanuel Kant, the philosopher of the Enlightenment who strongly influenced German culture, wrote: *“Live in such a way that the maxim of your will could serve as the principle of a general legislation.”* This requires respect for others as well as constant consideration of the general interest. Consideration of the common good is omnipresent in the German mind.

The German SME owner who sells his company always has the welfare of his employees and the long-term continuation

of his life's work in mind. Selling to third parties who have historically had nothing to do with the company seems to many to be the worst solution and is usually only considered in medium-sized businesses if no family member or no one from the company can continue the business. There are often very close ties between the owner and managing director and the staff. Hierarchies tend to be flatter than in France. Management teams are more common than a sole president.

So, striking the right tone is a cross-border challenge that the French buyer must master?

Such an approach is crucial for success: this cross-border expertise and art of decoding is one of the strengths of Epp Rechtsanwälte Avocats. The French buyer should give the seller the assurance that the business will continue to be run in a socially responsible manner and that the employees are more than units producing measurable figures. They should also brace themselves for unfiltered pronouncements! ♦

"In Germany, companies are only very rarely founded with the intention of selling them"



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The heating transition is one of the top issues in the German energy sector



Interview with

MARC BALTUS

Partner,

HEUKING KÜHN LÜER WOJTEK

"Germany is still far too cautious when it comes to electromobility"

Marc Baltus gives us an overview of the changes taking place in the German energy market, including the heating transition, and discusses the government's BEW program, which is allocating massive funding to support the transition to renewable energy.

LEADERS LEAGUE: What is driving the German energy market right now?

Marc Baltus: The transition from conventional forms of energy to renewables remains one of the hottest topics in Germany. In particular, offshore and on-shore wind, solar energy and biomass are on the rise to meet the climate targets set by the German government. Moreover, Russia's war on Ukraine has demonstrated the folly of being dependent on other countries and their resources. Therefore, cultivating Germany's home-grown energy production from renewable energies is a priority in order to replace Russian gas imports.

Our Federal Minister of Finance plans to relieve the burden on the economy by around €6 billion a year with the so-called Growth Opportunities Act (*Wachstumschancengesetz*). This Act introduces specific measures to improve German companies' liquidity and provide incentives for taking energy efficiency measures, thereby making it easier for companies to invest long term, dare to innovate and show more entrepreneurial courage. This is important to support the transformation of our economy and strengthen Germany's competitiveness, growth opportunities and attractiveness in the eyes of foreign and domestic companies.

How is Germany continuing to deal with the loss of Russian gas, which until recently supplied over fifty percent of German gas demand?

The Federal Government has been keen on enabling a rapid construction of floating and fixed LNG terminals to boost imports of LNG. To this end, it passed the LNG Acceleration Act (*LNG-Beschleunigungsgesetz*) in June 2022, which cuts red-tape by reducing the approval process down to the minimum required under EU law.

In July 2023, the Act was updated. A notable part of the update consists of

fleshing out existing regulations for the future use of land-based LNG terminals. In this way, the Federal Government aims to make its LNG infrastructure "green ready", i.e. making it compatible with future hydrogen infrastructure. As of August 2023, three terminals in different locations around the North and Baltic seas are already in operation and a further six terminals are under construction or planned. Interestingly, LNG imported via German terminals already in operation has so far only contributed 6.4% of the country's total gas imports, however.

Like many European countries, Germany must not only transition to renewable energy but also ensure the infrastructure is in place to supply it to the customer. How can this be achieved?

For some time now, Germany has seen high potential for renewable energy production in the north (on- and off-shore wind turbines) and high demand for energy in the south-west and south of the country.

To facilitate this demand, high voltage direct current (HVDC) lines are necessary to transport electricity over long distances without much resistance loss. To expand the HVDC grid, fast-tracked planning and approval procedures are required, as provided for by the Transmission Line Extension Act (*Energieleitungsbaugesetz*) and the Grid Expansion Acceleration Act (*Netzausbaubeschleunigungsgesetz Übertragungsnetz*).

Grid expansion is very costly and requires especially high levels of investment by transmission system operators (TSOs). How are TSO's financing their investments?

Indeed, grid expansion financing poses a hurdle for the energy transition. A study by EY and the German Association of Energy and Water Industries (BDEW) esti-

mated the required costs related to grid expansion to achieve the climate goals set by the German government to be around €126 billion between 2022 and 2030.

Tennet TSO owns most of the extra-high-voltage grid running from northern to southern Germany and therefore plays a crucial role in the energy transition. Recently, Tennet TSO's Dutch parent company estimated the capital requirements it faces due to the energy transition to be €15 billion. Since the Dutch parent company faces immense need for investment in the Netherlands as well, it is now negotiating with the German government about the sale of Tennet TSO and therefore its German extra-high-voltage grid to the German government.

What recent developments have there been in Germany regarding off-shore wind energy?

For a long time, German offshore wind areas were awarded to the company requiring the lowest level of government subsidies for their projects. A turning point came in 2017, when EnBW won a tender for an off-shore wind energy farm by claiming zero ct/kWh in subsidies. This year marked another turning point. For the first time, not only did bidders not ask for subsidies, they actually paid substantial sums to secure the rights to plan and install offshore wind farms. BP and Total Energies won development rights for several sites in the North Sea and Baltic Sea with combined bids of over €12 billion in the first auction process.

How is the electromobility revolution progressing in Germany?

Compared to other countries, Germany is still far too cautious when it comes to electromobility. This results in the classic chicken-and-egg problem: customers are reluctant to buy electric cars because of the lack of charging infrastructure and companies are reluctant to invest in charging infrastructure because of insufficient demand.

However, to achieve its climate targets, the German government wants to see at least seven to ten million electric vehicles on Germany's roads by 2030 and one million new charging points. To develop e-mobility, the government is providing various support measures,

including purchase premiums, tax reductions and subsidies to improve the charging infrastructure.

What progress has been made in Germany with regard to the heating transition?

The heating transition is currently one of the top issues in the German energy sector. The Federal Government is on track to achieve a climate-neutral heat supply by 2045, an important goal, as almost 40% of all CO₂ emissions in Germany are generated in the heating market. Unfortunately, we also note that the integration of renewables in heat supply is developing more slowly than in electricity generation.

As of January 1st 2024, a renewable heating obligation will apply in Germany. What the respective draft bill in essence stipulates is anyone installing a new heating system from 2024 onwards must find a way to cover 65% of their heating requirements with renewable forms of energy. This can, for example, be achieved by heat pumps or solar thermal energy, but also by gas heating using green gases (biomethane or hydrogen).

Besides this, the Ministry of Economy is working on a new law for municipal heating planning (*Wärmeplanungsgesetz*). The Federal Government's core objective is to make heat production climate-neutral, i.e. using as few fossil fuels as possible. A focus in this context is district heating. The German government is funding a huge BEW program to support the transition to renewable energy in district heating grids. ♦

"Germany has high potential for renewable energy production in the north of the country and high demand for energy in the south-west and south"



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Despite the uncertain economic outlook, several factors favor deal-making activity in 2024



Interview with
PAOLA CARLOTTI
 Partner, PAVIA E ANSALDO



and
ANNA SARACENO
 Partner, PAVIA E ANSALDO

"M&A and Private Equity has been the core department at the firm since day one"

Paola Carlotti and Anna Saraceno, partners at Pavia e Ansaldo, examine the current M&A and private equity environment in Italy, and what can be expected next year.

LEADERS LEAGUE: Can you tell us about the structure of the M&A and PE department at your firm?

Paola Carlotti: M&A and Private Equity is the core department of the firm, and has been since day one. The partners regularly pool their experience to refine the firm's contractual best practices and keep it up to date with market trends and needs. A key feature is that partners directly supervise at all times the work of associates of all seniority on whose training a great deal of effort is focused. On each deal, the team is assembled in such a way as to have the partner front and center at every stage of the deal, including due diligence.

Whereas such activity is perceived as a "box-ticking" exercise by the clients, it is indeed still crucial, in order to understand the business and negotiate the best contractual protection. Critical issues are discussed directly with the partners of the various specialist departments (ranging from financing, labor, IP, ESG, to administrative law) with whom they can conceive 360° solutions for clients. Our propensity to listen to our clients' needs and our deep knowledge of the different languages and approaches they use, depending on whether they are entrepreneurs or financial players, and depending on the sectors in which they operate, allows us to bring real added value to the structuring of transactions and speed up negotiations.

What was a prominent item on your agenda in 2022-23?

Anna Saraceno: We recently assisted F2i SGR, the leading infrastructure fund in Italy, in the acquisition from a fund managed by the French-based PE sponsor Ardian and the major Dutch pension fund APG of 100% of the corporate capital of HISI – Holding di Investimento in Sanità ed Infrastruttura – the holding of a group of com-

panies active in the hospital public-private partnership sector which hold the concessions for the management of non-health services of the Nuovo Ospedale di Legnano (Milan) and the Alba-Bra Hospital (Cuneo). Our strong expertise in secondary buy-outs was crucial in getting the client selected as the final bidder, within the highly competitive sale process organized by the sellers, in a very challenging time-frame.

Our assistance covered the entire process, starting with buy-side legal due diligence, consultancy regarding, inter alia, the public-private-partnership sector and concessions agreements with the relevant local public authorities, the negotiations of the SPA and all ancillary documents and corporate advice on closing activities. Through the transaction described above, F2i SGR plans to support the modernisation of healthcare infrastructure in Italy. The investment in HISI meets the stringent sustainability requirements that guide the actions of its Ania F2i Fund, based on identifying companies operating in the infrastructure sector that can combine industrial growth and continuous improvement in the environmental, social and governance (ESG) context.

What trends have you noticed in the past year when it comes to high-end transactions?

Paola Carlotti: From a global perspective, during the past year, current geopolitical instability and economic uncertainty (i.e. rapidly rising interest rates, the impact of inflation, cost of raw materials and energy costs) contributed to the downward trend in M&A deals and many corporations focused themselves on growing internally instead of in making acquisitions. Notwithstanding the above, the Italian M&A and PE market remained buoyant both for number of deals and for

their value. In particular, we registered an important number of M&A transactions in the fintech industry where the industrial groups acquired technological expertise to develop products with high added-value. The manufacturing industry remains a profitable sector: in this respect, we have noticed that various equipment manufacturers have invested in companies providing emerging technology to confront industry problems and provide solutions with higher customization.

Another attractive industry was luxury goods and high fashion, where the big luxury players have made add-on investments in companies in their supply chain and tried to invest in platforms (including digital ones) for their distribution activities.

We observed an increase in transactions in the energy industry and this is presumably because, due to price increases during the course of 2022, energy companies have collected resources that enable them to pursue consolidation opportunities and make investments in renewable energy sectors. As far as the infrastructure/media industry is concerned, the challenge still remains getting broadband access to every corner of Italy in the near future, within the framework of national and European legislation.

What do you think we are going to see in the M&A and PE markets next year?

Anna Saraceno: Uncertainty over the economic outlook will continue to influence deal-making activity in 2024.

The recent decision by the ECB to raise the three key interest rates by 25 basis points, and its macroeconomic projections for the eurozone which put the average inflation at 5.6% in 2023, 3.2% in 2024 and 2.1% in 2025, are revealing. The increase in the cost of money and ensuing difficulties in accessing debt may affect decisions to invest, investment return expectations, and transaction multiples.

Yet, there are several positive factors, which allow for cautious optimism. Despite some headwinds, an expansionary phase of the Italian economy is expected in 2024, with an intensity almost equal to 2023. Available liquidity is still high and there are still attractive investments to be found in the Italian market, especially industrial SMEs. Mid-market PE funds should remain very interested in the valuable business opportunities located in our country in 2024. Infrastructure funds are also expected to enjoy an elevated level of activity in the coming year. Lastly, achieving the goals set by the EU Recovery and Resilience Plan in terms of digital transformation, ecological transition and need for major infrastructure interventions, will represent an important driver of future investment in Italy. ♦

“We registered an important number of M&A transactions in the fintech industry where the industrial groups acquired technological expertise to develop products with high added-value”



It was another record year for private equity and venture capital investment in Spain



Interview with
ANA TORRES
Partner, PwC

"Spanish family offices continue to be key investors for Spanish private funds"

Ana Torres heads the fund formation practice at PwC in Spain. She spoke to Leaders League about developing the private funds practice at PwC, the new alternative investment fund introduced in the wake of recent Spanish regulations, the factors contributing to the consolidation of general partners and the implications of the conversion of family offices into private equity entities.

LEADERS LEAGUE: What investment trends have you been seeing in private equity over the last year?

Ana Torres: 2022 was another record year in terms of investment in Spain by private equity and venture capital general partners (GPs), especially in Spanish small and midsize enterprises (SME). We have also seen substantial activity related to real estate, infrastructure, and debt investment strategies. As regards fundraising, we have noticed a decrease in terms of number of closings/amounts raised and an increase in the complexity of negotiations (especially with sponsor investors). The secondary market has remained important and is currently a key liquidity provider to the private fund industry, where liquidity needs are increasing.

I would also highlight the new Spanish regulations that entered into force at the beginning of 2023 which, among other consequences, opened the door to closed-ended debt funds and introduced a special tax regime applicable to the carried interest distributed to managers and employees of alternative investment fund managers and their GPs.

What is behind the growth of general partner investments?

I believe there are many drivers behind the increase in M&A in the asset management sector, it being through the integration of asset managers or through the investment of financial investors in the GPs (i.e., an investor that does not intervene in the asset management business). Through the consolidation, integrated GPs are acquiring assets under management (AUM) to achieve scale and margin efficiencies. In addition, the

consolidation involves the acquisition of new experienced teams usually covering new investment strategies that can be distributed to the same client base of the integrated GPs. Finally, I would also highlight the increase in the regulatory and compliance costs and manager salaries for the GPs. This GP consolidation will certainly reduce the margin pressures of the GPs.

What challenges do family offices transforming into PE entities present?

Spanish family offices have been and are key investors for Spanish private funds. For different reasons, we have seen several family offices recently converting themselves into a Spanish private equity corporation (SCR), a few of them being self-managed and most being run by an external manager. Being a self-managed SCR provides the family office with full discretion to take investment decisions. However, they are subject to regulatory obligations, and are supervised by the Spanish regulator.

On the other hand, SCRs managed by an external manager, despite the fact that they have their own board of directors, are not permitted to take investment decisions, as such decisions fall to the board of directors of the GPs. Therefore, family offices transforming into PE entities will need to choose between maintaining their freedom to manage themselves, albeit under a demanding regulatory framework or alternatively, delegating the management of their assets to an authorized management company which will also grant the family office the opportunity to access underlying assets which will not be otherwise available to them.

You joined PwC around two years ago. How have you gone about building up the investment fund practice in Spain since then?

When I joined PwC Tax & Legal Spain two years ago, there was already an outstanding national and international multidisciplinary private equity practice in place, one particularly focused on assisting private funds and their GPs with investment and divestment transactions.

"PwC is one of the few firms in Spain that combines powerful fund structuring and regulatory practices with active M&A and financing for funds"

Since my arrival, we have also developed a very strong Spanish private funds practice and are one of the few firms in Spain to combine powerful fund struc-

turing and regulatory practices with active M&A and financing for funds, not only from a legal and tax standpoint but also from a financial and consulting perspective.

Beside the high-end legal, tax and deal assistance services, our clients also benefit from the services provided by our PwC consultants specialising in sustainability and cybersecurity matters, and our PwC people & organisation department specialises in designing long-incentive-plan packages for the executive team members of asset managers and/or the portfolio companies of the funds. In addition to this, we also have an international network of fund specialists.

All in all, this enables us to provide seamless, sophisticated and holistic advice to funds and their GPs. We go beyond the deal process, offering the assistance of a full-service practice. We also believe that our firm's collaborative culture sets us apart from competitors and provides our clients with unrivalled access to cross-border expertise and innovative market trends. ♦



Fundraising trends in a more challenging market

Macroeconomic factors have considerably impacted the private funds market in the first half of 2023, across Europe and notably in Spain. Strategies developed to mitigate the challenging fundraising environment include re-invests in previously invested funds, targeting new investors by building relationships with global placement agents and hiring investor consultants to broaden the scope of the investor base. In the second half of 2023, equity markets recovery and renewed investor demand for private funds is set to keep Spain a popular jurisdiction for international sponsors.



ISABEL RODRIGUEZ



GEORGE F. FURNIVALL

ABOUT THE AUTHORS

Isabel Rodriguez is the head of the investment funds team at King & Wood Mallesons' Madrid office. Isabel is vice-president of the legal and regulatory committee of Invest Europe, member of the board of directors of the Private Equity and Venture Capital Institute, and the secretary of the board of directors of the International Women's Forum Spain.

George F. Furnivall is an English lawyer specializing in the fundraising and structuring of investment vehicles. With more than eight years' experience, he has developed his professional career in London and Dubai, where he has advised sovereign wealth funds, private equity and venture capital funds, infrastructure funds and hedge funds.

Macroeconomic factors such as high inflation, increased cost of debt and weak performance of equities have substantially impacted the private funds market in the first half of 2023. Europe, Spain included, has been just as affected by this as other regions, with the Spanish market seeing a 46% drop in investments in the first half of 2023 against the same period in 2022 according to SpainCap. Globally, investors have become more selective when choosing how they allocate their capital and, as a result, the private funds market globally has seen longer closing timelines, fewer final closings taking place and a smaller number of sponsors successfully raising capital in the market. Asset disposals by private equity funds in Spain reportedly dropped by well over half compared to the first half of last year, with a substantial increase in investment write-offs in parallel, ultimately leading to fewer distributions for limited partners. As a result, across regions the flow of institutional investors in private funds has slowed significantly. Facing these headwinds, sponsors have had to adapt to a new, more challenging fundraising environment and have done so in a variety of ways, including placing an increased emphasis on relationships with existing limited partners,

seeking out capital from new sources in the market, offering more tailored and deal-specific opportunities to limited partners, and even turning to entirely new fund strategies.

Strengthening existing ties

In a weaker market there is often a flight to quality, and fundraising has been no exception. Many limited partners have preferred to

“Spain remains well-positioned and competitive in this environment, with its private funds market showing strong signs of growth and potential to attract more capital”

re-invest in new vintages of funds in which they have previously invested, following tried-and-tested paths with a strong previous track record. Familiarity with deal teams, existing industry sector allocations and favorable past performances have made some managers more attractive to returning investors. Equally, sponsors have worked to strengthen relationships with existing limited partners in order to create reliable, long-standing strategic partnerships into the future.

Through offering management fee discounts

and other favorable investment terms, sponsors have been able to build on existing investor relations and procure the return of previous cornerstone or anchor investors to new funds. Additionally, building a wider investment platform with key investors, for example through co-investment arrangements, continuation vehicles and separate managed accounts, as described below, often in each case with arrangements that are favorable to limited partners in respect of fees and carried interest, has allowed general partners to further entrench relationships with existing and previous investors.

Building new bridges

Notwithstanding the above, investors are still deploying capital with more caution and are not necessarily always committing to successor funds, thereby creating a need even among the more established managers to complement fundraising from pre-existing clients. Furthermore, for newer managers with a less proven track record, it is harder to access existing sources of capital, which therefore drives a need to source new investors.

One option general partners pursue in response to investor caution is casting a wider net when targeting new investors. Through relationships with global placement agents

KEY POINTS

- The Spanish market saw a 46% drop in investments in the first half of 2023 against the same period in 2022
- Sponsors have developed effective strategies to adapt to the more challenging fundraising environment
- Spain has seen 22% increase in new investor commitments in the first half of 2023
- Equity markets and investor demand for private funds have regained momentum in the second half of 2023

and investor consultants, for example, greater contact between US managers and prospective international investors is occurring, such as European institutional investors, pension plans and family offices, and Middle Eastern and Asian government-backed funds and family offices. This has been a two-way street with intermediaries also offering access to international investors for European funds. In Spain, for example, there has been growing global interest from investors, including US financial institutions and pension plans.

“In Spain, a broadening investment base has led to an overall increase of 22% in new investor commitments against the same period last year”

Looking beyond jurisdiction, sponsors have also sought to broaden the scope of their investor base. In particular, there has been an increasing push towards accessing suitably qualified individual investors. This includes targeting family offices and financial institution managed accounts and aggregator vehicles. Newer entrants in this market, such as digital platforms that seek out private equity allocations for retail investors that meet regulatory thresholds, are providing another source of capital for general partners. At the other end of the spectrum, the European market, including Spain, benefits from access to certain public programs, such as the European Investment Fund, Fond ICO Global, and the Institut Català de Finances (ICF), which have been increasingly approached by sponsors looking to secure substantial commitments. In Spain, notwithstanding the challenging market backdrop, this broader investment base has led to an overall increase of 22% in new investor commitments against the same period last year as reported by SpainCap, making it the best half-year for fundraising on record in Spain with over €1.3 billion raised.

Wider range of investment opportunities

One method general partners are using to retain and attract investors is the use of deal structures that are tailored to specific investor needs. There has been a renewed focus on the quality of portfolio companies in the current market and managers are faced with longer holding periods for certain assets, and in turn a slower deployment of capital and therefore a delayed return to the fundraising market for subsequent funds. As a result, there has been an increased volume of GP-led secondaries transactions and continuation vehicles to maximize value from selected portfolio companies. Additionally, many limited partners have been pursuing co-investment opportunities to increase their exposure to higher quality assets, often with reduced fee and carried interest arrangements designed to appeal to investors. Limited partners have also shown substantial interest in other deal-specific arrangements from general partners, such as single-asset funds and separate managed accounts, which provide a more focused investment strategy, increased investor influence and control over the investment policy and, again, often provide preferential rights in respect of fees and carried interest. Although providing potentially less financial upside for general partners, these mandates can provide additional revenue streams and assist with developing relationships with limited partners. This has been just as prevalent in the Spanish market, where international fund managers continue to show strong interest in Spanish businesses.

Following on from the focus on quality assets, sponsors are increasingly looking at secondaries fund strategies, which allow investors to gain exposure to high quality existing portfolios and investments. In Spain, 2023 has seen successful secondary fund closings, reflecting strong investor appetite. In parallel, against a higher interest rate environment and tougher bank borrowing conditions for companies, credit fund strategies have become an increasing focus. Globally, credit and direct lending

funds have enjoyed a surge in popularity with investors seeking reliable returns, although there is a sharp investor focus on high-grade lending. While this boom has spread across international markets, Spain has not seen a notable uptick in credit fundraising, but has continued to enjoy cross-border private debt deal activity involving international funds.

Looking ahead

As we get closer to the end of 2023, much remains unclear and difficult to anticipate in respect of market conditions. However, as equity markets eventually recover and investor demand for private funds regains momentum, even in a higher interest rate environment, many of these developing trends will be here to stay. For example, there is no suggestion that the growing internationalization of the European market will cease or that the increasingly diversified investor base will no longer continue to demand access to private equity and similar asset classes.

With the cost of debt financing anticipated to remain high, at least in the short term, we can expect that investors will, in general, continue to enjoy a stronger negotiating position than may previously have been the case. In parallel, sponsors will continue to pursue investment strategies and transaction opportunities that are attractive to limited partners and that complement their existing private equity portfolios.

Conclusion

Overall, Spain remains well-positioned and competitive in the current environment, with its private funds market showing strong signs of growth and potential to attract more capital, both in Europe and from further afield. Equally, the country is still a popular target jurisdiction for international sponsors, offering value opportunities for funds looking to deploy capital in different sectors and across a variety of strategies. ♦

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Raffaele de Courten

POSITIONING

Alto Partners SGR is an independent Italian private equity GP with over 22 years of history.

The firm is raising Alto Capital V with a €300m target.

The fund focuses on making investments in the Italian mid-market (both buyout and expansion) with the following key metrics:

- Enterprise value: €50-100m
- Revenues: €40-100m
- EBITDA: €10-15m
- Equity check: €20-40m.

The investment strategy is oriented towards defensible, growing and cash-generative companies in the northern regions of the country (Lombardy, Veneto, Emilia Romagna, Piedmont).

Alto Partners acts as a lead investor with an industrial approach. Fund returns are typically driven by sales and EBITDA growth. Alto Capital V will offer co-investment opportunities.

The firm has adopted a structured ESG policy and will not invest in non-ethical businesses, in line with its current approach.

The Team features a total of more than 200 years of cumulative private equity experience.

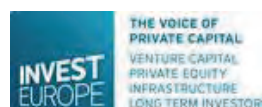
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Jorge Ballerino



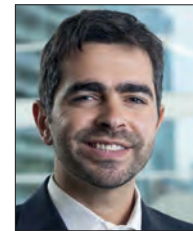
Patricio Vallejo



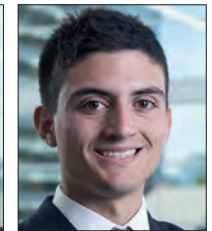
Daniel Aninat



Felipe Schmidt



Tomás Olmedo



Juan José Russo

POSITIONING

Providence Capital is an independent Corporate Finance and M&A Advisory firm, which combines a unique set of experience acquired in leading international and local investment and corporate banks, as well as other financial institutions, adding:

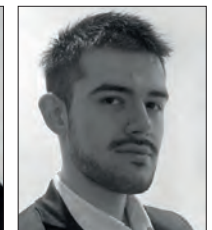
- More than US\$ 15.0 billion in successfully closed investment banking transactions
- More than 55 M&A completed complex transactions
- More than 50 Debt structuring and restructuring transactions
- Over 80 corporate valuations including complex fairness opinions (including Peritajes), M&A related valuations, and other purpose-based valuations (IFRS, investment funds, other)
- Local and cross-border transactions involving local and international financial and strategic investors
- Deep understanding of a wide range of key industries in Chile, including energy, infrastructure, industrial, food, agribusiness, real estate, retail, technological, and business and financial services, among other.
- Broad local and international network with financial and strategic investors.
- Global alliance providing direct access to global markets, including business partners in Brazil, Colombia, the US, France, Germany, Italy, the Nordics, the Netherlands, China, Japan, and India.
- Direct business experience in Chile, Peru, Colombia, Argentina, Ecuador, Uruguay and Bolivia.

Providence Capital renders personalized best-in-class advise to both corporate clients and shareholders, providing the following advisory services:

- Sell-side M&As: involving total or partial sale of companies or assets, including the addition of financial and/or strategic partners
- Buy-side M&As: involving total or partial acquisition of companies or assets
- Mergers, Joint Ventures, Strategic Alliances
- Debt structurings, including complex Project Finance transactions
- Financial restructurings, including renegotiation of complex local and international debt structures
- Capital raisings: new DEBT and/or EQUITY raising in the private and/ or public markets
- Valuations: valuation of companies, business lines or assets, based on complex state-of-the-art valuation methodologies



Micaela Zamora



Juan Manuel Sosa

BUSINESS

- Corporate Finance Advisory
- M&A Advisory
- Debt Advisory
- Joint Ventures
- Capital Raising: Debt & Equity, Financial Restructurings y Valuation Reports & Fairness Opinions
- Valuations / Peritajes

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Rodolphe Pacciarella



Elyse Salzmann



Delphine Sztermer

POSITIONING

Accuracy is a wholly independent international consulting firm providing advice to company management and shareholders for their strategic or critical decisions, notably in transactions, disputes and crises.

Accuracy's strength is to connect strategy, facts and figures. Our teams are international and multicultural, combining various skills to provide bespoke services to our clients. We recruit our consultants from the best.

Accuracy is present in 13 countries in Europe, North America, Asia, Middle East and Africa and leads engagements all over the world.

Transactions: Dealing with growth and transformation

When it comes to acquisitions and disposals, we offer an expert, tailored approach fully geared to the background and progress of the transaction. Our teams work in transactions of all sizes (from several million to multi-billion euro transactions) for corporations and financial investors. This versatility affords our clients a global and multifaceted vision of acquisition and disposal transactions.

We capitalise on our know-how, combining our economic, financial, valuation, strategic, construction and accounting expertise to provide essential, bespoke, incisive support to our clients. Our network of partners enables us to coordinate a variety of aspects including tax, legal, environmental, actuarial, insurance, information technology and more. Please see below some examples of the types of service we can offer.

BUSINESS

Transactions & Investments:

- Transactions
- Valuation & investment
- Project advisory
- Post-M&A

Disputes & Crises:

- Disputes & arbitration
- Recovery
- Investigation & forensic services
- Project disputes

Corporate Strategy & Finance:

- Group & portfolio strategy
- Public equity & stock performance
- Value creation incentives
- Strategic & financial planning

Business Performance:

- Market & business strategy
- Business model Innovation & technology
- Digital solutions & smart reporting
- Transformation

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Michael Bollen



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Christina Trappeniers



Arnaud Vanitterbeek



Dirk Wellens



Caroline Wildemeersch

POSITIONING

Laurius is a firm with a rich history and an impressive track record. It was founded in 2006 by Dirk Wellens and Bert Luyten, out of a passion for the law, for a professional clientele. After two years, the firm moved into the Antwerp “Werf and Vlasnatie” offices, and in 2011 a second office opened in Brussels. Growth of which we are proud, but rather than sketching our history, we prefer to look forward.

Laurius lawyers are internationally acknowledged for their know-how, pragmatism and highly committed, client-oriented approach. Thanks to our constant striving for quality, we have grown into a benchmark for commercial transactions, M&A, private equity, employment law, dispute resolution, litigation and real estate. In Antwerp and Brussels, but also far beyond.

Corporate: Laurius has more than ever a strong and broad economic integration in two of the most important financial and commercial centers in Belgium: Flanders’ economic capital Antwerp and Belgian’s capital Brussels, home to many international clients. This national presence is important for foreign correspondents and clients doing business worldwide. Laurius has fluently multilingual teams and accept matters in all major languages spoken in Belgium (English, Dutch and French).

Laurius’ corporate and M&A team advises clients on corporate and private equity transactions across a variety of industry sectors, including real estate, manufacturing, commercial and professional services, food, software and IT, interim employment and project sourcing, medical sector, start-ups, and renewable energy. Laurius has specific expertise in advising private equity funds and management teams in M&A transactions, including add-on transactions with buy & build strategies and complex management participation programs, confirming Laurius as a loyal partner and repeat advisor for these funds and teams.

Our teams in Antwerp and Brussels handled in 2022 market leading transactions. Laurius continuously works together with leading law firms worldwide, including the United States of America, the United Kingdom, major European hubs, and parts of the Asian market, with whom Laurius has established strong relations.

Real Estate: The Laurius real estate team assists investors in the acquisition of healthcare facilities, student houses and office buildings throughout Belgium and abroad. Our real estate department lawyers guide clients through every step of the purchase process, including conducting due diligence and drafting real estate contracts. Thanks to our strong in-house knowledge of M&A and real estate, we are able to negotiate high-quality acquisition deals. Furthermore, we are known as a hands-on, responsive, pragmatic and reliable advisor (not only legal but also strategic) to real estate investors (both institutional and private equity) and developers of residential properties, student accommodation, distribution centres and logistics properties, offices, healthcare facilities and retail properties, among others.

The team draws up leases, including commercial leases, pop-up leases, office leases, VAT leases of warehouses and car parks, long-term leases in the healthcare sector and real estate leases, and provides further guidance during and after the lease period, including on lease renewals. We advise on sale and lease backs, real estate structuring and property rights, joint ventures and real estate financing, and also represent our clients in real estate disputes.

BUSINESS

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 - Corporate governance
 - Private equity
 - Restructuring
 - Venture capital
- Employment
- Estate Planning
- MBO
- Commercial Law
- Dispute Resolution
 - Mediation
 - Litigation
 - Arbitration
- Real Estate
- Public Procurement
- Regulatory

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- Brussels

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Leo Peeters



Jan Ghysels



Koen De Puydt

POSITIONING

Seeds of Law is a full-service law firm providing legal consultancy and advocacy. Our mission statement “All the flowers of tomorrow are in the seeds of today” is put into practice by our team every day.

We help businesses start up, and provide support during their operation, because this allows us to help entrepreneurs achieve their dreams.

We make a point of fully familiarising ourselves with our client's company and sector, which allows us to strategically think together. Our client portfolio and expertise also range from small and medium sized enterprises up to listed companies and entrepreneurs, operating throughout the world and in a wide variety of sectors, as well as government services and other administrations.

By far, the most important value for Seeds of Law when it comes to human resources is inclusion, i.e. fairness and equality. That is why we keep working to maintain within our team diversity, cultural equality and gender equality.

The diversity we have achieved in our team allows us to better understand our customers and their concerns, to assist them in a broad array of matters and to offer services in 9 different languages.

Other core values for Seeds of Law are: trust, respect and integrity. We respect our clients and their (business) needs, but we also respect our teams and their professional needs and duties.

That is also how we build trust. As for integrity, we make sure to honour the ethics and morals of our stakeholders, clients, colleagues, partners and suppliers, in order to provide honest services and reach a high level of solidarity and always a win-win situation.

Seeds of Law also contributes to society in various ways. We support DiA positive (a project of the Bar of Brussels to stimulate diversity in the legal profession), the “Maggie-program” (that builds pop up schools around the world with maggie-shelters) and Make-a-Wish Belgium-Flanders by providing legal support for free.

Moreover, we work together on sustainable business which translates into paperless work, telework and the use of public transport.

Transactions & Deals

Seeds of Law has extensive expertise in representing entrepreneurs, companies, (investment) banks, private equity firms and other investors for the successful completion of complex corporate and M&A transactions in Belgium and around the world.

In cross-border transactions, we cooperate with experienced international lawyers of Andersen Global or our large international network. Our M&A team has a strong expertise in:

- Venture Capital, private equity and strategic investments
- Corporate acquisitions (share and asset deals), mergers, joint ventures, buy-outs:
 - o Structuring of private M&A transactions
 - o Pre-contract agreements
 - o Due Diligence and risk assessment for acquisitions
 - o Sale and purchase agreements
 - Shareholders structuring and shareholders agreements
 - Mezzanine funding
 - Post-acquisition litigation

BUSINESS

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- Commercial and Economic Law
- Insolvency Law
- Finance and Banking
- Employment Law
- Construction Law
- Real Estate, Renting and Co-ownership
- Liability and Insurance
- Administrative Law and Public Procurement
- Urbanism and Environmental Law
- IP - Data Protection Law
- Tax Law
- Litigation and Arbitration
- Sustainability
- Sports Law
- Art Law

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Olivier Clevenbergh



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Laurent Verhavert

POSITIONING

Strelia is an independent business law firm based in Brussels and in Luxembourg. It brings together some of the most pro-eminent and reputable lawyers in their fields.

Our specificity is to combine an offering of high quality services with a strong degree of flexibility and personal involvement.

We believe that each of our clients is unique and tailor our services to meet their specific needs.

Strelia's activities are mainly focused on Corporate | M&A (including Private Equity and Capital Markets). We deal with both the transactional and litigations aspects of matters in these areas. Our teams also assist in Commercial Law, Restructuring & Insolvency, Tax, Employment & Benefits, Competition & Regulatory and Real Estate & Administrative Law.

We are very frequently engaged by foreign clients, especially from France, to assist them with their investments or expansion in Belgium. Our lawyers are accustomed to work according to international standards as many of them have worked in international law firms before joining Strelia, some of them for more than two decades.

Corporate & Finance

Some of our lawyers have more than 20 years of experience in negotiating M&A transactions, whether in Belgium or at an international level. We also advise clients on all issues of corporate law such as directors' liability, conflict of interest, shareholders relationships and corporate governance.

BUSINESS

Corporate & Finance

- Mergers & Acquisitions
- Private Equity and Venture Capital
- Joint Ventures
- Corporate Governance
- Listed companies
- Corporate Governance
- Initial Public Offers
- Public Take-Over
- Bond issues
- EMTN programmes

Dispute Resolution

- Shareholders disputes
- Directors liability
- Post acquisition claims
- Banking & Finance disputes
- Arbitration
- Mediation

Restructuring & Insolvency

- Corporate and debt restructuring
- Distressed debt
- Creditors' rights
- Judicial reorganizations and transfers of undertakings
- Insolvency mediation
- Voluntary liquidation

OFFICES

- Brussels
- Luxembourg

Employment and benefits

- Compensation and Benefits
- Executive Remuneration
- HR Compliance
- Industrial relations
- Transfer of Undertaking
- Restructuring
- Employment Disputes

Commercial Law

- Commercial contracts
- Distribution agreements
- Trade practices
- Commercial disputes

Tax

- Rulings
- M&A and Corporate restructuring
- Domestic and international tax planning
- Real estate tax
- Tax litigation

Competition & Regulatory

- Merger Control
- Antitrust
- State aid

Real Estate & Administrative Law

- Vesting of real estate rights
- Construction and Engineering
- Permits
- Public procurement, concessions & PPP
- General Administrative Law

CONTACTS


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Luc Wynant



Alexei Loubkine



Koen Hoornaert

POSITIONING

Van Olmen Wynant is an independent law firm offering quality services with a personal touch.

A dedicated team of 40 experienced, multilingual professionals serves business clients in employment and corporate law. We have developed distinctive expertise in the areas of private equity and venture capital, and civil servants law.

The corporate department advises and assists clients in all aspects of corporate law, private equity and mergers and acquisitions:

Corporate law, including more complex issues such as equity structures, public and private offering of equity and debt securities, stock options and matters regarding corporate governance, restructuring and liquidation.

Private Equity and Venture Capital, including all kind of strategic investments in private companies, negotiations with investors as well as fund structuring, formation, governance and operation.

Mergers and Acquisitions, including the full range of merger and acquisition transactions, asset purchases, spin-offs, strategic alliances, auctions and leveraged buyouts.

We regularly advise in complex corporate matters regarding disputes between shareholders and/or directors, liability of directors and other key persons.

We represent companies at every stage of development, from entrepreneurial start-ups, family businesses to medium and large companies, as well as funds, financial institutions and investment banks. We strive to act as a strategic partner for our clients by leveraging our expertise to provide innovative, responsive and cost-effective corporate legal services

We value empathy, trust and long-term, personal relationships. Our size matters, because it allows us to combine professionalism with a personal and pragmatic touch.

Based in Brussels, the firm enjoys outstanding international contacts and has developed close working relationships with high quality law firms across the globe.

BUSINESS

- Corporate Law
- Private Equity
- M&A
- Employment Law

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Thierry Bosly



Carlo Meert



Hadrien Servais

POSITIONING

White & Case is an international law firm that serves companies, governments and financial institutions. Our long history as both a global firm and a top tier legal practice in Belgium means we are uniquely placed to help our clients resolve their most complex legal challenges wherever they are. We have a global full-service capability that is available to provide integrated legal advice every step of the way.

The Belgian practice is staffed by experienced lawyers who advise businesses on a wide range of legal matters and ensure full legal representation in Belgium for the firm's clients throughout the world. Clients of the practices include leading financial institutions, private equity players, major industrial and service businesses as well as privately held companies.

Our expertise is based on knowledge of financial markets and understanding of the goals of the parties involved. We have a proven track-record of partnering with our clients and are known for investing time and effort in understanding exactly what it is our clients do and how legal decisions affect business.

Our clients value :

- The breadth of our expertise across areas of key importance to transactions, such as M&A, private equity, debt, equity, derivatives and structured finance, strategic and technical advice on all aspects of regulatory compliance, dispute avoidance and resolution, restructuring and insolvency, etc.;
- Our commitment to building long-term relationships with clients - we value the relationship, not just the deal;
- Our availability and accessibility at all times;
- The value-driven transaction management to match their needs;
- Our established reputation for being commercial and creative problem solvers;
- The high performance approach with an outstanding track record of delivering on headline deals;
- Our multilingual team fluent in English, French and Dutch; and
- A truly global network combined with a deep local knowledge.

BUSINESS

- Corporate and Mergers & Acquisitions
- Private Equity
- Asset Finance
- Antitrust/Competition
- Capital Markets
- Commercial Litigation
- Debt Finance
- Financial Restructuring and Insolvency
- Financial Services Regulatory
- Project Development and Finance
- Regulatory & Compliance
- Tax

Our values

At White & Case, our culture comes to life through three core values :

Pioneering

We seize opportunities to innovate and grow

United

We are one firm with a shared sense of purpose

Human

We care about each other and the world around us

These are the concepts that shape our distinctive culture and differentiate us from others.

They capture the unique spirit of our Firm, and guide the behaviours that enable us to deliver on the promises.

CONTACTS

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INCHAUSTE & NAVARRO

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www.insc.com.bo



Juan Inchauste



Fidel Navarro
Claros

POSITIONING

Inchauste & Navarro S.C is a law firm founded in accordance with the laws of the Plurinational State of Bolivia. It arises from the synergy of experience and capacity of its founders, Bolivian lawyers with extensive experience and specialization in the areas of corporate and tax advice.

The firm understands the importance of the specialty in legal practice, having concentrated on comprehensive advice on the corporate needs of private companies, always considering the national economic and regulatory context.

Our Firm focuses on comprehensive corporate advice, emphasizing the interest areas of company law. We understand and trust that the only efficient and proactive business legal management is the one that works crosswise and interdisciplinary in different areas of law including, but not limited to, commercial, tax, labor, social security and immigration law within the framework of interests and needs. of our clients. Likewise, we have a support team to provide the tax advisory service in all its dimensions.

So far, important national and international companies have entrusted us with their comprehensive advice and today they attest to the quality, efficiency and professionalism with which our team

BUSINESS

- Corporate
- Tax
- M&A
- Restructuring
- Corporate Governance
- Labour
- Privacy
- Litigation and Arbitration

OFFICES

- La Paz
- Santa Cruz de la Sierra


CONTACTS

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Alonso Indacochea



Andere Indacochea



Mariana Pereira



Anwar Farah



Ana Carola Muñoz



Candys Dorado

POSITIONING

Built on a unique model of collaboration, innovation and efficiency, Indacochea & Asociados (IA) since 1991 delivers strategic and innovative legal and business solutions for clients, wherever their business take them. IA advises on complex and significant matters offering clients access to unparalleled legal talent, practice experience, and deep knowledge of the industries driving the Bolivian and global economies.

With offices in Santa Cruz de la Sierra major commercial center, in Bolivia and collaborators in all the Country reders legal advice in Corporate, Banking and Finance, Energy and Hydrocarbons, Labor, Intellectual Property, Disputes Resolution and Tax Law. With a fully integrated team, lawyers work seamlessly across practice areas, representing major nationals and international clients.

As Bolivian most innovative law firm, IA has led advancements in the legal profession and effectively adapted to changing client needs. The firm continues to revolution and restructure legal service delivery, driving value for clients through customized legal advice, alternative fee arrangements, creative staffing solutions and process restructuring. IA has developed a series of digital solutions for its sole objective is to generate business opportunities for its clients.

Dedicated to investing in its people and clients IA has an ambitious plan to accelerate professional performance of its lawyers. Undoubtedly, few firms can match IA's extraordinary client service offered by its talented lawyers with solid academic backgrounds, and top-level advice, while offering a challenging work environment and equal opportunities for all employees.

BUSINESS

- Corporate/M&A
- Banking and Finance
- Energy and Natural Resources
- Tax
- Real Estate
- Administrative Law
- Labor
- Litigation y Arbitration
- Intellectual and Industrial Property
- Legaltech and Startups

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Julio César Gemio



Sergio Bustillo



Franz Chávez

POSITIONING

Established in 2020, the firm has a team of excellent professionals, with extensive experience in the financial and commercial area.

Among its values are:

Ethics and Confidentiality

Our clients are our priority in every aspect from the beginning and development of the consultancies. We have a personal treatment with excellent work in the area of financial services and compliance.

Commitment and Excellence

To be a leading legal firm in the Bolivian legal market, consolidating its growth with experience and professional efficiency, offering a comprehensive quality service in legal advice and consulting, with recognized prestige for its values and demonstrated effectiveness.

Innovation, financial analysis and development

The professionals in our studio support and advise innovation companies, from startups to prominent clients that belong to this category.

BUSINESS

- Corporate Governance
- Supervision and Control
- Legal Audit
- Criminal Law (Financial Crimes)
- Corporate Social Responsibility

CONTACTS

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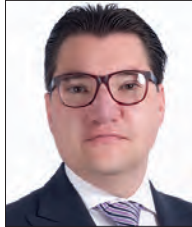
 Country
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medina, galindo & richter
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Sergio Medina Bozo



Rodrigo Galindo Garrett

POSITIONING

MEDINA, GALINDO & RICHTER ABOGADOS is a “boutique” legal firm founded in 2009 with headquarters in the city of La Paz - Plurinational State of Bolivia. In addition to having an office in Trinidad and correspondent lawyers in Santa Cruz de la Sierra, Cochabamba, Sucre, Potosí and Oruro.

Given the diversity of factors that evolve in the field of legal service provision, MGR Abogados defines itself as a “boutique” Legal Firm, due to its specialization in its areas of work, offering the client attention and personal dedication to their needs. and priorities, with high quality standards. The specialization that we offer also implies calling for the participation of our partners and associates in the analysis, discussion, interpretation and design of the applicable strategies for each specific case or situation.

Considering the needs of our clients and with the firm commitment to provide comprehensive, efficient, agile and cost-effective responses, we promote the intervention of professionals from other areas with the aim of obtaining sustained positions in the multidisciplinary field.

Medina, Galindo & Richter Abogados offers legal advice as an integrated service through a complete team trained in the best universities in the country and with postgraduate studies in foreign universities. Thanks to this, our clients receive advice of the highest quality.

BUSINESS

- Corporate Governance
- Litigation
- Corporate Compliance
- Foreign Investment

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Bernardo Wayar Caballero



Iver Von Borries



Bernardo Wayar Ocampo



Mauricio Dávila Jordan



Fernando Lemaitre Pastor



Javier Romero Mendizabal



POSITIONING

Wayar & von Borries Lawyers S.C. (J & B Wayar Abogados) is a Bolivian law firm constituted in 1964, year in which it provides integral legal advice to prestigious national and international companies, public and private, international organizations and, in general, to Bolivian civil society. The firm currently provides legal services at a national level from his offices in the city of La Paz and Santa Cruz de la Sierra.

The experience and successful career of Wayar & von Borries Abogados S.C., has made it possible to consolidate as a leader among the most important and prestigious law firms in the country in all areas of law practice. As such, throughout its history, its partners have played an important role both in the definition of State policies and in the drafting and revision of laws, decrees and regulations in different areas of law.



BUSINESS

- Arbitration
- Administrative and Regulatory Law
- Banking and Securities Law National and International
- Customs Law
- Civil Law
- Commercial/Corporate Law
- Constitutional Law
- Competition Law
- Intellectual Property
- Insurance Law
- Real Estate and Construction Law
- Labor and Social Security Law
- Mining and Hydrocarbons Law
- Tax Law
- Foreign Investment
- Litigation
- Information Technology
- Franchises
- Startups



OFFICES

- La Paz
- Santa Cruz de la Sierra



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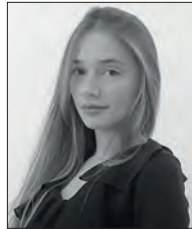
www.adamek.com.br



Marcelo Vieira von Adamek



André Nunes Conti



Giulia Ferrigno



Thales Castanha



Kaio Ferreira



Camila Bovolato

POSITIONING

Advocacia von Adamek was founded in 1958 and has since built a solid tradition of technical precision and originality in handling complex transactions and disputes.

The firm's lawyers study problems in depth to develop original solutions with a clear and consistent rationale. They regularly take time to conduct research and closely follow academic debate on various areas of business law.

Many of the firm's attorneys also have extensive international backgrounds, particularly training in German and French law, and have experience advising clients with cross-border activities doing business in Brazil.

BUSINESS

The firm has distinguished itself for its agile and precise assessment of complex disputes and transactions. Partner Marcelo von Adamek, Professor of Business Law at the top ranked Law School of the University of São Paulo, is one of the most renowned Brazilian lawyers for his numerous legal opinions that have decisively influenced state courts in some of the largest recent corporate litigation cases in Brazil.

Advocacia von Adamek represents clients both in Brazilian courts and in national and international arbitration proceedings. Due to the remarkable technical quality of its assessment of disputes and transactions, the firm also frequently provides specialized advice and co-counseling to clients who need to develop solid and clear defenses for non-trivial and highly complex cases.

The firm's primary practice areas range from corporate, capital markets, private insurance, and M&A transactions to restructuring and bankruptcy.

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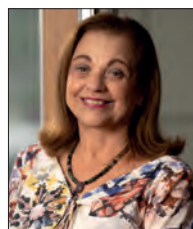
Luciana Lira Aguiar



Alexandre Luiz Moraes
do R. Monteiro



Francisco Lisboa
Moreira



Luiza Rangel de Moraes

POSITIONING

We are Luciana, Alexandre and Francisco, founders of Alma Law. We work together since 2017 and understood that combining our academic and professional backgrounds with our values would result in a very innovative Law Firm.

Alma Law was born from a combination of both Tax and Corporate/Contract practices. We understand that such practices are profoundly related, and that legal advice has to be provided in a business-oriented model.

We value our people's individual projects, and because of that, we invest considerable time in teaching and pro bono activity. We also cherish the knowledge diversity provided by solid academic and professional experiences, and we use such experiences in finding the best solution for our clients.

We provide services in the Tax Consultancy (Corporate and Indirect Tax), Wealth Planning, Tax Litigation and Transfer Pricing. In Corporate Law, we provide Corporate Law advice, coordinating M&As, planning and contract negotiations in a wide range of subjects.

Legal services combined with efficiency and empathy

We combine our technical knowledge and professional experience with our own way of serving, listening, and understanding. We guarantee the best results, based on an integrated and transversal approach that puts the client and their challenges always at the center.

Joint construction, “win-win” relationships and ethics

We seek long-term relationships based on ethics and transparency. Our proposal is aimed at “win-win” and joint construction. We want to be an ally in our clients' victories and ensure that they understand their importance in ours, building shared victories and acting as partners at crucial moments.

Wearing our clients' shoes

Our clients' moment is also ours. We want to be part of it, always with great dedication and availability.

Law is not an end in itself

We know that legal services are part of a larger, broader and more complex context, which is why we value the vision and business language present in our services, always combining with a deep legal knowledge.

BUSINESS

- Tax Advisory
- Tax Controversy
- Transfer Pricing
- Corporate/Contract
- M&A
- Corporate Governance
- Investment Funds
- Capital Markets
- Wealth Planning

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José Higino de Sousa Netto



Marcio Luiz Sordi,



Luciana Almeida de Sousa e Silva



João Bosco de Albuquerque Toledano

POSITIONING

The firm Higino, Sordi, Sousa, Toledano & Advogados Associados was founded in 1975, having been registered under the name still known today in 1989. Since then, it has been working heavily with the labor and civil specialty within a Law Firm. Technical and refined business. It's made up of 4 Partners, who constitute the pillar of meeting customer demands. Its team has 18 Lawyers who work exclusively in the Labor area, 9 Lawyers who work in the Civil and Criminal areas, 2 Lawyers who work in the Tax area, 1 Lawyer who works in the environmental area and 7 Law Interns.

In Brasilia, we have an office unit.

BUSINESS

Differentials:

- The technical team is solid, experienced and highly qualified, most of them are senior lawyers;
- Oral arguments carried out in all processes by the Managing Partners;
- 3 of the Managing Partners were and received the Judiciary Order of Merit Medal, for the relevant services provided to the Labor Court;
- Firm and Partners awarded nationally by legal benchmarking institutes



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Luis Felipe Baptista Luz



**Jessica Bernstein
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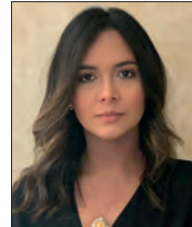
Rafael Peixoto Abal



**Alexandre José de Pauli
Santana**



Érico Lopes Tonussi



Ana Carolina Chaves



Adriana Gomes

POSITIONING

We are an award-winning legal boutique, recognized as Brazil's most innovative law firm in 2023. Our dynamic lawyers combine knowledge, experience, creativity, and focus to provide assertive legal solutions. With seventeen partners and over a hundred collaborators, we offer full-service expertise in technology, telecom, real estate, transportation, retail, and agribusiness. As technology impacts society, we deliver transformative legal solutions. Our 'outside in-house counsels' approach ensures strategic decisions well-aligned with our clients' businesses. We provide advice on corporate transactions, reorganizations, dissolution, and strategic litigations. Our performance in M&A stands out, with expertise in seed investment, venture capital, private equity, and complex deals. We also excel in due diligence and international structuring, tax planning, IP protection, executive retention, joint ventures and project finance. Our Financial and Capital Markets team raises capital efficiently, ensuring compliance across borders.

BUSINESS

- Capital and Financial Markets
- Commercial contracts
- Compliance & Corporate
- Corporate Law
- Employment & Labor
- Intellectual Property
- Litigation & Dispute Resolution
- Media & Advertising Law
- Mergers & Acquisitions
- Privacy & Data Protection
- Public Law and Regulatory
- Real Estate
- Research & Development
- Tax Law
- Technology Transactions
- Wealth Planning

OFFICES

- São Paulo/SP
- Florianópolis/SC
- Londrina/PA
- Porto Alegre/RS
- Miami/FL

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**Luiz Henrique
Cabanellos Schuh**



Reinaldo Mirco Aronis



Gizéli Belloli

POSITIONING

Established in 2001, in Porto Alegre, Cabanellos Advocacia is a regional office with a broad practice, in the scope of corporate law, offering legal solutions tailored to the profile of each client.

We perform our practice with rigor, aligning technical expertise and operational intelligence to ensure efficiency and agility to our pro-cesses.

We see the practice of law as an action to transform our society, nourishing a culture of ethic, transparency and responsibility.

We have offices in the three capital cities of Southern Brazil – Porto Alegre, Florianópolis and Curitiba – and in São Paulo, the largest financial hub of the country.

OFFICES

- Rio Grande do Sul - Porto Alegre
- Santa Catarina - Florianópolis
- Paraná - Curitiba
- São Paulo - São Paulo

BUSINESS

- Antitrust
- Arbitration and Mediation
- Asset, Corporate and Succession Planning
- Business turnaround and restructuring
- Civil Litigation
- Corporate Compliance and Ethics
- Consumer Affairs
- Contracts and Corporate Businesses
- Corporate
- Corporate and Business Criminal
- Digital, Data Privacy and Security of information
- Environmental Law & Climate Litigation
- ESG - Environmental, Social and Corporate Governance
- Insurance
- Labor
- Litigation
- Media and Entertainment
- Mergers & Acquisitions
- Real Estate
- Regulatory and Economy
- Tax

CONTACTS

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Claudio Mandelblatt



Ilan Levacov



Carolinne Barcelos



Ananda Ulhoa

POSITIONING

The CMA law firm legally represents domestic and international companies. CMA has a dynamic, persistent, creative, highly qualified, and skilled team and provides customized services and legal services with excellence and agility related to the most varied business segments.

The significant investment in human and technological resources allows CMA to achieve the highest efficiency, combined with individualized and customized performance to meet its clients' demands. CMA can provide quick responses, combining legal sophistication to the specific and individual needs of each client. We aim to offer the most appropriate legal service for carrying out business safely and productively in a whole, intelligent, and exclusive way.

CMA has been active in large business and real estate transactions in Brazil in recent years. CMA's professionals work across several legal practices, encompassing transactions in the real estate, corporate, litigation, tax, and inheritance segments. Our focus: Offer legal excellence through agile, ethical, and objective performance to provide clients with safe, efficient, exclusive, and creative solutions.

BUSINESS

- Legal consultancy for structuring an extensive range of real estate projects such as malls, real estate developments, cost-plus contracts, hotel developments, land subdivisions, housing complexes, condos, among others, including legal analysis to safeguard the legal security of the transaction, drafting of the relevant legal report, and advisory for the regularization of property ownership. The advisory services can extend to the drafting of a range of real estate contracts, such as construction contracts, condo regulations, draft contracts for investors, analysis and review of sales materials, and all that is necessary for the development of a real estate project;
- Drafting of the most varied real estate contracts, including lease, assignment of the right of use, assignment of land use rights, real estate lease, "sale-and-leaseback," "built to suit," and infrastructure contracts;
- Elaboration of purchase and sale instruments, exchange, payment in kind, mortgage, conditional sale of real estate property and land use right;
- Drafting of legal opinions on the most varied forms of property acquisition;
- Active performance with various bodies of Real Estate Registries, Notary Public Offices, Distributors, Public Registries, among others; and
- Organization of real estate debenture transactions, securitization of real estate receivables, Real Estate Credit Notes (CCI's), Bank Credit Notes (CCB's), and real estate investment funds.

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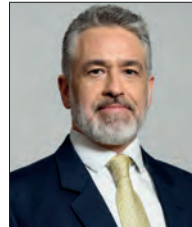
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Paula Ruiz de Miranda
Bastos



Paulo Ricardo Stipsky



Gabriella Gaida



Vanessa Coutinho Ferraz



Ricardo Romero

POSITIONING

Di Ciero Advogados has extensive experience in providing consultancy and litigation services to the aviation industry in Brazil. Our attorneys are specialists in aviation with all of its ramifications and links with other areas of law, especially regulatory, civil law, corporate, antitrust, customs, tax and labor law. For this reason, Di Ciero Advogados has been the law firm of choice for many airlines when dealing with major matters affecting the whole industry in Brazil. We also represent companies connected to aviation, inclusive cargo agents, aeronautics technology and systems companies, private airports, courier companies, fuel and other suppliers, and participate actively in all of the congresses organized by the industry, especially noteworthy being the IATA LEGAL SYMPOSIUM, ALTA LEGAL SYMPOSIUM, AVIATION DAY, LEADERS FORUM ALTA, IAWA – INTERNATIONAL AVIATION WOMEN events, along with a number of courses organized by IATA.

Di Ciero Advogados also acts as the legal representative of a number of airlines. This work has given the firm and its partners profound insights into the many legal aspects of airline operations; everything from establishing new airlines in Brazil, to navigating the country's complex regulatory and tax environment, along with preventative legal work. In addition, its role has given Di Ciero Advogados and its partners the capacity to see all sides of complex issues and identify and resolve them promptly.

We are well established in the market and have solid relationship with our clients, which are grounded on mutual benefits and on formulating strategies to reduce costs. These strategies are based on providing guidance on compliance and seeking settlements, among other things. Most of our main clients have been working for us for many years, which demonstrates the solid partnership we have built up over time. The strong working relationships established with our clients over the years helped us mitigate the effects of the Covid-19 pandemic for everyone concerned.

BUSINESS

- Aviation, Civil, Tax, Customs, Labor, Real Estate, Succession, Business, Regulatory and Administrative, Environmental, Maritime, Intellectual Property and Intangibles Management law.

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Ernesto Borges Neto



Flávia Santanna Benites



**Priscila Ziada Camargo
Fernandes**

POSITIONING

The Firm Ernesto Borges Advogados has a natural calling for Agribusiness, since the law firm was originally set-up in the State of Mato Grosso, a major large-scale meat and grain production center.

Throughout over 70 years of continuous operations, starting in the Midwestern region of the country, the firm Ernesto Borges has followed the evolution and professionalization of legal relations as a result of the prosperous activity involving Brazilian agribusiness, a segment accounting for the required balance of the domestic trade balance. Accordingly, the firm has gained relevant technical expertise on the most varied related topics, which is one of the differentials of our team of barristers.

Upon absorption of cutting-edge technologies and next-generation management methods, agribusiness brings authentic economic and social revolution, through the constant increase in production and productivity, and, above all, through expansion of human horizons and social demands.

In such a context, legal disputes and counsel claims gain increasing scale and complexity within our firm, requiring our professionals to perform in multidisciplinary manner, especially in the areas of civil, environmental, corporate, tax, commercial and financial counsel.

Our expertise is required in order to meet the most varied demands of our clients, represented by the entire Agribusiness chain, large rural producers, the fertilizer, input, food, pesticide, implement and machinery industries, financial institutions, trading companies and the so representative union entities.

The firm operates as an effective partner of Agribusiness, having in-depth knowledge of its operational and legal specificities, always reaffirming its commitment towards contributing, increasingly, to ensure legal security for business.

The firm stands out in the following themes:

- Legal counsel on issues related to rural credit securities and alternative funding sources
- Debt Restructuring and Insolvency
- Collection of credits arising from agribusiness activities
- Dispute over rural property or land ownership
- Lease of rural area
- Analysis, review and modeling of Agro-industrial, logistics, storage and agricultural commodities agreements
- Negotiation and Intermediation
- Expert Reports related to Agribusiness Law
- Tax Advice
- Environmental Support.

OFFICES

- Campo Grande (MS)
- Cuiabá (MT)
- Brasília (DF)
- Goiânia (GO)
- Palmas (TO)
- Porto Alegre (RS)
- São Paulo (SP)
- Manaus (AM)
- Porto Velho (RO)

BUSINESS

- Administrative
- Agribusiness
- Environmental
- Judicial and Arbitral Litigation
- Banking
- Consumer
- Real Estate
- Infrastructure
- GDPR
- Estate and Corporate Planning
- Bankruptcy
- Credit Recovery
- Company Restructuring
- Healthcare
- Insurance
- Telecommunications
- Energy
- Labor
- Tax

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Leandro Maués



Lucas Bombonato



Wanildo Torres

POSITIONING

FFV Advogados is a law firm established for 20 years with the purpose to assist its clients with quality, celerity and customization, presenting creative and effective solutions to the issues submitted to its analysis. Furthermore, one of the most relevant FFV Advogados' objectives is to act to improve the business environment, positioning itself at the market as facilitator in seeking the best and sustainable results. The fact of partners and associates at FFV Advogados exercise important functions in academy, class representative entity and relevant other positions confirm the respect and confidence from the local market on its action.

BUSINESS

- Administrative
- Environmental
- Civil
- Consumer
- Real state
- Wealth planning
- Corporate restructuring
- Company
- Labor
- Tax


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POSITIONING

The founding partner, Gustavo Pinheiro Guimarães Padilha, has a prestigious reputation in the real estate business, which helped establish the trustworthiness of his firm and consequently acquire an influential clientele.

The office prides itself in its inter-area relationship. The ongoing exchange between the firm's areas lead to a more global, detailed and complete view of the cases it takes on, allowing the firm to devise unique strategies. Such approach, in a market where real estate-related deals grow more complex every day, is extremely valued by our clients.

The firm's lawyers with a long-time experience in real estate practice and are especially skilled in to shopping center and constructions deals, property acquisitions and built to suit agreements. Such experience puts clients at ease, since no setbacks are never-before-seen and never-dealt-with.

Being a medium sized firm, Gustavo Padilha Advogados sets itself apart by counting with a more personal and attentive lawyer-client relationship, rendering a more individualized and custom-made service, which allows the firm to fulfil all of the client's demands.

With a pro-business mentality and the pursuit for the lowest risk legal solution, the firm is completely dedicated to its clients and their demands. Having a good inter-area relationship plays a key role on seeking alternative legal strategies that differ from the traditional paradigms;

The firm has also branches in São Paulo - which has given the office direct contact with clients from the main financial center of Brazil -, and Belo Horizonte.

The office is known for its solid ethical values.

BUSINESS

Real Estate covers a wide range of rural, commercial and residential real estate matters, including developments, investment transactions, M&A and corporate structuring. Purchase, lease, built-to-suit, surface and usufruct agreements, among other contracts, are also relevant examples of work. Firms may also support clients with registry matters including land parcelling and title and deed regularisations. Real estate also encompasses work relating to financing products such as loans, receivable funds, mortgages and letters of credit. Firms may advise clients on the creation of special purpose entities, real estate investment funds and real estate investment trusts. Additionally, firms can handle sector-related disputes and provide general legal advice to tax matters relating to real estate transactions and companies.

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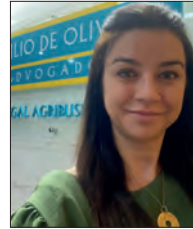
José Ercílio de Oliveira



**Adauto do Nascimento
Kaneyuki**



**Claudia Cristina de
Oliveira**



Dea Juliana de Oliveira



**José Mário de Grano
Alonso**

POSITIONING

The firm J. ERCÍLIO DE OLIVEIRA Advogados was created and has been operating since by professionals with years of experience in business law, in general, and specifically in Agribusiness. Leading office in the main legal issues linked to Agribusiness and full service law firm, reconciling ethics, business vision, efficiency and cost reduction for its clients. A Brazilian national firm, in preventive, contractual, administrative and judicial spheres, and especially in guarantees and credit operations and collection actions in Agribusiness, an area in which it provides courses and training for many companies and cooperatives in the sector.

BUSINESS

- Back-Office (structuring Agribusiness operations through preparation and/or analysis of legal documents to secure the operation effectiveness)
- Legal Consulting in M&A in agribusiness
- Civil, Credit Recovery, Labor and Tax litigation, especially in agribusiness
- Contracts in general
- Agribusiness operations structuring and new businesses development
- ESG in general and for agribusiness, including certifications of rural properties and their exploitation in accordance with ESG standards
- Corporate Governance & Compliance
- GDPR
- Legal advisory for product registration such as agrochemicals, seeds and fertilizers
- Real-Estate
- Digital Transformation

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**Rafael Wallbach
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POSITIONING

Marçal Justen Filho founded the firm Justen, Pereira, Oliveira & Talamini in 1986. His scholarly work and established law practice give the firm its unique identity. The firm has grown to become an internationally recognized legal services provider with offices in Brasilia, Sao Paulo and Curitiba. Justen, Pereira, Oliveira & Talamini is best known for its strong practice in public law, especially in matters such as regulation, infrastructure projects, government concessions and public-private partnerships, public procurement and government contracts, and related dispute resolution. Its team of partners and associates features an unmatched combination of specialized knowledge, experience amassed from the firm's 37-year practice in the Brazilian public law environment and ability to handle complex dispute resolution cases nationwide. It is a primary choice in this field for international and domestic clients from the private and public sectors.

The firm's areas of practice go beyond public law and encompass a wide range of consulting, litigation and arbitration services in the areas of civil construction and business or corporate law. It regularly handles complex corporate disputes and negotiations, and it is active in advising clients in domestic and international commercial contracts.

Justen, Pereira, Oliveira & Talamini is also widely recognized for its expertise in energy regulation. In addition to providing legal advice on an ongoing basis or through legal opinions, it is often retained by government entities, private companies or business associations for administrative, arbitral or judicial large-scale disputes in the energy sector.

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BUSINESS

Regulation, infrastructure projects, regulated sectors, government concessions and public-private partnerships, public procurement and government contracts, business and corporate law, domestic and international commercial contracts, civil construction, dispute resolution, domestic and international litigation, domestic and international arbitration and mediation.

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Michelle Costa



Julia Ferreira



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Otávio Soares



Raphael Becker



Mariana Pellozo

POSITIONING

Trust, expertise, innovation, and transparency are some of the values that have guided our team for more than 25 years, which provides legal advice to various companies throughout the country. Headquartered in Belo Horizonte and with branches in São Paulo, Sinop, Cuiabá, Porto Velho, Luís Eduardo Magalhães and Pouso Alegre, it consolidates itself as one of the largest business law firms in Brazil.

Based on the provision of personalized services, it focused on obtaining results and enabling deals.

Our premise is to constantly improve the quality of services provided, whether through technical competence or through the intense search for effective legal solutions. More than lawyer, agents of transformation.

OFFICES

- São Paulo (SP)
- Sinop (MT)
- Cuiabá (MT)
- Porto Velho (RO)
- Pouso Alegre (MG)
- Luís Eduardo Magalhães (BA)

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BUSINESS

- Mergers and acquisitions
- Tax, Fiscal and Tributary Review
- Consultative and litigation advice in Labor Law, Consultative and contentious work in the area of Environmental and Mining Law
- Litigation and Arbitration
- Public Law
- Ordinary Tax Advisory Consultancy
- Patrimonial and Succession Planning
- Company Restructuring and Reorganization and Corporate Governance Application
- Divorces, Divide and Inventories
- Consultancy in Real Estate Business, Contractual Assistance, Consumerist and Management of Business Assets and Liabilities
- Advice on Administrative, Regulatory and Bidding Law
- Advice on Digital Compliance and Intellectual Property, Patents and Trademarks.

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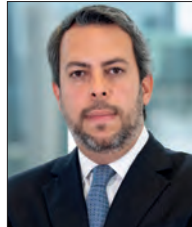
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Natalia Teixeira Rabaça



Bruno Sartori



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Diogo Octavio Nebias



Roberto Panucci



Vinicius Alvarez



Thais Ambrosano



Rafael Biondi Sanchez

POSITIONING

Mello Torres is a full-service firm that allies the expertise of renowned professionals with deep experience in the corporate and financial world and the enthusiasm of young lawyers with solid academic backgrounds. We stand as a valued strategic partner for our clients with an innovative vision of the future of the legal businesses. We have offices in São Paulo and Rio de Janeiro, with our teams prepared to serve our clients in several practice areas focusing on providing multidisciplinary advice to offer the most assertive solutions.

BUSINESS

- M&A and Private Equity;
- Banking and Finance;
- Compliance;
- Antitrust;
- Tax;
- Capital Markets and Investment Funds;
- Corporate;
- Dispute Resolution;
- Infrastructure;
- Mining and Dam Safety;
- Project Finance;
- Insurance, Reinsurance and Private Pension;
- Environmental Law and ESG;
- Labor;
- Real Estate;
- Startups and Venture Capital.

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Lucca Darwich Mendes João Paulo Mendes Neto Felipe Prata Mendes

POSITIONING

We are a corporate law firm that believes in the customization of legal services based on a high level of specialization and focus on the client and their business. Our main asset is our team, who are always attentive and available to adapt to the needs of the firm in order to contribute to the resolution of specific legal issues or to explore segments and new markets as required by our clients.

Our work is guided by, and well known for, the constant quest for excellence, as we are based upon the need to be relevant to everyone who trusts in our project. We “speak the same language” as our clients, so that, besides the deliverables considered as traditional, we can contribute in their strategic decision-making process.

The focus on the client is translated into a continuous concern with quality in providing the services, so as to establish solid and lasting partnerships. We do not know where we are going to get to, but we do know where we want to be, by means of well-defined project and purpose upon which our decisions are based and which lead us to believe that we are on the right track.

We trust in the need for specialization also in the management of our panel by electing a participatory model to integrate and retain talents. Our teams are set with a diversity of backgrounds and we encourage entrepreneurship, while attentive to new ideas and targeting continuous improvement.

BUSINESS

We have a multidisciplinary approach geared at delivering strategic and customized solutions to our clients' businesses in different sectors, such as consumer and retail, health, international business, logistics and transportation, sports, education and engineering and construction. Some of our main fields of operation include collection and recovery of credits through out-of-court negotiation and judicial execution of securities; preparation, analysis, interpretation and negotiation of contractual ties with clients, suppliers and third parties; creation of internal policies, by-laws and compliance programs; tax planning; crisis management; corporate consulting and labor advisory and consulting.

One of the recent growing areas is our work with companies in the international business. Among the main topics of our advice in this area are customs regimes, foreign trade, representation in administrative and judicial proceedings, internal policies and compliance program compatible with international requirements, tax classification, follow-up of government inspections, drafting and negotiation of contracts, and litigation work and strategic prevention.

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Décio Andrade



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João Cipriano



Marina De Barros Monteiro



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Marcelo Morel Giraldes

POSITIONING

We are one of the premier mid-size firms in São Paulo, Brazil with a proven track record since 1990. Our highly-qualified professionals, many of whom have earned degrees and have international experience abroad, provide our clients with a full range of top-notch legal services including the handling of complex international cross-border transactions (foreign direct investments, joint-ventures, mergers and acquisitions) and disputes (litigation, arbitration) to specialties involving complex financings, insolvencies, tax, labor, environmental, antitrust, administrative law, estate planning, real estate, corporate governance and compliance, among others.

We pride ourselves as being a law firm that has cultivated an international outlook from the beginning, given the high number of global clients and international matters that our firm has been involved in over the years. It is our goal and strive to provide our clients with high-quality work that is in line with international standards instead of just local standards, and in the most prompt, practical and cost-effective manner.

Moreover, our global reach and service to our clients extend outside of Brazil as we are members of consolidated partnerships with other top firms all around the globe, including firms in the US, Europe, Asia, and Latin America. Therefore, we work closely with the best partner law firm groups worldwide and being a member of such outstanding worldwide network means that we can take on local and international mandates with the same high-level efficiency and outstanding service around the globe.

BUSINESS

- Environmental Law
- Arbitration and Mediation
- Antitrust and Fair Trade
- Litigation
- Administrative and Regulatory Law
- Mergers and Acquisitions
- Wealth Management and Estate Planning
- Corporate Governance and Compliance
- Real Estate
- Financial Transactions and Registered Investments
- Reorganization and Bankruptcy
- Corporate
- Labor and Employment
- Tax

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Édis Milaré



Lucas Tamer Milaré



Maria Clara Rodrigues
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POSITIONING

Led by senior environmental lawyer Édis Milaré, who is recognized both as a scholar and as an author, Milaré Advogados is one of the most widely acclaimed Environmental Law firms in Brazil. It has won successive awards from domestic and international publications and has a staff of remarkable lawyers with sound environmental law experience, in addition to a cross-disciplinary team made up of engineers, geologists, biologists, geographers, city planners, economists, social scientists and more, all specializing in highly complex environmental matters.

Based on strict compliance standards and sustainability indicators, the firm provides legal advice and litigation services to more than twenty industries, particular emphasis due on energy; oil and gas; mining and steel; sugar and ethanol; chemical; agro-industrial; and more.

Because of its outstanding status in the domain, a significant number of lawsuits in Brazil undergo the firm's meticulous analysis, and its contributions go beyond litigation to provide the grounds for case law and paradigms for the specialized legal arena.

Due to the global scope of certain environmental issues and the growing need for embracing best practices in this domain, in line with international production and consumption standards, the firm has been increasing its work in International and Comparative Environmental Law, consolidating an experienced team highly specialized in matters requiring the negotiation and application of international acts.

BUSINESS

- Environmental Litigation (administrative, civil and criminal).
- Expert Opinions.
- Crisis management for environmental accidents and events associated with the operations of activities and projects.
- Amicus curiae – Intervening in material environmental cases of significant social repercussion to provide inputs to the Courts towards effective and fair legal protection.
- Technical and legal support in environmental liabilities remediation proceedings.
- Preventive action concerning the implementation of programs and projects affecting the use of natural resources and environmental quality, including ESG-practices adequacy.
- State and Local Environmental System Structuring.
- Drafting environmental law-related bills, agreements and Codes.
- Advice entering into Consent Decrees with Public Attorney's Offices and environmental authorities.
- Environment-related disputes mediation.
- Advice negotiating international acts – treaties, letters of intent, multilateral decisions, codes of conduct, articulation systems, and action programs.
- Advice in multi-jurisdictional, multilateral or bilateral environmental projects.

SECTORS

- Sugar and Ethanol
- Agribusiness
- Food and Beverage
- Automotive
- Foreign Trade
- Retail
- Communications
- Construction and Engineering
- Education
- Electronics and Appliances
- Energy
- Pharmaceuticals
- Financial Institutions
- Machinery and Equipment
- Mining and Steel
- Paper and Pulp
- Oil and Gas
- Chemicals

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Rafael de Assis Horn



Rodrigo de Assis Horn



Douglas Anderson Dal
Monte



Lio Vicente Bocorny



Luana Regina Debatin
Tomasi



Fábio Kunz da Silveira



Ítalo Augusto Mosimann

POSITIONING

We are the result of generations coming together, fusing the wisdom of our founding partners with the dynamism of emerging talent. With over fifty years of dedicated service, our firm has evolved into a specialized institution, embracing diverse perspectives.

We invest in our team, fostering growth and unity, resulting in a dynamic and contemporary workforce. This synergy has forged a distinctive vision, enabling us to practice law with intelligence and innovation. We develop secure, cutting-edge solutions and provide our clients with a multidisciplinary, strategic perspective.

Our commitment extends to staying ahead of the curve, embracing challenges with strategic acumen, and redefining the norms.

BUSINESS

- Environmental
- Compliance
- Litigation and Arbitration
- Contracts
- Criminal
- Energy Law
- Public Law
- Asset Management, Family and Estate Law
- Privacy and Data Protection
- Intellectual Property
- Credit Recovery
- Insurance
- Corporate Law and M&A
- Labor
- Tax Law

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Amauri de Oliveira



Luciano Paolucci



Olavo Guarnieri



Ana Martha Cunha

POSITIONING

We are a law firm of highly qualified professionals with a solid background in the national and international market. Our goal is the success of our clients.

Our proven track record of success in our practice areas allows us to incorporate a non-negotiable and inherent commitment to ethics when defending the interests of our clients in the search for the best and safest legal solutions.

Quality, agility, efficiency, partnerships, and the provision of premium legal solutions tailored for each of our clients are the pillars that underpin Oliveira Paolucci Advogados. This competitive advantage allows us to offer pragmatic and innovative solutions based on the real-life challenges and requirements of each business and sector of our clients, without losing sight of the highest standards of excellence and quality.

We also ensure all our partners participate directly in all projects, with the support of qualified and committed teams.

Based on these key qualities, Oliveira Paolucci Advogados is constantly building long-term relationships of trust and proximity with its clients.

BUSINESS

- Agribusiness
- Banking
- Capital Markets
- Strategic Litigation
- Internacional Trade
- Mergers and Acquisitions

CONTACTS

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Louise Emily Bosschart



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**Vivian Castellan
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Bruno Salama



Nicolau Nardi

POSITIONING

Energy is movement, life, power. It motivates us to move on, to evolve and to create.

We rose from the sugar-energy industry so that Santos Neto Advogados has energy in its DNA. And this energy has led us to build our history, to grow and to be recognized as an excellence and high quality law firm. A firm formed by diligent professionals who know how to combine efficiency with care. Innovation with audacity.

Efficiency because we fully understand our clients' business and this allows us to build long-lasting partnerships. Care that comes from our commitment and our collaborative relationships. Innovation that is a reflection of our creative and daring thinking.

We deliver distinguished solutions with surprising results. Because we turn the complex into simple. The impossible into possible. Knowledge in creative thinking. And in the connection of these elements we find the energy that drives us, makes us go beyond and work relentlessly for our clients.

Santos Neto Advogados. Boosting businesses.

BUSINESS

- Agribusiness
- Antitrust
- Banking and Finance
- Capital Markets
- Contracts
- Corporate Law and Foreign Investments in Brasil
- Environmental Law
- Infrastructure and Public Law
- Insolvency and Corporate Restructuring
- Labor and Employment
- Litigation, Arbitration and Mediation
- Mergers & Acquisitions and Private Equity
- Real Estate
- Tax Law
- Trade Finance

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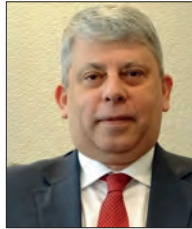
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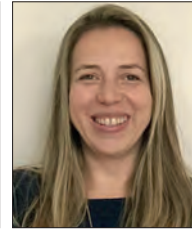
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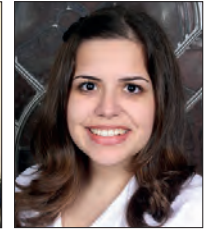
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Marcella Bissoli

POSITIONING

We are highly specialized environmental attorneys. Savin, Paiva Advogados was founded twenty three years ago because we believe we could offer a distinguished service by understanding the integration between the law and our clients' business. We believe that in the environmental area, work should be developed by a multi-disciplinary team, providing the integration of different perspectives to solve the problem. We value teamwork, we understand the demands from the perspective of the client and their business, we propose personalized solutions that seek to adhere to the issues presented and we share the solutions with our clients who actively participate in the entire process of preparing the decision.

BUSINESS

- Consultancy
- Litigation
- Strategic Activities, such as assessments, diagnoses, due diligence
- Training

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POSITIONING

Souto Correa Advogados comprises experienced lawyers united by the same principles and core values. The full-service law firm is staffed with highly qualified professionals, many of whom hold PhDs and have been recommended in prominent national and international legal rankings, all of which assess the competence and reliability of legal professionals.

The team assists clients in Brazil and abroad in all areas of business law: Agribusiness; Antitrust and Competition; Arbitration and Mediation; Basic Sanitation; Capital Markets; Compliance; Consumer and Product Liability; Contracts; Corporate Law/M&A; Data Protection; Dispute Resolution; Energy; Entertainment & Media; Environmental and Sustainability; ESG; Intellectual Property; International Trade; Labor; Life Sciences & Healthcare; Public Law and Regulatory; Real Estate; Restructuring and Insolvency; Start-up Hub; Tax; Telecom; Timberland; Union Relations and Collective Negotiation; Wealth and Succession Planning; White-Collar Crimes.



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POSITIONING

Stocche Forbes is a full service firm formed by attorneys with extensive experience advising Brazilian and foreign entities doing business in all economic sectors in Brazil. The firm's teams are equipped to handle the most complex and sophisticated legal issues impacting their clients' activities.

Stocche Forbes is structured to ensure the rendering of its services with intensive partner involvement, and with teams which offer the ideal combination of attorneys and expertise for each specific matter.

Stocche Forbes strives to form long term strategic relationships with its clients, forged on the trust that the firm will provide services at the highest standards of efficiency, responsiveness, quality and ethics, proactively seeking to identify and understand the issues that are relevant to the clients' business, and offering creative and practical solutions.

Central to the firm's vision and values is a collaborative and open working environment which encourages the attraction, retention, motivation and development of attorneys.

BUSINESS

- Anti-corruption Compliance and Corporate Investigations
- Antitrust
- Banking and Finance
- Capital Markets
- Consumer Law and Product Liability
- Corporate Litigation, Dispute Resolution and Prevention
- Corporate Mergers & Acquisitions and Post M&A
- Environmental and Climate Risks
- Infrastructure
- Insolvency and Restructuring
- Labor and Employment
- Privacy, Data Protection and Technology
- Private Equity and Investment Funds
- Project Finance
- Public Law
- Real Estate
- Sustainable Finance and ESG Investments
- Tax

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Isabel Lustosa



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Luís Claudio Gomes

POSITIONING

For more than six decades, Ulhõa Canto Advogados (“UC”) has been known as a benchmark firm in providing the highest quality of legal advice. UC stands out because of its key participation in several of the most relevant and complex transactions both in the domestic and international markets.

Founded in 1959, the firm is recognized for its commitment to provide pioneer and innovative solutions, exercising a tailor-made legal practice that combines knowledge, experience and creativity. As a boutique firm with presence in Rio de Janeiro, São Paulo and Brasília, we are not, and do not aim to be, the largest law firm measured by number of lawyers. Our commitment is to help our clients with their most challenging matters and offer original and groundbreaking solutions.

Recognized as one of the top corporate and M&A firms in the country, UC has provided assistance in some of the most relevant transactions in Brazil over the past decades. We have played a key role in the privatizations that took place in Brazil during the 1990s, and we actively participated in the wave of M&A transactions that followed, including many cross-border deals spearheaded by Brazilian companies seeking to gain access to international markets. Since then, our firm has assisted clients on a full range of public and private transactions in sectors such as food and beverages, retail, steel, real estate, finance, technology, education, oil & gas, construction, and energy.

We also take pride in being one of the very few firms in Brazil with the capability of deeply understanding both the corporate and the tax aspects of a transaction, which often give rise to direct financial or economic benefits to our clients. We trace that characteristic back to our firm’s DNA: our founding partners personally contributed to the creation of the current Brazilian taxation system and instilled a culture of excellence that led to UC being repeatedly identified as an outstanding tax advisor in Brazil.

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BUSINESS

- Tax
- Corporate Law and M&A
- Electric Energy
- Telecommunications
- Oil & Gas
- Mining
- Sanitation
- Real Estate
- Wealth & Estate Planning
- Aviation
- Banking and Finance
- Project finance
- Administrative Law
- Competition & Antitrust
- Consumer Protection
- Compliance
- Arbitration
- Environmental Law
- Entertainment and Sports
- Investment Funds
- Restructuring and Insolvency
- Venture Capital

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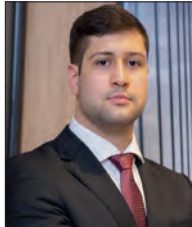
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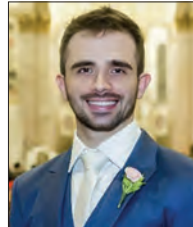
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Thiago Barbosa Bastos



Arthur Cruz Nobre



Raul Fraiha



Thiago Araújo Pinheiro Mendes



Fábio Luis de Araújo Rodrigues

POSITIONING

The office started its activities, with its founder, in February 1999, being enrolled in 2004 in the OAB as a Society where it continues to offer a personalized legal service, from the initial diagnosis to the final outcome. Years of working have given us the experience and knowledge necessary for our customers to feel confident and satisfied with the provision of a qualified service. The office also has the most advanced technology, from process management A.I. programs to the innovative mobile app by Xerfan Advocacia S/S that allows, among other features, the client to monitor their processes in real time. The firm is also Appropriate and certified processes aligned with LGPD (General Data Protection Law) and ESG (Environmental, Social, and Governance).

Mission: We carry the mission of innovating the legal environment by bringing legal solutions, in order to avoid litigation and deliver practical results to our clients.

Vision: We have the vision of a dynamic, contemporary office, so we are always looking for new technologies that can help in the fast and effective delivery of results.

Values: We are committed to forming alliances, as relationships with our clients are not broken with the end of a dispute, but crystallized over time.

BUSINESS

Business

- Corporate partnership;
- Bankruptcy and judicial recovery;
- Business contracts;
- Credit titles;
- Industrial property;

Civil

- Obligations;
- Civil Liability;
- Contracts;
- Family;
- Successions;

Labor

- Employment contract;
- Contractual resolutions;
- Working journey;
- Salary parity;
- Collective bargaining;

Real Estate & Registration

- Buying & Selling;
- Renting & Location;
- Possessory & Petitionary actions;
- Neighborhood rights;

Government

- Public administration contracts (Federal, State & Municipal);
- Audit Office;
- Defense in disciplinary administrative proceedings;
- Licitations;

Tax Law

- Litigation;
- Consulting;
- Compliance;
- Due Diligence.

Mining Law

- Regulation
- Administrative Licensing and Granting Processes;
- Defense in infringement notices;
- Administrative liabilities;

Environmental Law

- Administrative Licensing and Granting Processes;
- Defense in infringement notices;
- Judicialization of claims arising from administrative proceedings;

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Sebastián Squella



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Felipe Alvarez



Benjamín Pumpin

POSITIONING

Alamos Alvarez & Squella Abogados is a young law firm seeking to provide outstanding legal advice and personalized service, with innovative and timely solutions for our clients' needs.

Our goal is to work with our clients in their projects and contribute to the success of their businesses. We have highly qualified lawyers with extensive experience in various fields and industries, which allows us to provide comprehensive advice and to add value to our clients' projects.

Our services includes various areas related to business, focusing mainly on real estate matters and urbanistic regulations, capital markets, corporate and securities, investment funds, mergers and acquisitions, tax, litigation, venture capital, energy projects development compliance and labor, among other matters relevant to businesses.

BUSINESS

- Real Estate
- Urbanistic Regulations
- Capital Markets
- Corporate & Securities
- Investment Funds
- M&A
- Tax
- Litigation
- Compliance
- Venture Capital
- Labor and Employment
- Energy Projects Development

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Andreucci & Torrejón

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**Rodrigo Andreucci
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**José Torrejón
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**Tatiana Vinet
Álvarez**



**Jaime Esteban
Piña Alvear**



**Bernardita Victoria
Fuentes Tello**



**Javiera Arratia
Adasme**

POSITIONING

Andreucci & Torrejón Abogados is a law firm with more than twenty years of experience, we have offices in the cities of Santiago and Viña del Mar

We carry out highly specialized legal advice, very personalized and regularly present at the construction site, our firm has focused on REAL ESTATE AND CORPORATE areas, counting the lawyers with postgraduate degrees from prestigious universities in the areas related to Real Estate Law, Business Law, Economics and Management of Business, and have taught for years in their specialties in different universities in the country.

Less than 1% of the real estate projects that have fully advised (from the beginning to the end) have had litigation against them, and have assumed the defense in lawsuits of projects that were not originally advised by the Law Firm in the most difficult scenarios, wetlands urban, Campo Dunar Sanctuary, sector called Vertical Ghettos, without having lost a single trial in defense of a real estate company since June 2010.

BUSINESS

- Real Estate
- Corporate Law
- Tax Law
- Labor Law


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Luis Alberto Aninat



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Rodrigo Ugarte



Martín Mois



Manuel Blanco



Lucas del Villar



Cristian Reyes

POSITIONING

Aninat Abogados is a corporate and business law firm with more than 15 years of experience, recognized for its extensive national and international experience in corporate and transactional matters, which integrates a set of strong specialty areas linked to business and provides services to public and private entities, with a selected client portfolio that are leaders in their industries.

Our clients are national and international companies and business entities. Some of the industries in which we have relevant participation and proven experience in the market are Services, Retail, TMT, Fintech, Private Clients, Automotive, Real Estate, Natural Resources, Agribusiness and Food.

Our commitment to our clients consists of fully supporting them when it comes to designing and consolidating their projects, defending their interests and obtaining results in their businesses. We get deeply involved because we think about the problems and requirements of our clients as if occasionally our own, contributing with a business vision and in-depth knowledge of the rules of operation of the market, which goes far beyond what traditional legal services usually offer.

We are not, nor do we aspire to be, the largest firm in the market, measured in number of lawyers. Our goal is to be the law firm our clients turn to for their most challenging legal issues, transactions, and disputes. Our structure allows us to adopt flexible and economically efficient schemes.

The structure of the firm is an output of our strategy, grounded in the commitment to combine agility and depth, adding value to our clients' operations. The team of partners and senior counsels serve our clients directly, contributing their experience, criteria, knowledge and vision in each of the matters in which they are involved, adding value through tailor-made solutions, adjusted to each reality and contingency. In this way we establish personalized, trustworthy and lasting relationships with our clients.

Our team is made up of partners, senior counsels and associates dedicated exclusively to providing legal services, subject to the strictest ethical standards and linked to the legal community, academia and the most relevant forums of their respective specializations in Chile and abroad. We are recognized players in the legal and business community. The partners of our firm teach in the most outstanding law and business schools in the country, and actively participate in the most relevant and prestigious business organizations, including the Council of the Chilean Bar Association, the Council of the Arbitration and Mediation Center of the Santiago Chamber of Commerce (CAM), Chilean Institute of Tax Law, International Bar Association; the International Association of Privacy Professionals (IAPP); the Medicines Patent Pool of the United Nations Program and the International Trademark Association.

Given the growing regulatory activity in the field of economic crimes, prevention of money laundering, incorporation of new obligated companies, including automotive companies and those affected by the Fintech Law, in the last year Aninat Abogados closed two fundamental strategic alliances. The first, with the consulting and audit firm BDO Chile to provide specialized services to the Fintech industry, and the second, with Regcheq, in order to boost its activities and deliver to their clients proven alternatives for the due fulfillment of their legal duties.

BUSINESS

- M&A
- Finance
- Investment funds
- Entrepreneurship
- Venture capital
- Innovation and financial technology
- Regulatory
- Tax
- Real estate
- Construction
- Natural and environmental resources
- Labor
- Antitrust
- Litigation and arbitration
- Transfer of technology
- Intellectual property
- Consumer law
- Compliance.

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Rodrigo de Alencar



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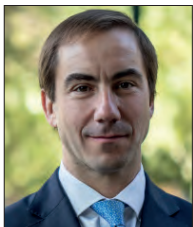
Roberto Lewin



Felipe Riesco



José Joaquín Silva



Francisco Varela



Jorge Vigil

BUSINESS

- Capital Markets and Securities
- Competition/Antitrust
- Compliance
- Consumer Law
- Corporate and Business Law
- Environmental Law
- Financing
- Labour and Employment Law
- Litigation & Arbitration
- Mergers and Acquisitions
- Mining, Energy and Natural Resources
- Public Law & Regulatory Law
- Real Estate, Urban Planning and Construction Law
- Tax Law

POSITIONING

Barros Silva Varela & Vigil represents a new generation of lawyers committed to providing services at the highest level. In 10 years they have established themselves as a multi-service law firm, participating in the most relevant transactions and matters in the country. Barros Silva Varela & Vigil seeks to support its clients in a comprehensive manner, offering them tailor-made legal strategies. The firm carefully selects the assignments that undertake, in order to ensure the provision of an excellent service, in times that adapt to the client's deadlines and needs.

Corporate and M&A: The firm has a team specially dedicated to provide general corporate advice to its clients, both national and foreign, who set up and operate in the country, offering legal assistance in all aspects related to the operation, its contractual relationships, reorganisations, merger and acquisitions in all phases of the process, transformations.

Real Estate Law: The firm has an experienced team of lawyers dedicated exclusively to advising clients in all stages of real estate development projects.

Public, Regulatory & Environmental Law: BSVV has a team specially dedicated to regulatory matters and administrative procedures, before different public institutions in tariff regulation, sanctioning procedures, legislative advice, among other areas of public law. BSVV also advises clients in all aspects related to the care of the environment.

Labour & Employment Law: BSVV provides specialised advice to national and foreign companies on all types of legal issues related to human resources and labour relations, addressing collective bargaining processes, labour disputes and litigation and relationships with the authorities.

Mining and Natural Resources: BSVV has a large experience in advising mining companies, both Chilean and foreign, in all stages of the project and its implementation, to the exploration phase, the start of its activities and full operation, until the end of its useful life with the site closure.

Competition/Antitrust: BSVV has an experienced team that advises and represents companies, institutions and individuals in competition matters, including preventive advice, investigations before the National Economic Prosecutor and proceedings before the Court for the Defence of Free Competition and the Supreme Court in a wide range of matters, including cases of abuse of dominant position and collusion. The Firm's practice includes the design and implementation of compliance plans, internal audits and investigations, and merger control proceedings.

Litigation and Arbitration: Specialized advice in the prevention and resolution of complex disputes in commercial, civil, economic, constitutional, securities, corporate governance, consumer (class actions) and international trade (antidumping, safeguards and countervailing measures) matters in the most diverse markets and activities.

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Tomás Pérez



Alina Bendersky



Feliciano Tomarelli



Francisco Ducci



Andrea Abascal



Manuel Bernet

POSITIONING

Bofill Mir Abogados has built a multidisciplinary firm backed by more than 30 years' of experience in the practice of law and the work of a team of specialized lawyers with training based in excellence.

The delivery of comprehensive legal services in the different areas of law combines with their international experience, understanding of the different industries and business perspective. The trust and continuity of their clients – local and international, public and private companies – and the recognition of the main legal rankings are palpable evidence of Bofill Mir Abogados' professional standards.

In this new stage, with a renewed perspective, they continue advising their clients to navigate increasingly demanding markets and regulatory environments, while moving forward at the pace of the new dynamics of the legal industry.

BUSINESS

- Corporate / M&A
- Capital Markets
- Real Estate, Infrastructure and Construction
- Banking and Finance
- Project Finance
- Restructuring and Insolvency
- Mining and Natural Resources
- Labor and Employment
- Tax
- Public Law, Regulated Markets and Life Sciences.
- Intellectual Property, Data and Technology.
- Litigation.
- Competition and Antitrust.

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Oscar Aitken



Francisca Corti



Francisco Arce

POSITIONING

Carey has extensive experience in hiring and termination processes (for individuals and groups of employees), compensation packages (including stock plans), auditing and legal compliance, subcontracting, corporate policies, labor due diligences in mergers and acquisitions, internal investigations, social security related matters and taxation of employees.

The firm actively participates in collective bargaining processes with companies from a wide range of industries, and also advises clients on labor lawsuits and claims, including litigation and administrative procedures stemming from occupational accidents and diseases.

In terms of outsourcing, Carey provides day-to-day advice to owners and contractors on projects related to these matters, identifying and mitigating risks and legal liabilities

BUSINESS

- Labor & Employment

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Jorge Carey



Jaime Carey



Pablo Iacobelli



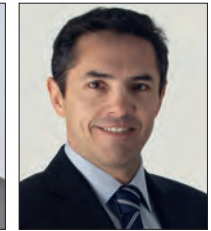
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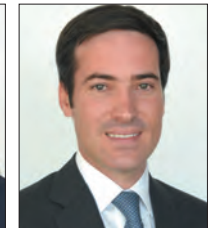
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Patricia Silberman



Alejandra Daroch



Jaime Carey Jr.

POSITIONING

Carey is a market leader in structuring mergers and acquisitions and has been consistently highlighted by important publications in this area. Carey advises a wide range of clients, such as multinationals, funds and foreign companies investing for the first time in Chile, along with local and Latin American companies expanding their businesses throughout Chile and the region.

Carey advises clients in all aspects of the negotiation process, including the efficient structuring of taxes related to the transaction, investment financing, advising on corporate governance, establishing collaborative agreements between companies such as joint ventures and strategic alliances and the development of business relationships between the different parties involved in a project.

The firm has expertise in all kind of mergers and acquisitions, such as takeovers through public offerings, minority share purchases, acquisitions of companies or asset packages in various jurisdictions, private equity transactions, challenges faced by businesses in regulated industries and company or asset purchases in insolvency or reorganization scenarios.

Carey advises public and private companies (of different sizes and industries), shareholders and investors, managers, boards of directors and board committees, on a full range of corporate governance matters, including compliance under local law and best practices; shareholders agreements; governance policies; corporate purpose and responsibility; related party transactions; board and committee composition and processes; board evaluation, succession and removal processes and policies; new director orientation; executive compensation planning and disclosure; reporting and disclosure, and crisis management.

BUSINESS

- Corporate Law
- Mergers & Acquisitions
- Private Equity

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Juan Pablo Stitchkin



Eduardo Martin

POSITIONING

Carey has extensive experience advising clients on all stages of real estate projects, including industrial, mining and energy projects, shopping centers, office, and residential buildings, as well as hotels, casinos, housing for agribusiness, ecological conservation parks and educational centers. Carey's expertise covers financing, titles revision, land purchasing, permitting, hiring architectural services, construction works and sales or leases.

The firm also advises clients on drafting, negotiating, and closing lease agreements, such as long-term contracts for the retail industry and the development of infrastructure projects, portfolio securitization and real estate asset management.

In addition, Carey advises on corporate and tax structure of projects and dispute settlements.

BUSINESS

- Real Estate

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Santiago Doña Vial



**Margarita Riveaux
García-Huidobro**

POSITIONING

Doña Riveaux Abogados is a highly specialized firm in labor, social security, and immigration matters. We understand that today there are new dynamics between the worker and the employer that require a more thoughtful and creative management approach.

We have the ability to help our clients to be flexible and adapt to fluid circumstances that will determine their relevance in the market. An ability to leverage cutting-edge technology in all aspects of your business could mean the difference between success and failure.

We recognize that there are new equations that have changed not only the workforce, but also the way employment cases are litigated, including the tools and technology at our disposal, the improved ways we now collaborate with our colleagues, and clients.

We have a spherical organization where the client is the center and our objective is to give labor advice with the highest standards of quality and responsibility, defending the interests of the clients as if they were our own.

We are convinced that only a firm specialized in labor law and social law can effectively address all aspects related to human resources. We are the interlocutors between the employees and managers of the companies, and we propose pragmatic, fast, and effective solutions.

The firm advises companies in the following areas:

- Labour and Employment Law
- Individual Labour Law
- Collective Labour Law
- Labour consulting.
- Day to day consulting.
- Labour audits.
- Internal investigations.
- Corporate training.
- Privacy and Data Protection.
- Social Security.
- Immigration Law.
- Labour Compliance.
- Business and Industrial Secrets.
- Labour Litigation and Alternative Methods of Dispute Resolutions.
- Labour Due Dilligences for M&A transactions.
- Labour relations.
- Occupational health and safety at the work place.

BUSINESS

- Labor and Employment Law
- Migration

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Tzu-Hsin Shen

POSITIONING

Even with more than 100 years of history, Eluchans Abogados is a law firm that has excelled in continuously keeping up with the times. During the last decade, without forsaking the quality of our personalized services, which is our distinctive seal, we have experienced a significant growth in terms of number of lawyers, practice areas and client portfolio.

Our lawyers are graduated from the most prestigious universities in Chile; and most of them also have postgraduate studies in the best universities of North America, Europe, and Asia. Some of them count with practice experience abroad.

We accompany our clients from the beginning of their businesses, from the initial legal and corporate structuring to the development and implementation thereof, covering daily advising, negotiation and completion of complex transactions that require a tailor-made solution under the best standards, etc.

Our clients are comprised by the most important national and foreign corporate groups and businessmen; with whom we have built long term professional relationships for decades. We have represented and advised the controllers of the various banks and financial institutions, consequently taking part in bank mergers and acquisitions, financing structures and public offerings, as well as the purchase and establishment of banking institutions in Chile. We also represented and advised national and foreign companies in industries such as real estate & constructions, infrastructure & public biddings, mining & natural resources, agroindustry, technology, energy, international trade, retail & consumer protection, compliance and anti-corruption, family businesses & private equity, venture capitals, among others.

Additionally, several members of Eluchans Abogados have served as Board Members in banks and financial institutions. And some of them have also an outstanding participation in national politics; notably Mr. Edmundo Eluchans, who served as a congressman in 2 periods, who was further elected by his peers as the President of the Chamber of Deputies, and now is a member of the Constitutional Convention responsible to propose the draft for the new Constitution of the Republic of Chile.

BUSINESS

- M&A and Corporate
- Real Estate
- Banking & Finance
- Mining
- Tax
- Labor
- Private Wealth
- Foreign Investment
- Infrastructure and concessions
- Compliance
- Dispute Resolution

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Paulo Larrain
Managing Partner

José Pablo Dulanto
Managing Partner

POSITIONING

NLD, established in 2007, is a leading law firm in the Chilean legal market, with a global perspective, formed by outstanding lawyers in their different areas of expertise, and who are committed to perform work of excellence that meets the highest ethical principles.

NLD has a highly recognized M&A practice advising strategic buyers and/or sellers and/or private equity funds in the purchase and sale of companies and/or assets, either in competitive procedure and/or in bilateral negotiations.

NLD also has extensive experience in Project Finance, syndicated and bilateral loans, advising creditors, debtors and/or sponsors, and in Capital Markets transactions.

NLD also advises on judicial, arbitration, restructuring, labor and regulatory matters.

BUSINESS

- M&A
- Finance and Capital Markets
- Corporate Law
- Litigation, Arbitration and Restructuring
- Labor and Employment Law
- Regulated Markets

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Javier Ovalle



Matías Ovalle



Álvaro Parra



Josefina Escobar



Juan Francisco Ready

POSITIONING

OCL provides services in different areas, keeping a global view and the objectivity and closeness of an advisor. OCL is an independent firm, with connections with law firms in the main countries.

Corporate

The Corporate Area satisfies the needs of clients in various industries. The impacts of development and more specific regulation require an ongoing search for solutions and alternatives to a wide variety of challenges. Our services include M&A, reorganizations and legal representation.

Tax

The Tax Area provides counseling in all stages of the businesses, to achieve an efficient tax management while ensuring compliance with the law at all times. OCL has ample experience in international taxation, to address both foreign investment in Chile and Chilean investment abroad.

Labor and Immigration

The labor Area stands out for its refined knowledge of current labor legislation, which is applied daily according to the line of business of each client. Our advice focuses mainly on labor consulting, immigration, collective bargaining and labor litigation.

Litigation

Our litigation Area brings alternatives available to solve complex conflicts but also day to day difficulties of our clients. The analysis and strategic design provided by OCL always comprise the main civil and commercial aspects of the conflict. OCL also deals in regulatory, and consumer's law litigation.

Government, Regulatory and Administrative

Our Public, Regulatory and Administrative Law Area offers advice on regulatory compliance and procedures before government authorities. OCL has considerable experience in presentations before the Comptroller General of the Republic, processing all kind of authorizations from authorities, and providing counsel in different type of regulatory issues.

Real Estate

OCL has ample experience in industrial, commercial and residential real estate projects, from the planning, construction and commercialization stages of it. Likewise, we advise on contractual, civil or commercial matters related to real estate.

BUSINESS

- Corporate Practice
- Litigation
- Tax Practice
- Labor and Immigration Practice
- Government, Regulatory and Administrative Practice
- Property Practice
- Judicial Services

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POSITIONING

Founded by lawyers with over a decade of practice at top US firms in China, BLF Law Group is a French law firm understanding the specifics of the Chinese and Asian legal environments.

We have grown our legal practice beyond the traditional commercial and corporate fields to capture our clients' needs in dealing with legal issues raised by the new economy.

Corporate & Commercial

We advise companies and entrepreneurs on the structuring and restructuring of their business in China and in Asia.

Our experience notably includes the registration, reorganization and liquidation of companies in the region, as well as the drafting and negotiation of cooperation and commercial contracts. We also advise clients on employment matters.

Fundraising

Entrepreneurs have options when it comes to raising funds for their business. We advise our clients about the various benefits and liabilities of these financing options, helping them to make the most informed choice. From understanding the various mechanisms used to raise money to the pros and the cons associated to each of them, we counsel entrepreneurs and fast-growing companies on friends and family rounds, seed rounds, Series A, Series B, and beyond.

Strategic Partnerships

We help businesses of all sizes across a range of sectors set up strategic partnerships and joint ventures, allowing our clients to enter or expand into new markets, develop new products or reinforce relationships between suppliers and customers.

Regulatory & compliance

Regulatory environment in China is constantly evolving across all sectors. As transparency rises in importance and the costs of non-compliance with laws and regulations increase, investors – no matter their industry – need to adapt to these new trends.

Data Privacy, Cybersecurity & Technology

The protection of sensitive data – from personal information to trade secrets to classified information – that organizations create, maintain and process is increasingly vital to business operations and risk management.

OFFICES

• REGIONAL REACH

Be it directly or through our partnerships, we accompany enterprises of all sizes in the context of their operations and legal issues in major Chinese business centers.

• SHANGHAI

22F, No. 9 Donghu Road,
Xuhui District

• HONG KONG

11/F Tai Sang Building
130-132 Des Voeux Road Central

• GUANGDONG

6/F, Two AIA Financial Centre
1 Denghu East Road Guicheng,
Nanhai District, Guangdong, P.R.

• BANGKOK

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65 Sukhumvit 42 Prakanong, Klong-
toey, Bangkok

• PARIS

15 rue de Marignan
75008 Paris, France

BUSINESS

- Corporate & Commercial
- Fundraising
- Strategic Partnerships
- Regulatory & Compliance
- Data Privacy, Cybersecurity & Technology

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POSITIONING

Local practice with international standards.

Leaf provides support to business leaders in every steps of their cross-border transactions and their commercial operations with China.

We are a cross-cultural team of corporate and M&A lawyers and one of the strongest Sino-European team in China. Our team also includes talents with backgrounds going from legal to finance, from negotiation to technology.

Each member of our team is familiar with cross-border transactions. We work as a bicultural team to provide efficient solutions to manage complex transactions in a changing legal and business environment.

Our firm has received multiple awards for its cross-border activities.

We guarantee the additional personal attention and hands-on executive involvement to our clients.

BUSINESS

M&A Transactions

- Management of Due-Diligence Operations
- Provision of restructuring options before the transaction
- Complex negotiations with private partners or state-owned partners
- Transfer of state-owned assets or privately-owned assets
- Preparation of multilingual transaction documentation
- Management of filing process with relevant authorities and closing operations

Joint-Venture

- Structure the Joint-Ventures transactions
- Background checks on potential partners
- Secure land-use rights for industrial project
- Setting up of Joint-Venture vehicles
- Management of closing obligations with various government authorities

Funding and private equity

- Structure the financing operations
- Design the strategy for capital raising and venture capital
- Negotiate term-sheets and transaction documentation

Commercial Law & Intellectual Property Rights

- Negotiate efficiently main commercial contracts
- Protect and monetize intellectual property
- Establish online and offline distribution networks
- Mapping IP rights and defining IP strategy

Employment Law

- Employment restructuring operations and employment due diligence
- Structure management packages and incentive packages
- Action plan to deal with individual and collective employment relationships

Compliance

- Cyber security (Tech & Legal experts)
- Executive Liability
- Compliance program & Crisis management
- Corporate Social Credit
- Anti-corruption audit
- Anti-competition

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**José Darío Acevedo
Gámez**

POSITIONING

We are a dynamic young firm with more than 15 years of experience in comprehensive business advice in Labor Law, social security and immigration law. Our strategic and preventive approach will allow your company to anticipate the contingencies, as well as to explore the opportunities and advantages that an adequate management of labor relations brings with it.

Our firm is best known for analyzing the particular situation of our clients with an ethical and critical approach. Our experience allows us to provide our clients with advice that goes beyond the normative and jurisprudential analysis in which we have into account cultural, political and economic aspects.

Our attention is personalized and close, the matters that you entrust to us will be attended directly by a leading lawyer at the partner, associate or director level.

We offer different services according to your company's needs: Business consulting, conflict resolution and litigation, immigration, collective bargaining, learning, multinational talent management.

We are part of M&P Abogados, a cluster of five legal firms with the purpose of giving to our clients a more complete experience and advisement.

BUSINESS

- Labor
- Social Security
- Immigration
- Negotiation
- Consultancy
- Litigation


CONTACTS

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Camilo Martínez



Andrés González



César C. Cermeño



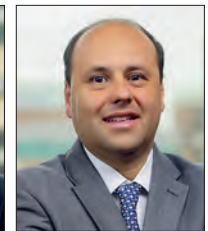
Diana Zuleta



Felipe Quintero



José Miguel Mendoza



Juan Manuel de la Rosa



Julián Solorza



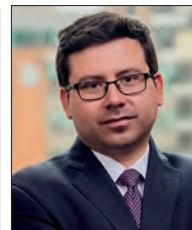
María Claudia Martínez



Nicolás Polanía



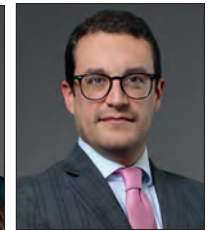
Sebastián Lora



Sergio Rojas



Camila del Villar



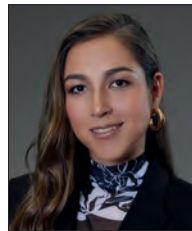
Felipe Aristizábal



Laura Galeano



Lucas Arboleda



Olga Lucía Ramírez

POSITIONING

DLA PIPER MARTINEZ BELTRAN is focused on advising clients in highly complex and high-profile transactions regarding M&A, Banking & Finance, Tax, Fintech, Private Equity, Search Funds, Start-ups, Project Finance, Capital Markets, Antitrust, Labor & Employment LaW, Intellectual Property, Regulatory and Litigation, Real Estate and Restructuring, among many other fields.

We are a leading Colombian law firm with more than 20 years of experience, recognized by prestigious legal national and international publications as a top tier firm in the country.

Our team works globally and seamlessly to assist our clients with deals through the DLA Piper international network. We handle matters in virtually every country in the region, spanning every industry sector in which our clients operate. As the demand for legal assistance throughout Latin America grows, DLA Piper continues to expand its presence in the region with a truly multi-disciplinary practice.

BUSINESS

- Customs & Foreign Trade
- Environmental & Sustainable Development
- International Arbitration
- Banking & Finance
- Competition & Consumer
- Compliance
- Corporate Litigation
- Corporate M&A
- Energy & Natural Resources
- Tax
- Projects, Infrastructure & Public Law
- Crisis Management
- Labor & Employment Law
- Litigation & Arbitration
- Tax Litigation
- Intellectual Property
- Data Protection
- Project M&A
- Restructuring & Insolvency
- Insurance & Torts

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José Ignacio García



Mauricio García

POSITIONING

Our firm is exclusively dedicated to the needs of the aviation and maritime industries. We are a cohesive and consolidated team of the highest human and professional quality. We are thus able to provide services rigorously, proactively, reliably and efficiently, coherent with the level demanded from a specialised firm and a sophisticated practice.

Throughout our history, we have been instructed by insurers and foreign law firms to represent insurers, aircraft operators, airport operators and maintenance and repair organisations in their defence against claims related to the aviation operation.

As of 2013 we have also represented various air carriers in their civil and administrative litigation with regards to claims filed by passengers and the administrative proceedings related thereof. We have also acted on behalf of the airline industry in high-impact litigation.

From the regulatory perspective, in addition to providing advisory services to multiple clients in Colombia, we have represented various air carriers in obtaining their operating licences. We have also advised aircraft lessors and financiers in their transactions related to the Colombian jurisdiction, and represented them in complex aircraft repossessions.

Setting aside the above, our maritime practice has been carefully tailored to understand the legal challenges of the main actors of this industry. Amongst others, we have been instructed by insurers and ship agents to assist and advice on claims related to container demurrage, liability arising out of the carriage of goods by sea, charter-party agreements, liability of port terminals, liability arising out of maritime casualties and advisory on maritime law in regards with multi-modal carriage issues.

BUSINESS

Within the aviation and maritime industries:

- Dispute resolution
- Insurance
- Civil and State liability
- Consumer protection
- Regulatory

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Juan Manuel Guerrero

POSITIONING

GUERRERO & ASOCIADOS was founded in 2011 by Juan Manuel Guerrero M. It is currently recognized as a solid firm that provides highly specialized services in labor law and social security. Within its portfolio of clients are national and multinational companies, who certify the quality and reliability of the services provided.

Initially, the Firm reached the Colombian legal market under the brand G&G ASESORES LABORALES, a brand that in 2016 became GUERRERO & ASOCIADOS. The Firm's practice focuses on offering clients practical and innovative solutions from the labor legal field.

The Firm develops its practice through the areas of: i. Structure, labor planning and collective bargaining; ii) Consulting; iii) Litigation; iv) Ministry of Labor; and V. Guardianship, a structure that allows clients to provide transversal advice on all labor and social security issues.

GUERRERO & ASOCIADOS is recognized in Colombia as one of the most important and reliable firms in advising on complex collective labor disputes, standing out in the design, implementation and execution of novel strategies in collective bargaining processes with unions and labor collectives. non-unionized workers, in the handling of arbitration tribunals and strike processes, a strategic approach that has allowed companies to successfully deal with this type of critical controversy.

Additionally, the Firm has advised large companies in the structuring and execution of reorganization and restructuring plans at the labor level, managing to maintain the viability of the companies in a context in which Colombia faces great economic and employability challenges.

On the other hand, the Firm is characterized by providing its clients with personalized advice, which entails the detailed analysis of each of the cases, in order to structure a legal solution appropriate to the needs of each client. In this sense, the particular legal strategy for each client and the quality of the work carried out is a distinguishing feature of GUERRERO & ASOCIADOS compared to other Firms.

In relation to the practice of litigation, it is important to know that GUERRERO & ASOCIADOS has one of the highest rates of favorability in the litigation it handles, since, in the last year, it presented a percentage of favorability higher than 95% in the processes legal proceedings and guardianship actions in which the Firm represented its clients.

Currently, the Firm is part of the Legal Services Chamber of the National Association of Entrepreneurs of Colombia (ANDI), a scenario in which important issues of the Colombian legal sector are analyzed and discussed.

Finally, it is important to highlight that the Managing Partner of the Firm, Juan Manuel Guerrero, is recognized as one of the best lawyers in Colombia on labor law and social security issues, being invited to different scenarios where labor reforms and public policies are discussed. from the country.

BUSINESS

- Labor Law
- Social Security
- Litigation
- Consultancy Services
- Tutela


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Augusto Figueroa
Sierra

María Margarita Parra
Gómez

Bernardo Rodríguez
Ossa

Álvaro Parra
Gómez

POSITIONING

We are a team of lawyers with more than 30 years of experience. We are aware of the economic, political and social issues of our time.

In this context we can understand better the needs and opportunities of our clients.

Therefore, we can anticipate and provide clear, complete, timely, adequate and simple solutions.

We resolve the most complex and sophisticated issues with pragmatism, in a simple manner and with attachment to the law and protect our client's interests and reputation with ethics and respect for the law. We build long lasting and successful relationships with national and foreign clients in different economic sectors.

Tax: We advise our clients in tax matters. We help them in the design of efficient, legal and responsible structures. Our services include legal assistance in the following matters: permanent advice on national and local taxes; tax planning and implementation of tax efficient structures; interpretation and application of double taxation treaties; tax assistance in mergers, acquisitions and restructurings; tax compliance: strategic review and preparation of tax returns; due diligence in tax matters; advise in drafting responses to the tax authorities information requests; and, litigation before the governmental and judicial administrative jurisdictions.

M&A: In the mergers and acquisitions practice area we provide legal assistance to our clients in their M&A transactions, seeking legal assurances under a commercial and pragmatic perspective of the deal. Our services include legal assistance in the following matters: preparation, legal structuring and negotiation of local and cross border M&A transactions; Colombian companies' shares and assets acquisition deals drafting, negotiation and structuring; negotiation and preparation of shareholders' agreements; spin-offs and reorganization of companies; structuring of cooperation agreements such as joint ventures; open contracting processes of public, mixed and private companies; and due diligence organization and preparation.

Banking & Finance: In the finance and banking practice area we assist our clients in their local and international transactions including structured finance, syndicated loans and project and equipment finance, among others. Our clients are local and international banks, issuers, investment banks, export credit agencies and international leasing companies, among others. Our services include legal assistance in the following matters: local and international credit transactions; legal structuring of projects with local and international financing; drafting and negotiation of credit, leasing, insurance, reinsurance, guarantee, mortgage, movable guarantees and settlement agreements and, restructuring and debts renegotiation agreements; Ship, aircraft, aircraft engines and in general all mobile equipment financing; assistance in asset securitization; drafting of international interests under Cape Town Convention; structuring, negotiation, implementation and registration of secured transactions, capital markets transactions; and fintech transactions, including crowdfunding and peer-to-peer lending.

We are committed with inclusion, diversity and environmental, financial and social sustainability. Therefore, we have been recognized with the Friendly Biz certification from the Colombian Diversity Chamber of Commerce.

BUSINESS

- Aviation
- Finance & Banking
- Tax
- Foreign Exchange
- M&A
- Labor
- Immigration

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Gustavo Valbuena

POSITIONING

Established in 2011, Valbuena Abogados is a Colombian law firm that provides personalized and specialized legal services in the areas of Corporate Law, Public Law, International Trade, TMT, Competition & Antitrust and Dispute Resolutions. Our client portfolio include a wide range of sectors including logistics, banking, Telecom insurance, technology and energy.

The firm's team is formed by lawyers with local and international extensive experience, with wide knowledge in both the public and private sectors, who understand, support, and strengthen the business strategy defined by the client.

Gustavo Valbuena, founding Partner of firm is former National Superintendent of Industry and Commerce. During his tenure, he acquired first-hand knowledge of the legal procedures, as well as the obstacles and challenges that companies have when facing a process before this entity, this has allowed us to understand the role of the National Competition authority from a holistic approach and as a result to fulfil all our client business needs.

The firm has advised some of the most relevant, complex, and high-profile antitrust investigations, merger control proceedings, and unfair competition lawsuits in the country.

BUSINESS

- Competition Law.
- Consumer protection.
- Administrative Law.
- Data Protection.
- Intellectual Property.
- Technical regulations and legal metrology.
- Corporate Law.
- Pharmaceutical Regulation.
- Public Law.
- Public Procurement.
- Economic Regulation.
- Litigation.
- Arbitration.

CONTACTS

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Gabriel Santelices



Valeria Rosero



Santiago Paz

POSITIONING

No matter the industry, need or business objective, Dentons Paz Horowitz robust legal Corporate and M&A team have the experience to provide integrated strategic business advise to their clients in local and global markets.

With Dentons' global reach as a strength and advantage in the local market, the lawyers from the Corporate and M&A team count with years of experience to help businesses needs through a collaborative and forward-thinking approach, working side by side with the tax and accounting and other areas to find viable solutions to issues that otherwise could be deal breakers.

The team specializes in advising incoming foreign investors, choosing the right corporate and tax structure for every situation, providing a practical approach to the clients' needs based on their jurisdiction and interests.

The area provides legal advice to a wide range of sectors such as aviation, real estate, floriculture, distribution companies, pharmaceutical, retail, telecommunications, removable energy, oil and mining, importation and distribution of vehicles, among others.

Their services comprise a broad range of business and commercial transactions, including corporate restructures, incorporations, regulatory monitoring, acting as attorney-in fact, legal advising on corporate compliance, mergers, demergers, bylaw reforms, capital increase, etc.

Some of the department unique qualities are the complete understanding of the financial business side, not having a problem to analyze accounting or financial issues, and its innovative and preventive solutions to obtain effective results.

Some of the key matters on which Dentons Paz Horowitz is highly recognized within the legal community, is in negotiation, M&A, international contract drafting and corporate/tax restructuring.

BUSINESS

- Corporate – Commercial
- M&A
- Labor and Employment
- Real Estate
- Tax
- Mining
- Oil & Gas
- Energy
- Aviation
- Immigration
- Telecommunications

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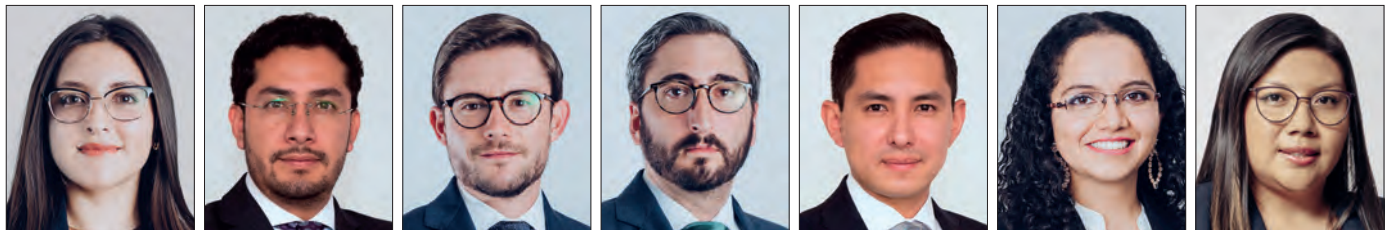
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Karla Villacís

Mariela Moreno

Adriana Paredes



Ángeles Aguinaga

Iván Plascencia

Marcelo Morabowen

Santiago Aguirre

Cristian Álvarez

Dayana Fuenmayor

Tamia Guamán

POSITIONING

The real estate department is recognized as one of the most versatile and rapidly growing in the country. LEXVALOR Abogados has a strong presence in the real estate sector because of its comprehensive knowledge of the industry. We advise on every kind of real estate project, including construction and infrastructure projects, mall development, out of town housing developments, and all types of commercial projects.

Our value-added services entail working closely with other units in the firm, such as the tax division and the fiduciary unit, to structure appropriate project-specific legal arrangements. We are experts in advising on the overall process and implementation of all manner of suitable structures for project development.

We have extensive and varied experience in negotiations, legal disputes, and arbitration in tenancy and expropriation-related matters and are leaders in providing legal services for construction companies and banks involved in drawing up deeds with third parties acquiring housing and commercial units.

We are experts at subdividing and combining properties and implementing condominium structures, and we have a thorough understanding of the real estate regulations and local ordinances in every canton for implementing condominium complexes and qualifying them as “Special Urban Projects” with the respective local governments.

We have nearly twenty years in real estate practice for the structuring of real estate trusts, we advise from the structuring of the trust business, its development, contribution, construction, and liquidation. We are advisors in this service for the largest trust company in the country with more than one hundred real estate businesses whose constituents are the most prestigious construction companies in the country, the real estate trust practice is developed in the main cities of Ecuador, therefore, our practice covers different jurisdictions.

BUSINESS

- Legal and tax structuring of projects.
- Promotion, investment, disinvestment.
- Financing options and real estate acquisition.
- Construction and real estate development.
- Transfers of ownership.
- Unifications, subdivisions, and partitions.
- Horizontal property declarations and reversals.
- Cadastral updates.
- Termination and liquidation of projects and structures that develop them.
- Regulatory and municipal compliance for the development of real estate projects.
- Design and elaboration of real estate contracts according to the needs of the project.
- Legal advice on real estate risk management.
- Legal-labor advice on labor risk management related to the construction activity.
- Legal advice on natural catastrophic events related to real estate.
- Implementation of condominiums and internal regulations of horizontal property.
- Legal advice on municipal technical legislation and legal support in the categorization of special urban development projects with the respective municipalities.

OFFICES

- Quito
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POSITIONING

We provide practical solutions for our clients, focusing on the prevention of disputes with strategic counsel and labor-related structuring, we have a remarkable record of accomplishments in labor litigation.

We are experts in workplace risk and occupational safety, advising on occupational hazard prevention and safety management as part of a team of experts on the subject.

Our legal advice on labor matters is focused on compliance and on the generation of inclusive policies at the labor level, to advise our clients on the implementation of policies and guidelines that prevent and confront situations of discrimination and workplace harassment.

Besides advising our clients on legal matters, we work along with company HR departments to design organization charts, position charts, human resource management, payroll management, authority and discipline management, and strategies to maintain a positive working environment.

We keep abreast of current labor legislation, emphasizing training (in-company and outside) for CEOs, area managers, and department heads as an important tool to prevent labor disputes that might arise from the employee-employer relationship.

We have experience in advising companies with different kinds of core businesses and workers with complex labor relationships, the firm is very active and effective in administrative and labour litigation.

BUSINESS

- Labor compliance.
- Labor due diligence.
- Social security, occupational safety, and labor risks.
- Collective bargaining.
- Internal work regulations, special work schedules and safety regulations.
- Employer's Retirement.
- Administrative complaints before the Ministry of Labor Relations.
- Sponsorship in labor litigation.
- Processes of opening, subrogation, merger and closing of companies and liquidation of workers.
- Labor risk management.

OFFICES

- Quito
- Guayaquil

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Gabriela Guzmán



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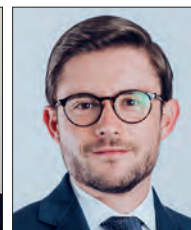
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POSITIONING

LEXVALOR Abogados has positioned itself as a sophisticated player in the local market and within the top five full-service firms in the country in size and revenue. This position has heightened the firm's experience and credentials and allowed us to participate in complex and key transactions and corporate advisory services to renowned national and international corporations.

Among the services provided by LEXVALOR, areas of steady incremental growth include:

Mergers and Acquisitions: Our team has consolidated its M&A practice through a sustained role in key transactions on both the buy and sell sides, advising local and international clients. The corporate team works closely with our competition practice to adequately assess the competition aspects of our M&A practice, including merger control, non-compete provisions, and other restraints subject to competition/antitrust rules in Ecuador.

Corporate Advisory Assistance: LEXVALOR has a deep its practice into structuring business entities that mitigate tax contingencies and optimize investor resources. As a firm, we have consolidated our corporate, tax, and fiduciary practices to deliver innovative cost-efficient products to investors.

The practice has developed around the creation of Simplified Joint Stock Companies that constitute a relatively new type of structure in Ecuador, which have allowed a modernization of corporate law. There have also been many corporate restructuring processes through foreign entities, especially for software companies that have sought to internationalize in different markets. Our corporate area has advised in all these structuring of new businesses and internationalization of existing ones.

BUSINESS

- M&A (public bids and acquisitions, including LBOs, MBOs, reverse buyouts)
- Share transfers
- Spin – offs
- Joint ventures
- Capital increases and reductions, amendments to bylaws and other corporate acts.
- Shareholders Agreements
- Corporate restructuring
- Winding up process
- Corporate rescue
- Debt / financial restructuring
- Insolvency proceedings
- Good Corporate Governance

OFFICES

- Quito
- Guayaquil

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LAW FIRMS

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ECUADOR



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ABOGADOS ECUADOR

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Romero**



**Marcelo Torres
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**Juan José
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**Francisco Larrea
Naranjo**

POSITIONING

With over 20 years of experience in the Ecuadorian legal market, Noboa, Peña & Torres, Abogados stands out for its high standard of professionalism, ethics, and constant search for innovative solutions, which are provided nationwide through its two strategically located offices in the cities of Quito and Guayaquil.

We provide sophisticated legal advice and add value to our clients by delivering high quality legal products and services, with a clear and commercially focused point of view based on a solid understanding of your business.

The firm has in-depth knowledge and experience in complex transactions, involving both national and international matters and is well-recognized for its provision of legal services to clients ranging from Fortune 500 enterprises to entrepreneurs. Clients value the firm's capability to deliver solid, creative, effective and cost-efficient legal advice based on their needs and goals.

Noboa, Peña & Torres, Abogados is also a founding partner of the Ibero-American Legal Network (Red Legal Iberoamericana), an alliance of 14 prestigious Ibero American Law Firms, with 28 offices in 20 countries, having as main objective the creation of business opportunities for clients in those jurisdictions.

BUSINESS

- Administrative Law, Public Procurement and Concessions
- Dispute Resolution
- Arbitration and Mediation
- Banking, Finance and Capital Markets
- Criminal Law
- Compliance
- Competition Law
- Corporate and Commercial
- Energy and Mining
- Environmental Law
- Foreign Trade
- Insolvency and Patrimonial Restructuring
- Intellectual Property
- Constitutional Law
- Labor law and Social Security
- M&A
- Tax Law
- Tourism Law
- Real Estate

OFFICES

- Quito
- Guayaquil

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POSITIONING

Robalino Abogados, leaders in our sector, constantly evolving and preparing for the future.

We are a specialized team consisting of lawyers and consultants, constantly seeking to innovate and be on the forefront of new legal and consulting trends.

Currently we have a multi-disciplinary group of more than 200 highly qualified team members, to meet the needs of a demanding local and international market

Our past experience is just the beginning. Our vision is set on new horizons, new markets, and new challenges. We evolve and innovate to continue adapting ourselves to the needs of our ever-changing world.

We strive to be strategic, long-term advisors and “partners” in a safe and trusting environment, intimately understanding the particularities of the industries and businesses of our clients. We customize our tools and systems, using new cutting-edge technologies to allow us to remain leaders in providing professional services, that has local and international experience and recognition.

Our corporate practice covers business and commercial aspects of the day-to-day operations of many of the most well-known local and international companies operating in Ecuador and advises on the country’s most sophisticated and high-profile transactions, many of which span multiple jurisdictions and practice areas.

The corporate team includes professionals who are very well-versed in the best international practices, standards, structures, and documentation required for different kinds of corporate transactions and with a significant emphasis on mergers and acquisitions, joint ventures, private equity, foreign investment, corporate restructuring, bankruptcy procedures, real estate, tax and labor matters.

We also collaborate with the community by supporting different pro bono initiatives.

We continue to grow, our offices are now in five of the most important cities in Ecuador, becoming the Firm with the largest presence in the country.

BUSINESS

- Corporate
- Tax
- M&A
- Finance & Capital Markets
- Foreign Trade
- Transfer Pricing
- Insurance & Reinsurance
- Real Estate
- Energy & Natural Resources
- Mining
- Banking

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Alexandre Ancel



Juliette Vacheron



Yacine Benani



Guilhem Tabard

POSITIONING

Founded in 1995, Bersay brings together 40 highly-qualified lawyers, with wide-ranging expertise to address the legal needs of businesses.

Its practice covers all of the main areas of business activity, in an advisory capacity as well as in litigation and arbitration, and in both national and cross-border matters. The Firm has experienced significant growth thanks to the sustained trust of its clients, who have built its reputation for excellence, thereby enabling it to attract new clients. Driven by a desire to remain constantly innovative, effective and competitive, Bersay became the first Paris law firm to be certified ISO 9001 (in 1998).

Corporate M&A

Bersay's Corporate and M&A team counts experienced lawyers whose in-depth knowledge of market players (investment funds, industrial groups and other investors, institutional bodies, company directors, etc.) allows for pragmatic management of client interests.

Main areas of expertise are:

- Acquisitions of companies or assets;
- Partnerships and Joints Ventures;
- Divestments, asset reclassifications and restructurings;
- Mergers.

Private Equity

In the area of Private Equity, the team assists investors and founders with all types of private equity transactions, on all aspects of these transactions.

Main areas of expertise are:

- Innovation / venture Capital;
- Growth Capital
- Buy-outs, LBOs, MBOs, MBIs & BIMBOs

BUSINESS

- M&A / Corporate
- Private Equity
- Banking / Finance
- Tax Law
- Litigation / Arbitration
- IT/IP / Data protection
- Fintech
- Labour / Employment Law
- Public Law
- Distressed Companies / Restructuring
- Real Estate / Construction
- Competition / Economic Law
- Energy
- Insurance
- Operations / Industrial Risks
- Life Sciences / Biotech / R&D Pharma
- Environment / Sustainable Development

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Magali Masson



Eric Muller



Jean-François Pourdieu



Guillaume Touttée



POSITIONING

Founded in 1993, De Pardieu Brocas Maffei is one of the leading independent French business law firms, and currently has 150 lawyers, including 34 partners.

De Pardieu Brocas Maffei has a leading position in the field of M&A with a team of more than 40 lawyers including 10 partners and 3 counsels. The M&A team is multidisciplinary and covers all Corporate activities. It advises all parties involved in M&A transactions, both as regards listed and non-listed companies: purchasers, sellers, financial advisers, lenders, managers and corporate bodies (boards and committees).

The Firm also intervenes in complex stock market transactions for distressed companies, in stock market litigations, in the context of administrative and criminal proceedings involving stock market-related breaches or offenses.

Several partners within the Corporate/M&A team have specialized expertise in leveraged buyouts. They primarily advise investment funds in connection with equity investments and mezzanine financing, and also advise management teams.

The team advises numerous private equity and real estate funds on their structuring, investment and disinvestment transactions.

The M&A team has an in-depth experience and expertise in relation to investment especially in Financial and Insurance Institutions Group and Real Estate sectors for institutional clients that the Firm has been advising for many years. This provides the Firm with an extensive knowledge of the issues and actors of such sectors (Investors, Advisors, Banks, Regulators) thereby allowing the firm to anticipate on the Firm client's expectations and develop a pragmatic and deal-making approach of the transactions.

It works closely with other practice areas of the Firm, such as the Real Estate and the Financing teams on large deals and also draws from the resources of our Competition, Tax, Employment, Restructuring & Insolvency and Dispute Resolution lawyers.



BUSINESS

- Complex corporate transactions
- Acquisitions, Sales
- Joint-Ventures, Mergers
- Public offerings (cash tenders offers, repurchase offers, exchange offers ...) in particular "Public to Private" operations
- Stock-exchange transactions
- Securities Law and Disputes
- Private Equity : LBO, MBO, OBO, Mezzanine financing
- Restructuring
- Distressed M&A



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BUSINESS

Cross-Border Expertise
German & French Law:

- Labour Law
- Corporate Law
- Tax Law
- Distribution
- Competition & IP
- M&A and Joint Ventures
- Corporate Acquisitions
- Litigation & Arbitration
- Finance & Banking
- Product Liability
- Corporate Insolvency
- Real Estate
- Corporate Succession
- Inheritance Law
- Renewable Energies
- Debt Collection
- In-house Training
- Legal Translations



Emil Epp



Sophie Gossmann



Jörg Luft



Marcus Lubnow



Koray Kosal



Julien Dupont



Anne-Lise Lamy



Vanina Vedel



Priscille Lecoanet



Ulrich Martin



Marianne Grange



Aurélia Heim



Déborah Niel



Elisabeth Walckenaer



Clémentine Paquet



Hanna Volkenner



Laura Rejano



Emeline Salmon



Anja Hergesell



Michael Ott



Laura Maurer



Audrey Bourquin



POSITIONING

Our law firm was founded in 1994, by Emil Epp, whose entrepreneurial approach and vision was to provide sound legal and business advice for French companies and their German subsidiaries in German law and to German, Austrian and Swiss companies with subsidiaries in French law.

All our attorneys have a German and French law degree. Specialized teams cover all aspects of German and French business law and defend the interests of our clients in all German and French courts.

As it needs more than legal advice to make business successful in foreign countries, we have established companies to facilitate cross-border business:

- for German, Austrian and Swiss companies in France (www.eurodroit.com; www.ffu.eu) as well as worldwide (www.cbbbl-lawyers.de).
- for French companies in Germany: EPP TAX Expertise Comptable (www.expertisecomptable.de) and Vis-à-Vis (www.vis-a-vis.fr) – our domiciliation company in Baden-Baden.



OFFICES

• Paris • Baden-Baden • Strasbourg • Zürich • Bordeaux • Sarreguemines



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POSITIONING

With more than 400 lawyers, tax advisors and notaries providing legal services across eight offices in Germany, Heuking Kühn Lüer Wojtek is one of the major commercial law firms in Germany. Founded more than 50 years ago, Heuking Kühn Lüer Wojtek is one of Germany's top 20 law firms in terms of annual revenues according to industry analyst JUVE.

The spectrum of our legal advice ranges from German and foreign medium-sized companies to international (including listed) large corporations in all matters of commercial law. Another focus of our client support lies in public law in which we advise decision-makers on all levels of administration.

M&A

Private M&A, public takeovers and joint ventures, management buy-outs and buy-ins are transactions that have traditionally been our core expertise. A team of competent and dedicated lawyers will guide you during all phases of the transaction and, upon request, in tax matters as well. Our full-service approach enables us to offer the necessary industry expertise in many areas, including by involving peers from specialized fields who are familiar with your operational day-to-day business.

Operating from various offices, our practice has broad experience in numerous industries ranging from startups and SMEs to large corporations and the public sector

BUSINESS

- M&A

OFFICES

- Berlin
- Chemnitz
- Cologne
- Düsseldorf
- Frankfurt
- Hamburg
- Munich
- Stuttgart

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POSITIONING

The firm

Preu Bohligh is a well known German law firm for more than 60 years. Today, we are one of Germany's most renowned boutique law firms in IP, commercial law and pharmaceutical law. Our long-standing experience in commercial and corporate law has always included M&A transactions, restructurings and IPOs, in particular in combination with our high level of expertise in IP-driven markets. You will find our offices in four major cities of Germany (Munich, Düsseldorf, Berlin and Hamburg) and, on top, an office in Paris to bring us even closer to our French clients.

With our team of more than 30 highly specialised lawyers, we take care of your needs. Your commercial success is the focus of our attention. We strive to understand your case and your business. We create solutions on which you can rely.

Areas of practice

Corporate and commercial law is one of our main areas of work. We have decades of experience in M&A, especially for small and medium-sized companies, as well as freelance entities. We often assist our clients from the very beginning, in company formations, mergers and acquisitions, restructurings and other corporate transactions. We support our clients in optimizing their structures and enforcing their shareholder rights. We have extensive experience as members of supervisory boards and advisory councils. This expertise in corporate and commercial law also pays off when it comes to enforcing rights in other areas of law, for example, in disputes between joint inventors. Our long-standing expertise in the field of mergers and acquisitions (M&A), joint ventures, as well as commercial and distribution agreements is characterised by economic understanding and interdisciplinary networking. Our lawyers are also very experienced and successful in the area of disputes between companies, as well as between shareholders before state courts and arbitration courts.

Corporate and commercial law, M&A, intellectual property and life science are our core competencies. We represent clients in all areas of corporate law. For example, we advise on transactions in the fields of mechanical engineering, chemical industry, patent holdings, engineering services, veterinary and medical centers, IT infrastructure, software development, food distribution and many other areas.



BUSINESS

- Competition and Commercial
- Mergers & Acquisition
- Patents and Utility Models
- Trademarks and Designs
- Pharmaceutical Law
- Cosmetics Law
- Copyright
- Information Technology and E-Business
- Medical Device Law



OFFICES

GERMANY

- Düsseldorf
- Munich
- Berlin
- Hamburg

FRANCE / UPC

- Paris



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Eleonora Parrocchetti

POSITIONING

ADVANT is a European law firm association that comprises more than 600 professionals, including more than 140 equity partners, across 15 locations across Europe (Berlin, Brussels, Dusseldorf, Frankfurt, Freiburg, Genoa, Hamburg, London, Milan, Munich, Paris, Rome) and around the world (Beijing, Moscow, Shanghai).

M&A

From 2018 to 2022 our team provided legal assistance in approximately 386 M&A transactions with a deal value of more than EUR 5 million and last year our M&A lawyers have been involved in 92 deals in Italy (+ 26,03% compared to 2022; n°3 law firm in the country as certified by the league tables of Mergermarket and Refinitiv). The firm's M&A and private equity practice group is particularly strong and focuses on complex deals - both domestically and internationally - on mergers, acquisitions and corporate finance.

The firm also has a specific and qualified competence in the set-up of investment funds as well as financing operations, investments and divestments.

Over the years our professionals have worked on all types of extraordinary transactions in most major industry sectors, both regulated and non-regulated, including telecommunications and ICT, pharmaceuticals and healthcare, energy and manufacturing.

Private Equity

Our team has been one of the leading law firms in Italy in the private equity sector in recent years, as it is certified by **the number and the quality of the private equity deals** in which we have our lawyers played an important role and by **the high-level of our clientele**, formed by the best funds operating in Italy and at international level. Assistance to Private Equity and Venture Capital Funds also includes:

- Leveraged Buyouts (LBOs), Management Buyouts (MBOs), capital expansion and special situations
- Acquisition of distressed assets
- Start up, financing round and exit via royalty / equity deals on venture capital projects

BUSINESS

- Administrative and European Public Law
- Antitrust and Competition Law
- Banking and Finance
- Capital Markets
- Corporate and Commercial
- Corporate Criminal Law
- Employment Law and Industrial Relations
- Intellectual Property
- Litigation and Arbitration
- Mergers and Acquisitions, Private Equity
- Privacy and IT Compliance
- Real Estate
- Restructuring and Insolvency
- Tax Law

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Mario Giambò, Equity Partner
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Alessandro Bellofiore

POSITIONING

BSVA is an independent law firm set up in 2002 by Alessandro Bellofiore and Francesco Senaldi. They wanted a place where the professional relationship between clients and lawyers could feel like a real partnership based on trust. With a team of over 60 members, BSVA is today a multi-disciplinary legal firm (deeply rooted/well established) on the Italian territory, based in Milan and Varese, whose aim is to meet the demands of its Italian and foreign clients, offering tailor made legal and fiscal services in several legal matters such as corporate and commercial law, banking, finance & capital markets, labor law, criminal law and family law.

Corporate M&A

The Firm's professionals have more than twenty years' experience in assisting both industrial or commercial operators and private equity funds in complex national and international transactions involving the sale of shareholdings, the creation of joint ventures and the sale of assets.

BSVA offers M&A assistance in various sectors such as IT, luxury products, food, pharmaceutical, banking and insurance.

The ability of the members of the Firm to identify the peculiarities and the critical issues arising out in such fields allows them to offer clients cutting edge and prompt solutions to their legal needs.

The Firm has developed an extensive M&A expertise in the field of renewable energy and in particular the acquisition of solar parks.

The Firm provides M&A assistance in the different stages of the transaction: identification of the seller/buyer or business partner, during the due diligence phase, in the drafting and negotiation of the contract and shareholders' agreements and the accomplishment of all formalities necessary to close the transaction, including the notifications to the competent antitrust or supervisory authorities.

BUSINESS

- Corporate - M&A
- Corporate and commercial law – contracting
- Real Estate

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Manfredi Leanza



Pietro Masi



Giovanni Nicchiniello



Mario Ortu

POSITIONING

The firm specializes in corporate and commercial law, with a specific focus on complex corporate transactions and business reorganisations, providing an all-round assistance including related debt finance aspects. We act for domestic and international clients, sovereign funds, investment and commercial banks, insurance and financial services firms, as well as clients covering a broad spectrum of industry sectors, including automotive, fashion and luxury, energy, oil & gas, marketing and advertising, telecoms, digital & media and food & beverage. Key factors of the firm success and its increasing basin of clientele include:

Strategic advisory

We appreciate the strategic drivers of any given transaction and aim to understand clients' strategic objectives in the context of the deal and align our delivery to their achievement, whether in the context of an acquisition or a strategic collaboration or joint venture.

Multi-jurisdictional expertise

Many of our clients have substantial cross-border activity and benefit from our track record in a vast number of jurisdictions, which enables us to deliver significant added value.

Deal counsel role

Clients need the management of the diverse elements of a deal to be as streamlined and efficient as possible, and we have built up a significant track record acting as "deal counsel", managing and coordinating the input of counsel in other jurisdictions on all corporate and finance aspects of a given deal, as well as liaising with financial and other advisers. Our experience of managing deals in this way includes assisting Italian clients on numerous transactions outside Italy.

BUSINESS

- Automotive
- Energy & Utilities
- Fashion & Luxury
- Financial institutions
- Oil & Gas
- TMT
- Real Estate
- Private Equity

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POSITIONING

Bonn & Schmitt is a leading Luxembourg full-service law firm with an extensive international practice.

Our attorneys are experienced practitioners in the Luxembourg legal environment and present a unique combination of expertise allowing us to deliver unrivalled legal solutions in one of Europe's leading financial centres.

Bonn & Schmitt has established strong working relationships with leading law firms throughout Europe and in the international community with whom we interact closely and collaboratively to provide our clients with innovative and integrated solutions to multi-jurisdictional matters.

Our global client base stretches through Europe, to Russia, the U.S., South America, South Africa and Asia.

We are trusted legal partner of leading international financial institutions, industrial corporations, national governments as well as media companies, pharmaceutical groups and food and beverage groups listed on the Forbes Global 2000 List.

The firm regularly advises Luxembourg state/local and regulatory authorities on a wide range of legal matters.

Bonn & Schmitt's lawyers are registered with the Luxembourg Bar and many are members of several international legal organizations, including the International Bar Association, the Union Internationale des Avocats and the International Fiscal Association.

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BUSINESS

Corporate

- Corporate Law
- Mergers & Acquisitions
- Corporate Finance
- Insolvency & Restructuring

Banking, Capital Markets and Regulation

- Banking and Finance
- Financial Services and Regulation
- Capital Markets and Securities Laws

Investment Funds, Asset Management and Private Equity

- Asset Management and Services
- Investment funds
- Alternative Investment Funds
- Private Equity

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LAW FIRMS

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POSITIONING

Located in the heart of one of the world's main financial centers, DSM Avocats à la Cour provides its national and international clientele multilingual services suited to Luxembourg's current environment. DSM's lawyers are recognized experts in numerous legal practice areas such as corporate, M&A, tax law, private equity and real estate, the funds industry, labour law as well as dispute resolution. Our teams are international and multicultural, combining their skills to provide bespoke services to our clients.

Corporate / Mergers and Acquisitions

DSM Avocats à la Cour is an independent firm considered to be an excellent alternative to larger international firms for corporate, commercial, and M&A work in Luxembourg. Many clients and foreign law firms referring work to us on behalf of their clients are of the opinion that **DSM is a mid-sized firm delivering top quality work able to handle sophisticated transactions**. Our corporate and M&A team is regularly called upon to assist in domestic, cross-border and multi-jurisdictional matters and advises on general corporate matters, mergers and acquisitions, corporate restructurings, public and private tenders, mergers and divisions, share and asset deals, joint ventures, liquidations, corporate governance and compliance, managerial and other governing body liability as well as corporate finance.

Private Equity & Real Estate

DSM understands the big picture and gives clients the benefit of its technical expertise at every stage of the process. Our team advises and represents clients on and with respect to the full range of real estate law matters, including: financing, setting up of the corporate structure (regulated funds and non-regulated funds, SPVs), acquisition or divestment of real estate property, including asset deals and share deals; urban zoning and planning, including general and specific development plans, construction permits, as well as permits by specific competent authorities; drafting and negotiation of commercial, office and residential lease agreements; drafting and negotiation of surface rights and emphyteutic leases; issues linked to condominiums and drafting of condominium rules; public procurement and competition; and civil, commercial, tax and administrative disputes over all issues linked to real estate.

Restructuring & Insolvency

DSM advises a variety of clients in bankruptcy and insolvency cases, both in the bankruptcy courts and in out-of-court restructurings. Our specialists also advise on company management, insolvency administrators, guarantors and creditors in any phase of a bankruptcy or insolvency.

Our team assists clients in: English, French, German, Italian, Luxembourgish and Spanish.

BUSINESS

- Administrative and Public Law
- **Banking and Financial Law**
- **Restructuring & Insolvency**
- Capital Markets
- **Commercial and Business Law**
- Compliance and Regulatory in the Financial Sector
- **Corporate / M&A**
- Criminal Law & White Collar Crime
- **Dispute Resolution**
- **EU & Competition Law**
- Digital
- **Employment and Social Security Law**
- Life Sciences
- Maritime Law
- **Real Estate and Construction**
- **Tax Advice and Tax Dispute Resolution**
- Investment Funds

DESKS

- Italian Desk
- German Desk

VALUES

- Excellence
- Reactivity and Availability
- Closeness
- International

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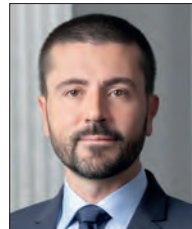
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Marie Sinniger



Bob Scharfe



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Robert Goerend



Karine Vilret

POSITIONING

Located in the European Union's premier financial centre, Luther in Luxembourg is a leading business law firm established in 2010. The firm's multilingual professionals advise domestic and international clients across numerous practice areas, particularly Corporate/M&A, Banking Finance and Capital Markets, Dispute Resolution, Investment Management, Employment, Real Estate and Insurance/Reinsurance.

The firm offers comprehensive legal advisory solutions to multinational corporations, investment funds, private equity and financial institutions. To best serve its clients, Luther in Luxembourg utilises the greater network of the law firm's international offices and has long-standing, close relationships with business law firms in all relevant jurisdictions around the world.

Luther is one of the top addresses among German commercial law firms. It employs over 420 lawyers and tax advisers and is present in 10 German economic centers and has 11 international offices in European and Asian financial centers.

Luther is a founding member of unyer (www.unyer.com), a global organisation of leading professional services firms that cooperate exclusively with each other.

Geographically and philosophically, the Grand Duchy of Luxembourg stands at the heart of the European Union. Its speed in embracing the legislative and regulatory measures that make up the European single market endow the country with an ideal legal environment from which to conduct cross-border and global business. Luxembourg's financial centre is a major international player in private banking, primary bond listing and especially in investment fund domiciliation and servicing, in which it is the largest European hub, second worldwide only to the US. The Grand Duchy faces continuing challenges in an environment characterized by rapid and far-reaching economic and regulatory change. Government, regulators and private sector businesses take on those challenges in a spirit of co-operation that ensures a modern reliable and flexible legislative and regulatory framework. In this extremely demanding but exciting environment, Luther in Luxembourg has built up strong expertise in its practice areas, enabling it to provide the highest-quality service to an ambitious ecosystem of multinational companies, investment funds, private equity houses and financial institutions. Luther's ultimate value lies in its ability to link together every aspect of this ecosystem.

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BUSINESS

- Banking, Finance and Capital Markets
- Corporate Law/M&A
- Data Privacy
- Dispute Resolution
- Employment Law
- Investment Management
- Insurance/Reinsurance
- Real Estate and Property Transactions
- Family Businesses - Entrepreneurial Families
- International Trade Law
- Restructuring and Insolvency
- Technology, Media and Telecommunications

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POSITIONING

Strelia's Luxembourg office was established in 2017, in recognition of the importance of Luxembourg as a top-ten financial center worldwide and as the world's second most important hub for investment funds, behind only New York. Our Luxembourg office also addresses the needs of our mainly French and Belgian clients with activities in both Belgium and Luxembourg.

Strelia's Luxembourg office focuses on the practice areas of Corporate and M&A, Banking and Finance, Tax and investment and wealth management. Additionally, we handle disputes before the Luxembourg courts. We also advise clients with respect to Luxembourg real estate, insolvency and restructuring, labour and employment, as well as general commercial law.

BUSINESS

- Corporate / M&A
- Banking & Finance
- Tax
- Dispute Resolution
- Wealth management
- Restructuring & Insolvency

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POSITIONING

White & Case is an international law firm that serves companies, governments and financial institutions. We are uniquely placed to help our clients resolve their most complex legal challenges wherever they are. We have a global full-service capability that is available to provide integrated legal advice every step of the way.

Our Luxembourg team advises on a broad range of areas of expertise, with a particular focus on private equity, investment funds, tax, mergers and acquisitions, banking and finance, capital markets, restructuring, corporate litigation and EU financial service regulations.

Our Luxembourg Investment Funds team has an extensive experience in advising on the structuring and setting up of a broad range of collective and alternative investment funds, including private equity, real estate, infrastructure and debt funds. The team also advises on derivative documentation (implementation of EMIR, ISDA documentation and derivative instruments implementing investment strategies), collateral management, securities lending, repurchase agreements and prime brokerage arrangements.

Almost all the transactions we advise on in Europe include elements of Luxembourg law due to the prevalence of Luxembourg investment funds and holding company structures. We assist clients investing in Luxembourg as well as Luxembourg-based clients on their ambitions to expand internationally, enabling their strategies and cross-border transactional activities. Clients look to us for guidance to solve problems, evaluate new opportunities, comply with complex regulations and implement essential business strategies.

The clients of our Luxembourg Office include major corporations, leading financial institutions and alternative investment players (private equity, real estate, etc.), alternative capital providers and other financial sponsor clients or privately held companies.

BUSINESS

- Corporate and Mergers & Acquisitions
- Private Equity
- Investment Funds
- Asset Finance
- Capital Markets
- Commercial Litigation
- Debt Finance
- Financial Restructuring and Insolvency
- Financial Services Regulatory
- Project Development and Finance
- Regulatory & Compliance
- Tax

Our values

At White & Case, our culture comes to life through three core values :

Pioneering

We seize opportunities to innovate and grow

United

We are one firm with a shared sense of purpose

Human

We care about each other and the world around us

These are the concepts that shape our distinctive culture and differentiate us from others.

They capture the unique spirit of our Firm, and guide the behaviours that enable us to deliver on the promises.

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Miguel Angel Peralta



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 **POSITIONING**

Basham, Ringe y Correa is a full-service law firm with a strong presence in Latin America. It was established in Mexico in 1912 so it has 110 years of experience helping clients do business in Mexico and abroad.

Basham's preventive and strategic advice on all the areas of Mexican law allows the firm to offer its clients effective, complete and timely solutions to their needs.

The firm has four offices strategically located across the country: its main office is in Mexico City and regional offices are in Monterrey (opened in 2000), Queretaro (opened in 2004), and Leon (opened in 2018).

Basham's Corporate and M&A Practice Group assist Mexican and foreign clients in a broad range of cross border commercial transactions. As members of one of Mexico's leading law firms, our corporate lawyers have the experience, knowledge, and judgment required to effectively manage all transactions, from the simplest to the most complex with speed, efficiency, and success.

Every business plan or model must comply with domestic and international tax provisions. For this reason, Basham, Ringe y Correa assists our clients in meeting their tax obligations under the Law. Aware of their clients' concerns regarding the frequent amendments to tax provisions, Basham, Ringe y Correa offers a wide range of tax planning services to maximize the efficiency of their transactions.



Sergio Barajas



Victor Barajas

 **BUSINESS**

Corporate:

- Foreign Investment negotiation and structuring
- Incorporation of companies and limited liability companies
- Opening of subsidiaries and branch offices of foreign companies
- Joint ventures and shareholder agreements
- Commercial contracts
- Construction contracts
- Approvals and permits from all levels of government
- Corporate restructuring,

- conversions, dissolutions and liquidations
- Corporate record maintenance

Tax Planning:

- Domestic and international tax planning
- Due-Diligence
- Corporate reorganization
- Mergers, spin-offs and acquisitions
- Global solutions
- Solid alliances with foreign law firms
- Tax consulting
- Tax incentives

 **OFFICES**

- Mexico
- Monterrey
- Queretaro
- Leon

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Mirna Ordaz



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Cassandra Gonzalez

POSITIONING

BLANCO CARRILLO is a boutique law firm founded in 2012 with the purpose of meeting the increasing demand for expert and professional legal advice in the world of business in Mexico.

Corporate

Our lawyers develop strategies to advise clients on the structuring and legal maintenance of their business, including:

- Preparation and up-to-date maintenance of the necessary corporate records.
- Negotiation, preparation and execution of all types of agreements and legal documents, and the coordination of shareholders or partners' meetings and, when applicable, meetings of the board of directors and special committees.

M&A

Our team has wide experience advising buyers and sellers in acquisition transactions of companies and assets in Mexico:

- Legal structure of the operation
- Negotiation of the terms and conditions
- Legal audit, preparation and execution of all types of purchase agreements and related documents
- Coordination and supervision of compliance with the agreed conditions for closing the transaction

Banking & Finance

Our lawyers have extensive knowledge to assist our clients in contracting loans, secured or unsecured, bilateral and syndicated, simple or structured, as well as in bond issuances in the stock market, securitizations, project financing and debt restructures including:

- Legal structuring, negotiation and formalization of the corresponding financial instrument
- Negotiation, preparation and execution of all types of documents and guarantees

Real Estate

We have the professional experience to counsel individuals, real estate companies, developers and private national and foreign equity funds, in all legal and regulatory aspects of the real estate sector in Mexico, the commercial, industrial and residential subsectors, including:

- Legal structuring, negotiation and formalization of the corresponding vehicles and instruments.
- Negotiation, preparation and execution of all types of purchase, development, administration and operation of real estate agreements, including loans and guarantees.

Legal Management

We are pioneers in the practice of Legal Management in Mexico. Our lawyers develop strategies to counsel, as external counselors but with absolute involvement, clients in this area of practice.

- Determination of legal structures and strategies that go hand in hand with the business plans and particular needs of each client.
- Management of the aforementioned legal structures and strategies in its implementation.
- Organization and maintenance of legal documents, including public deeds and all kinds of agreements, among others, to develop a legal strategy suitable for our clients' business.
- Assistance to clients in internal negotiations and with third parties to prevent judicial or extrajudicial conflicts.
- Assistance to clients in the hiring of "ad hoc" advisors that they require from time to time in its operations, such as tax advisors, trial attorneys, public accountants, notaries public, agents, among others.

BUSINESS

- Corporate
- M&A
- Banking & Finance
- Real Estate
- Legal Management

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 Top Advisors Directory
LAW FIRMS

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MEXICO

**BONFIGLIO
MACBEATH
S.C.**

abogados

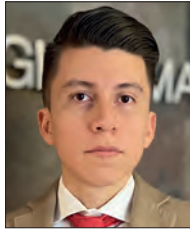


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**Sergio Bonfiglio
MacBeath**



**Víctor José Sandoval
Córdova**

POSITIONING

MISSION: BONFIGLIO MACBEATH Abogados S.C. is a firm specialised in everything related to the agrarian sector in Mexico by taking care of the best international human rights practice and pursuing a fair balance between the parties involved. Our services are focused on advising both national and foreign companies and investors on the guidance to planning, growth, maintenance, and investment of their human and material resources in the scope of the Mexican agrarian law, as well as foreign investment within the country.

VISSION: BONFIGLIO MACBEATH Abogados S.C. is a firm specialised in everything related to the agrarian sector in Mexico by taking care of the best international human rights practice and pursuing a fair balance between the parties involved. Our services are focused on advising both national and foreign companies and investors on the guidance to planning, growth, maintenance, and investment of their human and material resources in the scope of the Mexican agrarian law, as well as foreign investment within the country.

AGRARIAN LAW: Currently, the country is comprised of more than 50% of social property distributed between ejidos (common land) and communities; urban growth, population density and investment projects of any sector, including tourism, search out areas which are increasingly farther from the suburbs. The lack of awareness of the regulatory procedure, ejido and communal land have posed a greater risk for investment, which led the investor (many times) to be obliged to buy the piece of land more than once or, at the worst-case scenario, to lose their investment; thus, our firm has specialised in relevant issues in agrarian matters by providing our clients with legal certainty through preventative measures and dodging the corrective ones.

Within the areas we specialise in, we may find:

Speciality:

- Land audits which are under the social and private property legal framework.
- Negotiations with ejidos and communities, as well as with various internal bodies of the ejido and communities.
- Regularisation in alienating ejido and communal land.
- Regularisation of rights of way in gas pipelines.
- Technical and legal opinions, and identification of risk factors in investing on social property.
- Participation contracts in communal and ejido land.
- Usufruct contracts, tenant farming and metayage.
- Alienation of national plots.

Processes:

- Registration in the National Agrarian Registry.
- Deregistering of folios in the National Agrarian Registry.
- Registering and deregistering plot-of-land folios.
- Grading of ejido and communal assembly minutes.
- Registration of ejido or communal assembly minutes.
- Compliance with full ownership.
- Exhaustion of pre-emptive or preferential rights.

Litigation:

- At a national level, in all Agrarian One-Judge Courts with matters related to article 18 of the Organic Law of Agrarian Courts.
- Agrarian Supreme Court of matters related to article 9 of the Organic Law of Agrarian Courts.



BUSINESS

- Litigation on agrarian and real estate law



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Sandra Naveda Martínez

POSITIONING

DeForest Abogados is an alliance of law firms in Mexico and the United States focused on the attention, advice and prevention of legal needs concerning national and international business operations. We are known for providing a different perspective, with a strong local presence and international viewpoint, providing services in a close, personalized, and timely manner in different areas of specialization.

We offer our services in the most important cities of Mexico: CDMX, Puebla, Guadalajara, León and Querétaro, and in the USA in cities such as NY and Texas; likewise, in other regions of the world with our French Desk, German Desk, Chinese Desk and Spanish Desk, through which the firm advises both Mexican and foreign companies, thus providing support to our clients in transactions abroad or foreigners with operations in Mexico, contributing to an international legal culture.

We have a total of 145 employees, of which almost 100 are lawyers, several of them members of the International Bar Association, the National Association of Corporate Lawyers and certified by the latter.

BUSINESS

- Corporate Law & Contracts
- Administrative & Governmental Law
- Tax Law
- Foreign Investment
- Labor & Social Security
- Migratory
- Intellectual Property
- Litigation & Arbitration
- Environmental Law
- Energy
- Maritime Law
- Fintech
- Banking and Finance Law
- Technology and Digital Law

OFFICES

- Mexico City
- Puebla
- Querétaro
- León
- Guadalajara

DESKS

- Spanish Desk
- German Desk
- Chinese Desk
- French Desk

REPRESENTATION OFFICES

- Texas
- New York

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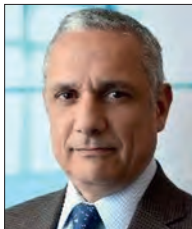
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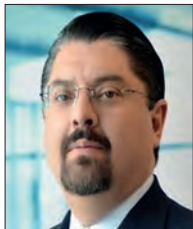
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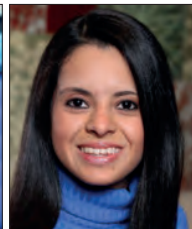
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POSITIONING

In under 5 years, Deloitte Legal in Mexico has become a consolidated multidisciplinary legal service practice with 18 partners and over 100 practitioners.

Deloitte Legal in Mexico is part of a global network of legal advisors in over 75 countries which provides legal advice and guidance on strategic commercial decisions, offering profitable support for daily legal activities and in-depth experience in tax litigation and controversies.

Corporate: Managing a business today is complex. Leaders need guidance on a broad range of activities including business start-up requirements, trading activities of an entity, expansion efforts, dissolving or unwinding of a business as well as general questions arising from day-to-day operational activities. Deloitte Legal lawyers work alongside experienced business professionals in Deloitte's tax, consulting, accounting, and financial advisory practices to provide clients with cohesive guidance based on their individual and unique circumstances. We have deep experience across a wide range of industries and sectors and jurisdictions.

Acquisitions: In the current commercial environment, expansion strategies, partnerships and divestments frequently generate a broad range of legal, tax, regulatory and other issues which may affect the general success or failure of a transaction.

Restructuring: The current global economy has created new opportunities for companies looking to find cost savings through progressive supply agreements. Deloitte Legal advises companies in all stages of a transaction, from negotiation to execution. We provide advice on adequate structures and the drafting of relevant agreements and supplementary documents.

Bankruptcy: Deloitte Legal offers advice on matters related to financial restructuring, including the structure, drafting and negotiation of agreements related to businesses agreed to by the parties, as well as legal advice to creditors or companies with financial difficulties related to the Bankruptcy Law.

BUSINESS

- Banking Law
- Mergers and Acquisitions
- Corporate and Commercial Law
- Corporate Finance
- Project financing
- Intellectual property
- Tax litigation
- Energy services
- Real estate
- Trusts and family businesses
- Restructuring
- Immigration services
- Labor & Employment

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POSITIONING

Ibáñez Parkman, S.C. is a firm fully aware of the challenge involved in the development of corporations and individuals within the legal framework, both in our country and abroad. Reason why it has its own philosophy inspired in the highest ethical and service values ensuring with this the trust deposited by its clients.

The areas in which we render our services are directed by professionals that comply with the highest standards of knowledge and probity. This permits us to intelligently coordinate the personnel under it, in the constant search of benefits for the interests of the clients this firm represents.

Based on the foregoing, technology also performs a very important role to Ibáñez Parkman, S.C. Thus it is that our infrastructure, together with the spirit of personalized service, allows us to maintain a close communication with our clients, and this constitutes our main commitment.

We are able to analyze the needs of different projects, such as infrastructure, roads, drinkable and treated water, environment, electricity, hydrocarbons, among other administrative matters; besides this last, we also have plenty of experience in identifying governmental programs which are focused on seeking subsidy schemes, financing or public-private partnerships that might lead to reducing investment costs of our customers.

We are capable enough to identify additional common needs for infrastructure projects and the surrounding communities. We are always focused on seeking creative solutions so that, not only these needs be harnessed, but also the social impact that the project might cause can be reduced. This last is possible, once a cost-benefit study is applied in accordance with the required standards by current regulations and by conducting negotiations with the competent authorities in order to obtain the required support.

BUSINESS

- Development of projects of Energy and Infrastructure
- Labor
- Corporate Law
- Foreign Investment
- Real Estate
- Tax Law
- Civil Law
- Commercial Law
- Administrative Law
- Litigation

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**Justo Fernández del
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Balvanera**

POSITIONING

Jáuregui y Del Valle (JDV) was founded in 1975 as a Mexican full-service law firm specialized in domestic and international business transactions. It brings together dedicated professionals with a solid international expertise, highly recognized for their innovative approach in providing solutions with the highest technical and ethical standards, alongside a deep understanding of their clients' business needs. Our mission is to preserve a distinctive unique approach and to remain a leading practitioner of law; key elements that triggered their participation in highly reputable transactions.

JDV advises domestic and foreign clients on a wide range of joint ventures, investments and economic activities within manufacturing trade and services. The firm has a history of implementing state-of-the-art transactions, being a market leader in advising highly regulated entities and in structuring foreign equity investments. We are well known in covering various types of financings, privatizations of government-owned companies and public services, in advising and assisting clients on all steps of qualifications for public bid processes and negotiations of procurement, alongside services, infrastructure and agreements with government entities. The firm has advised foreign governmental entities throughout its history.

The law firm is recognized for its innovative approach in efficiently designing corporate structures and its outstanding technique of solving complex issues. We advise on Distribution Agreements, Acquisitions, Joint Ventures, Strategic Alliances and Associations, Shareholders Conflicts, Corporate Governance, Regulated Industries, Privatization Processes and Anti-Corruption.

Our Banking & Finance team provides advice to commercial banks, investment banks, investment funds, insurance companies, financial lease and factoring companies, pension funds and other financial institutions holding business in Mexico. Our legal assistance includes granting of financing, establishment of subsidiaries in Mexico, acquisition of financial entities in Mexico and compliance with anti-money laundering regulations.

Within our Competition & Antitrust practice we offer advice on all types of Litigation, Compliance, Immunity Programs and Personnel Training. Tax is one of our main practice areas. We offer tax consulting on both federal and local level, with a broad expertise in Acquisitions, Divestitures, Stock and Asset Purchases, Transfer Pricing, Tax Refunds, Structuring of Funds and Public Securities Issue (IPO). The tax specialists are constantly involved in cross-border and domestic transactions.

Our Private Equity team is well experienced in developing strategies for our clients on structuring, bids and deals to mitigate risks and close efficiently. JDV has advised various pension plans, fund managers, financial institutions, financial advisers, investors and family offices on structuring funds, bids, acquisitions and deals.

BUSINESS

- Banking and Finance
- Competition & Antitrust
- Corporate M&A
- Criminal Law
- Energy & Natural Resources
- Environment
- Insurance & Reinsurance
- Intellectual Property
- International Trade & Customs
- Labor and Employment
- Litigation & Arbitration
- Real Estate
- Tax

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**ISABEL PIZARRO
GUEVARA**



**LUIS MONSALVO
ÁLVAREZ**



**ANDRÉS CÁMARA
PÉREZ**

POSITIONING

Monsalvo Duclaud is a Mexican leading law firm specialized in Labor, Employment and Social Security matters.

With a seasoned team of more than 40 attorneys, Monsalvo Duclaud represents a vast majority of industry sectors and multinational employers, bringing innovative solutions to daily requirements involving its clients' most important asset: their people.

All of Monsalvo Duclaud's partners are well recognized experts in each key practice area, which translates in unique cross-functional representation in the following strategic fields:

- Labor and Employment Consultancy
- High-risk Litigation
- Union Matters
- Labor Inspections
- Social Security Contributions

Monsalvo Duclaud actively participates in negotiations with local and international authorities, for the creation of new regulations and the amendment of legal frameworks that need to adapt to the present and upcoming changes of employment and social security realities. The team holds key positions in the main employer's chambers and associations, supporting management with investments in Mexico.

BUSINESS

- Labor & Employment
- Social Security

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POSITIONING

Since our incorporation in 2008, our firm has specialized in agrarian law and real estate in Mexico, providing legal and consulting services focused on due diligence, negotiation and legal protection of real estate rights in Mexico, including privatization of ejido lands, rights of way, and real estate rights acquisition and litigation. With a multidisciplinary approach we cover all types of real estate: public, agrarian and private. Through a comprehensive knowledge of Mexican realities and candid communications, we seek to build solid trust-based relationships with the ejidos, communities and stakeholders with whom we work. At O'Gorman&Hagerman we are interested in building social capital and be an active participant in the development of Mexico's rural areas and communities.

The firm is made up of three main areas: legal, technical and administrative. The legal area is composed of attorneys and interns who provide high-quality services, with the passion and intensity needed to meet our clients' high expectations. The technical area in turn, has three subdivisions: Geomatics, Sociology and Real Estate Development. They work to produce information and give insights to thoroughly understand the circumstances projects face in social and geographical aspects. The administrative area offers support for our entire operation. With +12 years of experience, our work has impacted thousands of acres of lands, and hundreds of ejidos, communities and owners across Mexico. The firm's vision is to obtain Land and Freedom, with utmost transparency, respect of human rights and social responsibility. In everything we do, we seek to ensure the sustainability of the projects on which we participate, understood as the legal and social viability in the short and long term, over all the phases of a project. **Possession is no longer enough.**

Investigation, Due Diligence & Consulting Services

- Identification of the property regime applicable to lands in Mexico: public, social or private.
- Locating owners, title-holders and possessors.
- Identification of potential conflicts and legal risks regarding property titles and records, irregularities, encumbrances and other limitations.
- Analysis of conflicts related to land ownership and tenure.
- Due diligence of ejidos, communities, ejidatarios, possessors, settlers, private owners, and property rights holders

• Negotiation & Acquisition

- Acquisition, regularization and formalization of real estate rights, mainly over rural lands, ejidos, communities and private estates.
- Acquisition of rights over real estate executing all types of agreements, including pledges, sale-purchase agreements, usufructs, leases, easements.
- Rights of way.
- Privatization of ejido lands and of state-owned land.
- Coordination of ejido and community assemblies or meetings, drafting of minutes, maps and other exhibits
- Registration of agreements before the National Agrarian Registry (RAN).

Real Estate Litigation

- Agrarian trials, including lands restitution, defense of ejido lands privatizations, agrarian inheritances, related to agreements executed pursuant to Agrarian Law, conflicts over boundaries, possessions and matters related to state-owned land.
- Civil and commercial lawsuits involving real estate.
- Administrative procedures before the Ministry for the Agrarian, Land and Urban Development, (SEDATU), National Agrarian Registry (RAN) and Office of the Agrarian Ombudsman (Procuraduría Agraria)
- Amparo trials related to agrarian and real estate conflicts.

BUSINESS

- Agrarian
- Energy
- Real Estate Litigation
- Infrastructure

OFFICES

- Cancún
- CDMX
- Cd. Obregón
- Guadalajara
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Juan José Villar



Juan Carlos Villar



Leticia Montero

POSITIONING

Villar & Villar Abogados, S.C., arises from the union of an experienced group of lawyers, specialists in different areas of law, who since its foundation in Mexico in 2007, have accompanied numerous clients in strategic, national and international operations, consolidating itself as a law firm of recognized prestige in its areas of practice.

Most of the lawyers and professionals of VILLAR® are academics and university professors, who actively participate in institutions and operations at national and international level, making available to the Firm and its clients, their knowledge and talent to set specific criteria in the prevention, strategy and resolution of conflicts, all under the principles and values of professionalism, honesty, commitment, ethics, client service and results. Its capacity for innovation, response and follow-up have positioned VILLAR® as one of the leading law firms in Mexico.

The Firm has developed specialized practice areas, offering constant coordination and support among them, seeking to know and understand in depth the core business of its clients, becoming a strategic ally for the matters in which they participate and transactions of legal relevance in which they assist, thus offering preventive and corrective advice in order for its clients to achieve their goals.

In this way, VILLAR® seeks to exceed the expectations of its clients, solving their legal needs under standards of excellence. The lawyers, obsessed with quality, have a broad knowledge of the reality and trends of commerce and industry, focusing on the complete satisfaction of its clients, based on specialization, daily work, team availability and social commitment.

BUSINESS

- Administrative
- Anticorruption and Compliance
- Antitrust
- Arbitration
- Banking and Finance
- Civil and Family Law
- Commercial
- Corporate
- Criminal
- Energy and Natural Resources
- Environment and Sustainable Development
- Foreign Investment
- Immigration
- Intellectual Property
- Labor and Social Security
- M&A
- Money Laundering Prevention
- Privacy and Data Protection
- Real Estate
- Restructurings and Commercial Bankruptcy
- Tax

OFFICES

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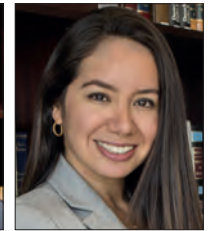
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Jaime Miranda



Christa Caro



Ana Angulo



Kepler Panduro



Alfredo Sotomayor



Cindy Vargas



Karla Figueroa



Gabriela Polo



Rodolfo Nuñez

POSITIONING

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS is a law Firm made up of lawyers with broad experience in providing legal consulting services both, for private and public sectors. The purpose of our institution is to remain at the forefront and excel in all law practice areas with a special focus on litigation and arbitration matters. In that sense, our main partners are highly praised as referents in this area of expertise, being highly demanded both as litigators as well as in their role as arbitrators; having participated in various large-scale arbitrations, as well as representing several of the country's most important companies in critic leading cases.

As a highlight of some of the firm's most recent cases, is the successful advisory and legal representation in the constitutional action held against Law 31018, which suspended the charge of tariffs in all national highways during the COVID 19 outbreak and further lockdown in Peru; as well as representing Petroperu with its defense in a recent constitutional process held in order to suspend the development of the technical improvement in La Pampilla refinery, one of the biggest current public infrastructure projects in Peru. Finally, the firm has participated in an international arbitration, at the CIADI, initiated by a maritime concessionaire against the Peruvian Government claiming the existence of several causes of contractual breach.

Furthermore, our lawyers have held positions of high responsibility and specialization in the public administration, focused especially on matters related to human rights, arbitration as well as constitutional, administrative, competition, mining and environmental law. Also, they are skilled in issues related to the private investment and public management in addition to negotiation of different contracts aimed at executing large-scale investment projects. In this regard, the Real Estate area of the Firm has experienced a remarkable growth, having as clients the main actors of the real estate and construction sector in the country, sponsoring them in the design of investment models as well as in the management of such projects.

Similarly, we pride ourselves in having a vast experience in providing legal advice for the business development and settlement of controversies arisen from the corporate, financial, tax, and labor issues and generally, for all matters related to the business development in Peru.

BUSINESS

- Dispute Resolution and Arbitration
- Regulatory and Public Law
- Constitutional Law
- Pharmaceutical and Life Sciences
- Tax Law
- Labor Law
- Mining Law
- Real Estate
- Public Contracting & Procurement
- Investments and Project Finance
- Corporate Law
- Competition Law and Intellectual Property
- Environmental Law, Natural Resources and Energy
- Family Law

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POSITIONING

Aramburú Castañeda Boero - abogados is a top full-service firm with more than 20 years of experience providing high quality legal consulting services to middle-market companies in different areas of law.

We provide comprehensive and creative solutions, which not only adds value for our clients, but helps them make appropriate decisions. For this purpose, we engage in our client business and create a client-firm work team that allows us to combine their best interests with alternative legal solutions. Our goal is to be considered not only as their lawyers, but as a strategic business partner in long-lasting work relationships.

At **Aramburú Castañeda Boero - abogados** we provide legal advice on Corporate Law, M&A, Labor & Employment, Immigration, Tax, Projects & Infrastructure, Regulatory, Private Investment, Compliance, Arbitration, Data Protection and recently in Mining, among other corporate-related practices.

Specialized counselling on reorganizations, shareholders, agreements, stock trades, credit syndication, liquidation and dissolution of companies, negotiation and development of employment contracts, labor planning, risk assessment, labor cost reduction strategies, terminations, labor due diligence, occupational safety and health, collective bargaining, labor claims, Immigration, tax planning, analysis of operations with tax incidence, legal support in financing operations, tax litigation, are our main day-to-day advice.

Our professional team is highly specialized, graduated from the most prestigious universities; and most of them have obtained masters degrees in the United States, Europe and/or locally, thus our clients should expect profound knowledge of the areas of law to be dealt with, as well as integrity, commitment, initiative and capacity for analysis and creativity.

The firm is member of DRT Alliance a global network of law offices that provides clients seamless access to legal services in major business centers through the U.S, Latin America, Europe, Middle East, Asia and Africa.

BUSINESS

- Arbitration
- Compliance
- Corporate, Commercial and M&A
- Data Protection
- Labor and Employment
- Immigration
- Mining
- Tax
- Projects & Infrastructure
- Regulatory

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**Carlos Saco-Vertiz
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**Eduardo Landerer
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POSITIONING

Our Law Firm was founded in June 2012, by recognized professionals with a long and successful track record, seeking to offer our clients specialized legal and advisory services on corporate, banking, financial, insurance, capital markets, real state, aviation, retail business, health services, agribusiness, manufacturing and industrial matters, as well as business services, hotel management, oil and gas and aviation activities, among others.

Our partners and associates provide preferred, timely and professional services, based on sound, honest and transparent values and on principles of professional ethics and strict respect for conflict of interest rules.

Thus, the team of Partners and Associates of our Law Firm has earned a well-deserved reputation in the market and has gained the trust of a client portfolio consisting of leading local and international companies who have entrusted us their legal counseling and assistance matters.

On the month of April, 2018, BBGS was constituted, as the result of the integration between the legal firms Bambach & Campos (Chile), Barrios & Montenegro (Colombia), García Velasco & García De Luca (Mexico) and Sacovertz & Landerer (Peru), providing one of the most important legal networks in Latin America, rendering services in Chile, Colombia, Mexico and Peru with a staff of more than 120 lawyers.

On December 03, 2021, with BBGS as member, it was launched ELBA GLOBAL, a new global alliance of legal and business advisors, comprised by a select group of prestigious law firms, accounting and business advisors headquartered in several different countries around the world have launched a new global alliance named “ELBA GLOBAL – Elite Legal and Business Advisors.” The 15 Founding Members are Law, Tax and Accounting Firms with over 30 different practice areas from Brazil, Chile, Colombia, Hong Kong, Italy, Mexico, Panama, Peru, Portugal, Spain, Switzerland, The Netherlands, USA and Venezuela.

BUSINESS

- Banking, Finances
- Capital Market
- Mergers & Acquisitions
- Mining
- Corporate and Commercial
- Taxes, Foreign Trade and Customs
- Aviation
- Competition law
- Health services
- Real Estate Investment
- Insurance
- Intellectual Property
- Administrative law and Municipal matters
- Private Concessions and Initiatives
- Proceedings
- Consumer Protection law
- Telecom law


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Cecilia Vargas



Victor Farro



Yessica Manzur

POSITIONING

The team has broad experience, advising clients from all over the globe, including Asian, European and North American companies, offering a comprehensive local legal knowledge with a global approach in order to provide effective solutions to our clients' needs.

Our transactions team has a well-developed and very successful methodology that is very meticulous with all the regulatory, environmental, sectoral and other relevant aspects of an operation, making sure to always provide efficient tax advice and to verify all the sensitive aspects from the labour point of view.

We have an outstanding track record advising important clients across a range of sectors, with a particularly strong focus on the retail, mining, oil & gas, aviation, real estate, energy and industry sectors, among others.

OFFICES

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- Brussels
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- Cologne
- Duesseldorf
- Edinburgh
- Frankfurt
- Funchal
- Geneva
- Glasgow
- Hamburg
- Istanbul
- Kyiv
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- Poznan
- Prague

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- Rome
- Sarajevo
- Sheffield
- Skopje
- Sofia
- Stavanger
- Strasbourg
- Stuttgart
- Tirana
- Utrecht
- Vienna
- Warsaw
- Zagreb
- Zurich

AFRICA

- Algiers
- Casablanca
- Johannesburg
- Luanda
- Mombasa
- Nairobi

MIDDLE EAST

- Abu Dhabi
- Beirut Abu
- Dubai
- Muscat

BUSINESS

- Antitrust, Competition and Trade
- Arbitration
- Aviation
- Banking & Finance
- Bankruptcy & Restructuring
- Capital Markets
- Compliance
- Consumer Products
- Corporate/M&A
- Dispute Resolution
- Employment & Pensions
- Energy: Electricity Oil & Gas
- Environmental Law
- Hotels & Leisure
- Infrastructure & Projects
- Insurance
- Intellectual Property
- International Arbitration
- Life Sciences & Healthcare
- Mining
- Public Procurement & Administrative Law
- Real Estate & Construction
- Tax
- TMC - Technology, Media And Communications

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- Hong Kong
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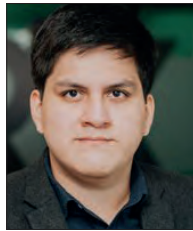
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**Valentina López
Rodríguez**



**Franz Valdivia
Alejos**



Katherine Flores

POSITIONING

Compliance Laboral S.A.C. is a boutique legal firm specialized in the labor area, founded to share with society all the experience gained in the years of labor legal practice.

Compliance Laboral is led by Tino Vargas Raschio, Managing Partner of Compliance Laboral, a specialist in Labor issues and Corporate Labor Compliance.

His experience of more than 10 years is complemented by two lines of action: Collective Bargaining and Occupational Health and Safety Management Systems. He can understand the needs of the client to offer a solution grounded in the real corporate context. He is a senior contractual adviser and a member of Boards and Committees. In addition, he works as an in-house legal trainer for different companies and is the author of legal articles in Thomson Reuters, Gaceta Jurídica, Gaceta Laboral.

Likewise, the Compliance Laboral team is made up of a young staff of lawyers, who have an extensive experience in labor matters and have ideas associated with today's world:

- Franz Valdivia Alejos
- Valentina López Rodríguez
- Katherine Flores Zamudio

Working together with professionals specialized in Individual Labor Law, Collective Labor Law, Labor Procedure, Immigration, Safety and Health at Work, and Social Security, guarantee the commitment to provide quality advice on all kinds of matters related to these areas of practice.

The service provided in Compliance Laboral require a close relationship with the client, trust, and total transparency to share and take care of the data provided.

Compliance Laboral work under the objective of being a strategic partner that listens to the client's needs and provides solutions that are adjusted to the right extent and the context of each company individually, without neglecting the employee, the most important human being. within any organizational relationship.

We are here to support our clients, because we are more than legal.

BUSINESS

- Hiring and Dismissals
- Collective bargaining, prevention, and resolution of labor disputes.
- Human Resources Consulting
- Corporate reorganizations and productive decentralization
- Immigration processes.
- Solution of judicial and arbitral controversies
- Administrative Procedures
- Safety and Health at Work
- Implementation of Remuneration Policy
- Training

CONTACTS

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Katherine Flores: kflores@claboral.com

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**Carlos Cornejo
Vargas**



**Cintia Santiváñez
Núñez**



**Claudia Seminario
Gómez**



**Cecilia Calderón
Paredes**

POSITIONING

We offer high-quality legal services specialized in Labor Law, Social Security and Immigration Matters, with a vision based on efficiency and personalized attention to prevent labor contingencies.

The members of our Firm are top-level lawyers with extensive experience advising national and foreign private companies, as well as public sector institutions.

Among our services are:

- Advice for hiring of national and foreign workers, and outsourced personnel.
- Advice for the design of compensation systems, and for the organization of working times.
- Advice for the design of termination procedures.
- Advice for the improvement of Labor relationships and to prevent labor disputes and manage collective bargaining.
- Advice for the design of procedural strategies, both in judicial and administrative settings, including the sponsorship before Judicial and Administrative Authorities.
- Advice for compliance with labor obligations, through Audit procedures aimed to identify non-fulfillment and to execute corrective measures.
- Advice for compliance with legal obligations regarding Safety and Health at Work.
- Advice for compliance with legal obligations regarding Social Security.
- Advice for Immigration matters, regarding obtaining adequate migratory status for foreigners.
- Virtual and face-to-face training on Labor matters, such as mandatory issues (sexual harassment in the workplace and Health and Safety matters) and others aimed to improve labor relations with good labor practices.

BUSINESS

- Labor consultancy
- Collective bargaining and Labor relations
- Administrative and Judicial procedural sponsorship
- Labor Audit
- Safety and Health at Work
- Social Security (in health and in pensions) consultancy
- Immigration services
- Training in labor matters


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Germán Carrera Rey

Mario Pinatte Cabrera

Luis Mejía Serván

Xenia Vizcarra De Schäffler

Giuseppe Manini

Cecilia Muñoz

Eva Figueroa

POSITIONING

Founded in 1999, CPB Abogados is a full-service law firm that offers a comprehensive range of legal services for both domestic and foreign clients.

Our professionals are legal specialists in providing multidisciplinary advice of the highest quality and with a deep knowledge of the various economic sectors, in order to understand the challenges, objectives and business opportunities of our clients and thus be able to offer tailor-made solutions with a real commitment to quality and customer service.

Because of its orientation towards serving corporate clients, CPB Abogados has developed special strengths in civil, commercial, corporate, merger & acquisition, labor law, taxation, real estate, administrative and intellectual property among others, as well as defending its client's interests in courts.

CPB Abogados offers its clients unbeatable quality of service and sound counsel by giving excellence in service, a clear sense of commitment, and a strict code of ethical conduct, which are basis for a long-term relationships with its clients.

BUSINESS

- Administration and Legal Representation of foreign companies
- Corporate
- Tax Law
- Mergers and Acquisitions
- Real Estate
- Banking and Finance
- Compliance
- Labor
- Migratory
- Intellectual Property
- Consumer Protection
- Innovation and Entrepreneurship
- Private Clients
- Dispute Resolution
- White Collar Crime
- Mining

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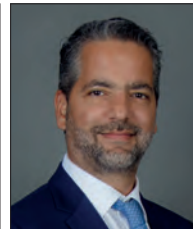
Ricardo Escobar



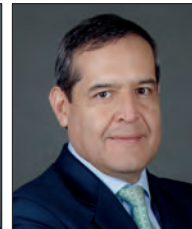
José M. Allemant



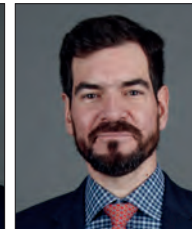
Janilú Badiola



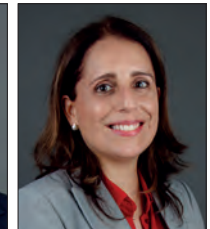
Sergio Barboza



Jorge Córdova



Daniel Flores



Cecilia Guzmán-Barrón



Guillermo Hesse



Hernán Jordán



Fernando Lanfranco



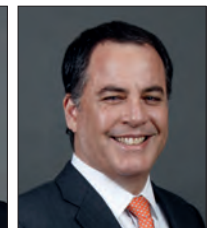
Erik Lind



Carlos Nuñez



Luis Vargas



Hernán Velarde

POSITIONING

DLA Piper is a global law firm with offices in more than 40 countries throughout the Americas, Asia Pacific, Europe, Africa and the Middle East, positioning us to help companies with their legal needs anywhere in the world.

DLA Piper Peru provides comprehensive legal advice on projects and infrastructure; energy and natural resources; corporate and M&A; restructuring; litigation and arbitration; banking, finance and capital markets; real estate; labor and migratory; taxation and foreign trade; insurance and reinsurance; corporate criminal law and compliance, among other areas of practice.

We are a young spirit firm with an in-depth knowledge of the industries we provide services for. Each member of our firm defines a solid culture of business ethics and a permanent commitment to our clients.

BUSINESS

- Projects and Infrastructure
- Energy and Natural Resources
- Corporate and M&A
- Litigation and Arbitration
- Banking and Finance
- Real Estate
- Labor and Immigration
- Tax
- Insurance and Reinsurance
- Corporate Criminal Law and Compliance
- Industrial and Intellectual Property
- Restructuring
- Antitrust
- Private Clients (Wealth Management / High Net Worth)
- Data Protection

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Mauricio Olaya Nohra



Juan Carlos Vélez



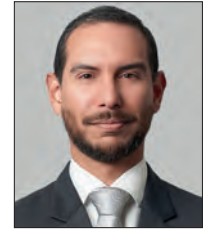
Santiago Quiroz



Ricardo de la Piedra



Alonso Vera



Raúl Vizcarra

POSITIONING

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera, founded in 1981, has considerable professional experience and is the largest law office in Peru. Our firm, which has around 320 lawyers and 40 practice areas, tries to develop a solid commitment and a long-term relationship with its clients in order to become identified with their business objectives and offer the necessary professional support, coupled with experience, creativity and common sense.

Estudio Muñiz has a leading practice in M&A deals in Peru and the team, the largest in the Peruvian legal market, has built up an unparalleled amount of experience over the past years, leading the M&A ranking in Peru for seven consecutive years (2016, 2017, 2018, 2019, 2020, 2021 and 2022) according to Transactional Track Record (TTR), a leading monitoring company of the most relevant M&A transactions carried out in Latin America. The firm has the highest number of clients of any firm in Peru and is recognized by Lacca (Latin America Corporate Counsel Association) as one of the firms that advises the greatest number of key international corporations in Peru.

We adhered to the United Nations Global Compact, the world's largest corporate sustainability initiative that supports companies to do business responsibly by aligning their strategies and operations with 10 principles on human rights, labour, environment and anti-corruption. We are actually the only Firm in Peru with nationwide coverage through a vast network of offices, which makes us offer high quality services in almost every city in Peru.

The firm was the first law firm in Peru in opening a dedicated accounting service to meet the needs of companies and in view of the new criteria of the income tax law regarding the transfer-pricing regime the firm also set up Muñiz Transfer Pricing. Furthermore, there is Semigra, a company that provides migration consultancy. The firm set up an alliance with Intedya, a well-known Spanish company with presence in 16 countries which focuses on implementing compliance programs at several companies.

The firm was the first, and probably still the only one, with a quality control and customer services department. This department is in charge of staying in contact with clients to know how satisfied they were with the service they received.

BUSINESS

- Administrative
- Agriculture, Forestry & Water Resources
- Aviation
- Bankruptcy and Restructuring Proceedings
- Capital Markets and Bank Regulation
- Clearing of Land Title and Access to Land
- Communications and Privacy
- Competition, Bureaucratic Barriers and Antidumping
- Competitive bidding processes
- Corporate Law
- Criminal Law
- Electricity
- Environment
- Fashion and Retail Law
- Fisheries
- Foreign Trade
- Infrastructure, PPP and Works for Taxes
- Insurance and Reinsurance
- Intellectual Property
- International Arbitration
- Labor and Social Security Matters
- Litigation and Dispute Resolution
- Maritime and Port Law
- Mergers and Acquisitions
- Mining
- Municipal Regulations and Authorizations
- Oil and Gas
- Project Finance and Syndication
- Real Estate and Construction
- Tax
- Tourism and Hotel Management
- Transportation

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José Gálvez Rosasco



Javier Dolorier Torres



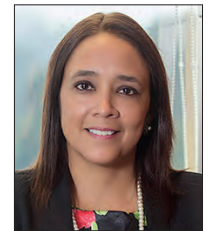
Martín Mantilla Hidalgo



Karina Arbulú Bernal



Silvia Muñoz Salgado



**Flor Villaseca
Hernández**

POSITIONING

Gálvez & Dolorier Abogados (G&D) is a Peruvian innovative and modern state-of-the-art boutique law firm specialising in Labour and Tax. The firm is comprised of six partners and 11 associates. Competitive strengths are the combination of in-depth knowledge and strong litigation skills in tax law and labour law and, the public sector and private practice experience of its senior lawyers. These are a convenient match and a key value recognized by the firm's clients.

Tax Department: Led by partners José Gálvez and Silvia Muñoz, former senior officials with 15 years of experience in intermediate and managerial positions at the Peruvian Tax Administration (SUNAT), both participated in several tax legislation reforms related to income tax. They have led the contentious areas in the first instance.

G&D participates in highly sophisticated tax consulting with a focus on corporate tax planning, local and cross border and wealth management. The firm stands out in litigation processes representing domestic and foreign companies before the administrative and judicial domestic authorities, primarily in transfer pricing of taxation of multinational economic groups matters, technology and international operations.

Due to the high specialization in international tax matters, G&D promotes long-term professional development of its lawyers who have been attending on a regular basis courses on transfer pricing and international taxation at prestigious institutions such as the Vienna University of Economics and Business, Leiden University and the International Bureau of Fiscal Documentation.

Labour & Employment Department: Led by partner Javier Dolorier, an acknowledged labour law attorney with 25 years of experience in collective bargaining and labour auditing, planning and restructuring. He has been a former advisor to both the Labour National Council and the Supreme Court in labour matters. Chaired until 2018 the High Court of Administrative Liabilities. The area is co-lead by Flor Villaseca an experienced litigator and specialised in safety and health at work.

G&D represents clients in employee relations and advises on all matters related to employment and labour law. The team's regular work includes drafting policy papers for clients on recently issued legislation on pay equity, as well as sexual harassment prevention and complaints procedures, and LGBTB inclusion initiatives. The firm also advises corporate clients on the impact of new technologies on job reduction.

BUSINESS

• Tax

Specialization in: tax litigation; tax planning (includes fiscal planning and wealth management) and general tax advisory with focus on international transactions and transfer pricing, technology and e-commerce (high specialisation in taxation of digital services, technical assistance, royalties, software and other e-commerce and IT-related operations).

• Labour and Employment

Specialization in: Preventive counsel, drafting contract plans and policies, salary programs, hiring foreign personnel and human resources management auditing. Litigation success rate in the last five years has been around 90%.

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**Juan Prado
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**Carlos Herbozo Pérez
Costa**



**Úrsula Cortés
Gutiérrez**



**Raúl Villacencio
Bedoya**



**Alfonso Fernández
Maldonado Sousa**

POSITIONING

Llona & Bustamante Abogados was founded in 1963 by Alvaro Llona Bernal and Manuel Bustamante Olivares. At the core of our professional practice are our solid ethical principles, which in turn have made our law firm known for its operational excellence and professional level of our members. The different Laws areas that we serve are focused, not only on the corporate needs of domestic and foreign companies that forms part of our client portfolio, but also on the defense of society and individuals.

With more than 50 years of service, which gives us invaluable experience, the Firm distinguishes itself for its efficient management, maintaining an impeccable ethical and moral line, reflected in the lack of compromising negative situations or media scandals.

One of the Firm's targets is to contribute to the development of society, which is why with its Pro Bono program it assists recognized entities dedicated to the service of the community, such as Buckner Peru, Kusimayo and the Asociación Benéfica María Auxiliadora. In addition, we collaborate with the Manuel J. Bustamante Foundation and, for some time until now, we have been collaborating annually with the World Bank with our knowledge and experience for the annual edition of the Doing Business guide, with the purpose of helping the realization of investments and business in Peru.

Today, our team of professionals is formed by lawyers with graduates and master's degrees from the most prestigious universities of the country and abroad, some of whom have who have even taught in law and economics schools. We must emphasize that many attorneys have been professionally trained in our Firm.

Our comprehensive and global vision of Law allow us to offer creative solutions for all the legal needs of our clients, whether national or foreign, which can be recognized in the successful cases obtained in the different assignments entrusted to our sponsorship. At the same time, we are connected with law firms worldwide through our strategic association with Primerus.

BUSINESS

- Civil Law and Contracts
- Corporate Law
- Banking, Finance, Insurance and Pension Funds
- Capital Markets
- Corporate Governance
- Concessions and Privatizations
- Mergers and Acquisitions
- Labor and Migration Law
- Tax Law
- Customs and Foreign Trade
- Competition Rights
- Unfair Competition and Advertising
- Industrial Property and Information Society Rights
- Copyright
- Consumer Protection
- Mining, Oil and Energy Law
- Fisheries, Agribusiness and Environmental Protection Law
- Bankruptcy Law
- Public Administration Law
- Settlement of Controversies and Arbitration
- Hospitality and Entertainment
- Telecommunications
- Other Services


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Alfredo Vidal



Mónica Byrne



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César Moreno



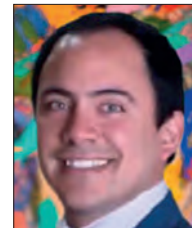
Patricia Kcomt



Karina Quinde



Carlos Enríquez



Jan Sandoval

POSITIONING

Miguel Mur Abogados began its operations as a tax boutique in 2013. Today, our solid tax practice complemented with corporate structures have led us to be a creative, trustworthy and one of the most important full-services law firm in Peru. Having more than 1500 successful deals and transaction, lawyers of Miguel Mur Abogados have been recognized in Leaders League ranking since 2018 due to their high legal knowledge, consolidated experience, ethics, and unique personalized attention to national and international clients.

We had exceptionally achieved 150 compliance programs, 200 planned tributary structures, 2000 operations and a successful digital transformation, being the first law firm that had built legal tech in the country. The legacy work of leader partners Miguel Mur and Erick Valderrama have achieved that all our practices are recognized and highlighted internationally and have also generated that tier 1 Peruvian media manages to take our lawyers as references and opinion leaders.

BUSINESS

- Tax
- Tax Litigation
- Corporate Tax
- Corporate Law - M&A
- Labor and Employment
- Compliance
- Consumer Protection Law
- Data Privacy
- Dispute Resolution
- Litigation and Arbitration
- Migratory
- Government procurement
- Regulatory Matters
- Real Estate Law
- Intellectual Property

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**Juan Enrique Dupuy
García**



Aldo Cornejo Uriarte



Eduardo Linares



Giacomo Bacigalupo

POSITIONING

ONTIER is a global law firm with headquarters in London and offices in 13 countries worldwide. We are in Bolivia, Brazil, Chile, Colombia, Italy, Spain, the United States, Mexico, Paraguay, Peru, the United Kingdom, the Dominican Republic and Venezuela, which makes us the international firm with the largest presence in Latin America.

ONTIER is an international law firm that offers all kinds of legal services, among which especially high complex commercial and corporate transactions, as well as international commercial litigation.

Our Corporate and M&A team plays a crucial role in providing specialized legal services to companies seeking to carry out strategic business transactions such as mergers, acquisitions, divestitures, and corporate restructurings. Our activities include conducting legal due diligence proceedings, drafting and reviewing civil and commercial agreements and contracts, negotiating terms and conditions, securing regulatory approvals and managing risks, all with the aim of facilitating successful transactions and ensuring compliance with relevant legal and regulatory requirements. Additionally, we offer strategic guidance to their clients to optimize the value and efficiency of corporate operations.

Likewise, we possess extensive experience in the establishment of companies, both national and international clients. Our services involve guiding our clients through the drafting, preparation and registration of all necessary documents related to their businesses. We can remark, among them, the constitution of burdens on the shares, minutes of Board of Directors and General Shareholders Meetings, statutory modifications, capital increase or decrease, debenture issuances, mergers, spin offs, corporate transformations, branch establishments, dissolution, and liquidation, as well as formation of joint ventures and consortiums, franchise agreements, among others.

BUSINESS

- Corporate and M&A
- Tax
- Labor
- Litigation & Arbitration
- Compliance
- Administrative
- Energy
- Civil Law
- IP
- Real Estate
- Data Protection
- Public Works for Tax Deduction
- Criminal Law
- Digital
- Regulatory
- Antitrust
- Banking & Finance



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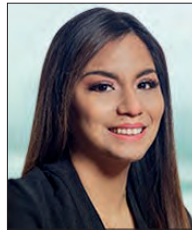
www.roblesibazeta.com



Daniel Robles Ibazeta



Dayan Ibazeta Castelo



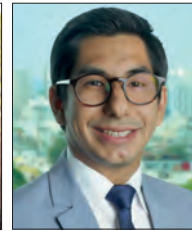
Karen Celestino Licera



Alonso Tarazona



Amy Oyarse Muñoz



Dennis Pérez



Lucero Villalobos

POSITIONING

We are a Law Firm with more than 22 years of experience in different areas and industries that have allowed our firm to consolidate in the Peruvian market, making a difference from the particularity of the services we provide, offering comprehensive solutions regarding the legal matters of our clients with personalized attention and high-quality standards.

In Robles Ibazeta Consultores we offer a vast advice in the different areas of law, in which we have experts in the field and a solid, transparent, and outstanding work team within the Peruvian market.

Corporate: We provide comprehensive advice to our local and foreign clients in all corporate and contractual aspects, including the analysis and implementation of the most suitable corporate structures for the development of businesses, projects, operations, and investments, regardless of the industry in which they operate. We advise our clients on all types of corporate agreements, such as capital increases and reductions, corporate reorganizations (including mergers, spin-offs, and simple reorganizations), dissolution and liquidation processes, and others related to the proper corporate development of companies.

Labor: The labor area has specialists in Labor Law and Social Security. We provide preventive business advice on labor matters. We maintain a strategic vision of labor relations where we know that beyond the conventional approach of bipartite and tripartite care of the labor relationship (union), our clients grow if there is harmony, motivation, commitment, and a good working environment. Aspects that we provide through our training plans that perfectly complement our labor compliance practice, and that make the difference in our daily consulting. Our activities range from the absolute of daily consultations, strategic planning of recruitment, including the hiring of foreign personnel and administrative procedures with the National Superintendence of Labor Inspection - SUNAFIL. In addition, the team has experience in administrative procedures and court cases.

Consumer Protection, Unfair Competition and Intellectual Property: The purpose of our advisory services is to support companies in their commercial projects by reviewing compliance with Peruvian regulations in this area. In that sense, our service consists of reviewing the pieces and texts to be used in advertising campaigns, elaborating and/or reviewing the conditions of the services and/or products to be offered, as well as evaluating the distinctive signs to be used. Our experience covers different areas related to the tourism sector, insurance, payment gateways, retail, among others. Our team also provides comprehensive advice in the analysis of cases, the development of legal strategies to be followed for the benefit of our clients and the constant defense of the companies in our charge in all administrative and judicial processes that may arise in this field.

Tax Law: We stand out for the clarity of our services and for making changes for the economic savings of our clients through the execution of our tax optimization service, which will be achieved through a business tax advice to increase results and not losses. Our mission is to provide comprehensive advice on tax matters with a value proposition that ranges from the proper administration of taxes, tax planning, tax compliance, tax returns, monthly consulting, audits, campaigns such as beneficial ownership and transfer pricing, tax audits and others.

Fintech: Our staff of lawyers specialized in New Technologies Law, Banking and Finance Law and other branches of law that interact with Fintech requirements, are professionals with extensive experience in providing advice to companies in the digital sector and Startups, so that they can achieve a development based on technology and the continuity of their operations, in compliance with the current regulatory framework. We stand out in the market for being one of the pioneers in providing advice in the Fintech sector on issues such as financial services regulation, complex transactions, payment systems, blockchain and cryptocurrencies, as well as data privacy and cybersecurity, for which we have a high level of legal expertise.

Public Procurement: We provide advice in the review of bidding documents and additional documents, preparation of consultations and observations before public entities, preparation of accreditation forms, preparation of technical proposals, advice in the preparation of files and review of technical documents to evaluate compliance with requirements, response to bids, negotiation of contracts in compliance with legal specifications within the scope of the applicable law.

BUSINESS

- Corporate Law
- Labor Law
- Consumer Protection, Unfair Competition and Intellectual Property
- Tax Law
- Fintech
- Public Procurement

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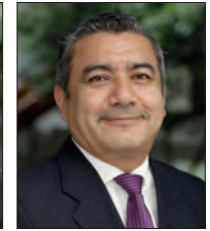
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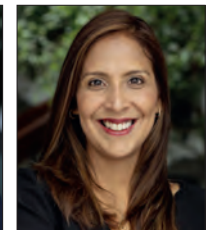
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Miguel Ángel Soto



Milagros Maraví



Milagros Mendoza

POSITIONING

Rubio Leguia Normand is a top tier full-service team with one main focus: clients' business. With more than 40-years in the Peruvian legal market, Rubio's reputation for high ethical standards, top quality services and an experienced, proactive, driven and collaborative team of lawyers has positioned them as a key player in highly complex cross-border transactions as well as in the local market. Rubio has earned a reputation as the law firm in which to turn with the most complex business challenges and needs while focusing on long-term relationships with clients, some of which have been right from the start.

Rubio empowers ambitious organizations that are expanding, protecting and transforming their businesses and ensures to provide a boutique approach with a multi-service foundation. Rubio boasts the best legal minds in the country and is considered a quarry for the best young lawyers in the past five years, many of them having had international experienced in the best Law Firms abroad.

The firm international experienced in enhanced with its membership of the international TerraLex Network.



Sandro Núñez



Víctor Ferro



Xennia Forno

BUSINESS

- Aeronautic
- Banking and Finance
- Capital Markets
- Competition
- Compliance
- Constitutional
- Consumer Protection
- Contracting with the State
- Corporate
- Dispute Resolution
- Environment
- Infrastructure and Concessions
- Intellectual property
- Labor
- Mergers &
- Acquisitions
- Migratory
- National and International Arbitration
- Natural Resources: Energy and Hydrocarbons
- Natural Resources: Mining
- Negotiation, Community Relations and Conflict Management
- Patrimonial and Non – Patrimonial Civil Law
- Personal Data Protection
- Project Finance
- Public Services Regulation
- Public-Private Partnerships
- Real Estate, Land Remediation and Land Titling
- Restructuring and Insolvency
- Social Security
- Tax and Customs
- Water Resources
- Wealth Management
- Works for Taxes

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Sandro Meza Manrique



Gustavo Arbulú Velez



Sandro Zúñiga Flores



Krizia Zúñiga Flores

POSITIONING

At Zuniga Alvarez, our aim is to provide comprehensive advice, through personalized, detail-oriented service. We look to create value for our clients, with timely, efficient, and creative solutions that contribute to the success of their businesses.

At Zuniga Alvarez, our practice is focused on advice and representation in judicial and arbitration proceedings in civil, commercial, corporate, constitutional, and administrative matters. All of our strategies are based on effective client communication, attention to detail, and creativity.

We have extensive experience in the following practices:

Real Estate

We are always looking to add value to the client's business. We understand their needs and we bring our knowledge and viewpoints together as complete advice, clearly transmitting to the client our analysis, the strategy, and the position of their business from the technical-legal point of view.

Litigation

We are a firm that specializes in resolving disputes. Our team of professionals look for the most efficient solution for the client's business and draw up strategies as a team, thereby covering multiple different perspectives and points of view.

Arbitration

We litigate arbitration with passion, conviction, and meticulousness. We train our lawyers to take into account all possible different scenarios when litigating, drawing up a strategy for each one, so as to be able to defend the client's interests in the best way possible.

Startups & New Technologies

We are passionate about new ventures and technology. Our professionals are tech-savvy with proven international experience, enabling us to provide tailor-made advice to enterprises and businesses from start-up, through growth and financing, and towards eventual success.

BUSINESS

- Real Estate
- Litigation
- Arbitration
- Startups & New Technologies

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Carlos de Cárdenas



Alejandra Font



Manuel García-Riestra

POSITIONING

Alter Legal is a boutique law firm formed by an experienced team of professionals specialised in fund formation and alternative investments.

We have the largest investment funds practice in Spain, with access to longstanding relationships with other specialised firms in Europe, US and Asia.

We advise on fund formation, primary investments, co-investments and secondaries, and their legal, tax and regulatory implications.

We have advised over the last 20 years on investments in circa 1000 alternative funds.

We provide specialist bespoke legal advice to fund managers, executives, sponsors, financial institutions and other investors.

BUSINESS

- Investment Funds
- Fund Structuring
- Advice to fund sponsors, managers and executives
- Primary Investments and co-investments
- Secondaries
- Regulatory
- Tax

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POSITIONING

CONFIANZ is a law firm that specialises in Corporate M&A and business advisory services, with a wealth of experience in mid-market transactions and corporate reorganisations. It was founded in 1994, and now has branches in Madrid, Bilbao and San Sebastián.

Its multidisciplinary team of over forty-five professionals takes a proactive, business-centred approach, working on a daily basis to provide value for each one of its clients. The firm has a strong record of client loyalty, which speaks of its commitment to provide an outstanding service.

More than 500 business groups nationwide have already shown their trust in this firm, calling upon it to provide them with services of an ongoing nature, such as economic, financial, commercial, fiscal and labour advice, as well as those of a special nature, such as corporate SME and M&A deals, debt financing and refinancing operations, corporate reorganisations, advice on receivership proceedings, and strategic support for family businesses.

CONFIANZ has particular expertise in family successions, ensuring the continuity of family-owned businesses, which often entails the need for complex corporate reorganisations, e.g. placing non-essential assets or assets not attached to the family business group with businesses with no corporate risk via splits/spin offs and mergers, based on tax-neutral regimes so as not to generate unnecessary tax costs in restructuring.

BUSINESS

- Legal, fiscal and commercial law
- Accounting
- Taxation
- Labour
- Corporate strategy: Continuity plan.
- Corporate SME (M&A): Mergers and acquisitions of SMEs.
- Business integration operations.
- Corporate Reorganisations
- Private Equity Deals
- Debt financing and refinancing operations.
- Guidance, planning and management of receivership proceedings.
- Labour Protocol.

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POSITIONING

King & Wood Mallesons (“KWM”) is a global and multidisciplinary law firm, with more than 2,000 lawyers and 550 partners, being recognised as one of the top firms internationally. KWM’s offices are available in Europe, Middle-East, Australia, China, Japan, Singapore and the United States. With a track-record of over 20 years in Spain, KWM’s team KWM has established itself as one of the leading firms in M&A and advice to investment funds.

International presence

KWM global network is strategically positioned in the world’s growth markets and financial centres. The Firm has offices in Madrid, London, Brussels, Frankfurt, Milan, Dubai, Sydney, Melbourne, Perth, Brisbane, Canberra, Singapore, Hong Kong, Beijing, Chengdu, Chongqing, Guangzhou, Haikou, Hangzhou, Jinan, Nanjing, Qingdao, Sanya, Shanghai, Shenzhen, Suzhou, Zhuzay Tokyo, New York and Silicon Valley.

Highlighted funds structuring credentials:

- Advice to GED Capital on the launch of its first infrastructure fund, with a target size of €200 million.
- Advice to Qualitas Equity Funds on the launch of Qualitas Funds V, with a target size of €600 million, and Qualitas Funds VI, with a target size of €250 million.
- Advice to Nexxus Iberia on the launch of its new investment vehicle, Nexxus II Fund, which aims to raise up to €220 million.
- Advice to Azora Capital on the structuring of its new private equity vehicle Azora European Climate Solutions Fund, FCR.
- Advice on the private equity and venture capital activities of the government supported Fond-ICO program, including the investments made by its fund of funds Fond-ICO Global.
- Advice to Intermoney Gestión on the structuring of its €120 million fund Ilex Renovables 2 FCR aimed to invest in renewable energy projects.
- Advice to Portobello Capital in the close of its first minority fund, Portobello Structured Partnerships Fund I, which has reached investment commitments of €250 million.
- Advice to Omega Gestión on the launch of its new fund Tandem Private Equity II, FCR with a target size of €100 million.
- Advice to Miura Partners on the launch of its first impact fund, with a target size of €150 million.

Highlighted M&A deals:

- Advice to EDP Energias de Portugal and EDP Renováveis on the €2 billion share capital increase subscribed through accelerated bookbuilding offering processes.
- Advice to Alantra Solar on the launch of its new investment vehicle N-Sun, aimed at investing in solar PV plants in Spain and Italy. Target size of the portfolio: €1.7 billion.
- Advice to Sonae on the sale of its stake of Iberian Sports Retail Group to JD Sports Fashion.
- Advice to Sonae on the integration of the drugstore companies Druni and Arenal to create a new giant in the retailing of perfumery and cosmetic products in Spain, with a turnover of approximately €800 million.
- Advice to EDP Renováveis on the sale to the Austrian energy company VERBUND Green Power GmbH of 100% of the shares of Viesgo Renovables and Viesgo Europa, companies holding a 257 MW wind energy portfolio in Spain. Deal value: €460 million.
- Advice to MAPFRE on the incorporation into Energías Renovables Ibermap, its joint venture with Iberdrola, of a 150 MW portfolio of solar PV projects.
- Advice to Hispasat on the acquisition of a non-controlling shareholding in Grupo Sylvestris, S.L.
- Advice to Suma Capital on the acquisition of 90% of Zamora Eco Energías, a subsidiary of the Spanish company DH Eco Energías.
- Advice to the Valencia Club de Fútbol on the share capital increase by means of the capitalization of the €16.5 million loan granted by its majority shareholder, the Hong Kong investment company Meriton Holdings Limited.
- Advice to the shareholders of Rich Audience on the sale of this company to Belmont Corporate Services, a portfolio company of the Spanish private equity firm Magnum Industrial Partners.
- Advice to CAPZA and Nexxus Iberia on the sale of Wm Clinics to Península Capital.
- Advice to CAPZA on the acquisition of a majority stake in Grupo La Finca.

BUSINESS

- Corporate and M&A
- Funds and Private Equity
- Banking and Finance
- Tax
- Employment
- Litigation and Arbitration
- Insolvency
- Real Estate
- Energy and Infrastructure
- Regulatory
- EU and Competition
- TMT

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Carlos Reviriego



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POSITIONING

PricewaterhouseCoopers Tax & Legal, S.L. (“PwC”) is the legal and tax division of PwC Spain, which is a key advisor for the financial investors in Spain and in other key international financial markets. PwC Legal and Tax M&A and Fund Formation teams operates mainly from the offices in Madrid and in Barcelona but also from PwC offices in Bilbao and Valencia.

With PwC our clients access the knowledge of our market-leading global Private Equity and Private Funds sector team. The members of this sector groups are in regular contact with one another around the world and across diverse practice areas (including the consultancy and transaction services divisions), exchanging their experience and insights into the industry, and working together to support our clients.

We have a strong track record of assisting international and national private equity houses on M&A transactions, regularly acting on both the sell-side and buy-side, on complex auction processes and bilateral transactions. This allows us to find pragmatic solutions to unexpected issues and complexities. This privilege position would allow us to offer real added-value at the negotiating table. As a global full-service M&A team, we have an excellent track record in coordinating multijurisdictional transactions. We can mobilize unrivalled resources in order to deliver the firm’s knowledge and experience wherever and whenever required. We offer an integrated partner-led approach in the transactions, operating as a single team and providing coordinated advice across all relevant practice areas and offices in order to support our clients across the full range of issues that might arise in an M&A transaction. We have an excellent track record of obtaining merger clearance and also in providing FDI and AIFMD analysis.

We have extensive experience in the structuring of private funds and in advising the major national and international fund managers, promoters and investors on the structuring, incorporation, marketing and the subsequent investment and divestment stages, covering all the legal and tax needs of such private funds (regardless of their investment strategy) from set-up to liquidation. Our clients also benefit from the services provided by our PwC consultants specialized in ESG matters and the PwC People & Organization Department specialized in designing long incentive plans packages for the executive team members of asset managers which, together with the reach and resources of the firm’s international network, enables us to provide seamless complex and holistic advice. We go beyond the deal process, offering a full-service practice. Our Spanish Private Funds Department has a particular focus on private equity, real estate, debt, infrastructure, and distressed-asset closed-ended funds. We also have LP-side experience, advising investors in those funds, including corporates, pension funds, insurance companies, funds of funds, sovereign wealth funds, supranational institutions, and family offices. Unlike most of our competitors, our private funds team can offer both structuring advice and M&A transaction advice in secondary transactions.

OFFICES

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Francisco Lidón Berenguer



Marian Antigua



Doménico Guarneri



María Meléndez-Váldes Maestre

POSITIONING

Sánchez Butrón Abogados is a national reference in the juridical-legal field that has the professionalism of a human team whose experience transcends until its foundation in 1995. In its expansion, the firm has seen its efforts projected through offices in Alicante, San Vicente del Raspeig, Los Montesinos-Torrevieja and Madrid in order to respond to the growing needs in the field of law.

Among our practice areas are:

Urban Law: At Sánchez Butrón we have extensive and extensive experience in the field of Urban Planning Law in all areas and in the different perspectives that it affects, having represented and advised as lawyers throughout our professional work administrations, businessmen, entities and individuals.

During our professional history we have developed and participated in all areas of URBANISM, such as Land Planning and Management (General Plans, Partial Plans, etc.), as well as Urban Management (Integrated Action Programs, Reparcelling Projects, Urban Interest Groups, Compensation Boards, etc.), as well as DISCIPLINE (sanctioning files, demolition, legalization...) in all types of administrative and judicial procedures that it covers (civil, criminal and contentious administrative).

Real Estate: In terms of Real Estate Law, linked to Urban Law, we advise and represent the interests of all the agents who carry out their activity in the real estate and construction sector: developers, builders, technicians, home buyers, homeowners' associations. Our experience covers the management of files from the moment they arise out of court. In addition to the judicial processes related to the construction and real estate field, our intervention focuses on the process of buying land and, in general, the property (housing, commercial premises, etc.), as well as in all matters related to the horizontal property.

Environment: Our experience covers the treatment of Environmental Law in an integral way, from the management of administrative files before the different administrations as well as in the judicial process, whether criminal, civil or contentious-administrative.

And we offer Comprehensive Environmental Advice insofar as real estate, urban planning and business activities in general are affected by Environmental Law, which is present throughout the Spanish legal system, through the sectoral regulation that affects water, air, the landscape, noises, natural spaces, energies. At Sánchez Butrón we are experts in Environmental Law, for which we have specific collaborators for each technical subject, to provide technical detail to our legal knowledge of environmental matters.

BUSINESS

- Urban Planning and Real Estate and Environment
- Real estate contracting (purchase and sale, swaps...).
- Contracts for construction works, urbanization...
- Legal proceedings on constructive deficiencies or construction pathologies
- Occupational Health & Safety.
- Advice on horizontal division.
- Judicial, criminal and administrative procedures, derived from work accidents
- Commercial Litigation

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POSITIONING

Bär & Karrer is a leading Swiss law firm with more than 200 lawyers in Zurich, Geneva, Lugano, Zug and Basel.

We have extensive experience and expertise in dealing with complex domestic and cross-border transactions as well as with smaller transactions across all sectors. We can keep up with fast-paced deals and short-term changes and always persevere in tough negotiations.

We support our clients across the full range of corporate transactions in both public and private M&A.

Our multidisciplinary teams of experts from various practice areas collaborate closely to come up with solutions to address the different legal issues related to a specific transaction.

We act for corporate buyers and sellers, financial sponsors and their financial advisers as well as private investors.

The general areas of our M&A practice include:

- Strategic and financial acquisitions
- Divestments and spin-offs
- Friendly and hostile takeovers
- Mergers
- Carve-out transactions
- Successions for family-owned companies
- Real estate transactions
- Regulatory approvals
- Restructurings
- Post-transaction litigation

BUSINESS

- Arbitration
- Banking, Insurance & Finance
- Capital Markets & Listed Companies
- Competition & Antitrust
- Consumer Goods & Retail
- Corporate & Commercial
- Crisis Management & Internal Investigations
- Data Protection & Digital Economy
- Employment & Migration
- Energy & Natural Resources
- Healthcare & Life Sciences
- Intellectual Property
- Litigation
- Logistics & Transport
- Mergers & Acquisitions
- Notarial Services
- Pension & Social Security
- Private Client & Estate Planning
- Private Equity
- Public Sector & Procurement
- Real Estate & Environmental Law
- Sports Law
- Startup & Venture Capital
- Tax
- Technology, Media & Telecommunications
- Turnaround, Reorganization & Insolvency
- White Collar Crime

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POSITIONING

Founded in 1993, FBT Attorneys-at-Law (FBT) Avocats SA (FBT) is a multidisciplinary law firm, based in Geneva and Paris, which operates in the financial and commercial sectors as well as in niche activities, with a predominantly cross-border dimension.

FBT lawyers and tax advisers have worked in banks, multinational companies, international trust companies, family offices, notary offices and law firms, in Switzerland, France and other countries.

The firm's organization comprises specialized and complementary practice groups working in two locations and focused on the following spheres of expertise: Banking & Finance, Tax, Family Estate Law, Corporate & Commercial, Litigation & Arbitration and Labour & Social Insurance.

Each group includes one or several partners, associates and legal specialists – lawyers, tax experts, economists – bringing extensive experience to the group's area of activity.

Depending on the case, FBT sets up a “multidisciplinary legal team” to:

- deal comprehensively and pragmatically with the various aspects of the case
- respond rapidly while maintaining a high level of legal security
- ensure optimal cost control

These French-Swiss teams routinely work at the most exacting level to assist their clients in their domestic and cross-border operations.

Owing to the quality of its network of lawyers outside Switzerland, FBT has long developed a proven capacity for mobilizing and coordinating specialized teams in different countries.

This work has enabled FBT to distinguish itself in cross-border transactions. Thus, the abilities and experience required by the ever more complex legal challenges facing our Swiss and foreign clients converge in a single law firm.

Our objective is to offer our private and corporate clients transparent and efficient advice at reasonable costs.

BUSINESS

- Banking & Finance
- Tax
- Family Estate Law
- Corporate & Commercial
- Litigation & Arbitration
- Labour & Social Insurance

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POSITIONING

Founded in 1982 and nowadays established in Geneva and Hong Kong, Gillioz Dorsaz & Associés is a business law firm providing advice and legal representation in the conduct of their business to individual and corporate clients, both Swiss and foreign.

Imbued with a strong team spirit, our firm provides all its clients with highest-quality services combining diverse areas of expertise, including corporate law, tax, contracts and transactions, banking & finance and employment law.

Our firm's tax team provides advice and assistance to corporate entities and individuals in matters relating to direct and indirect tax. In particular, we assist our clients in setting up tax structures discussed and defined with them, managing their tax liability and resolving tax-related disputes. In international matters, we regularly deal with double-taxation agreements and collaborate with high-quality foreign counterparts to settle issues of cross-border or foreign taxation. The relations of trust we have established with the tax authorities are a definite asset in the conduct of our activities, whether in taking preventive measures or resolving disputes.

In business law matters, we assist our clients in negotiating and closing commercial transactions such as sales or acquisitions, cooperation agreements and securing financing and guarantees. We also have wide experience in analysing existing structures and in advising on reorganizations and restructurings of companies and groups of companies.

Our banking & finance team advises numerous Swiss and foreign banks and finance institutions as well as financial intermediaries, independent asset managers, fund managers, trustees and FinTech companies. We assist them in setting up and organizing their corporate structure and activities, in obtaining the relevant FINMA licenses as well as in their dealings with their clients and regulatory authorities.

The activity of our employment team covers all aspects of Swiss employment law (both private and public employment law), as well as related areas such as social insurances, pension, data protection and unfair competition. We represent clients – both employers and employees – before judicial and administrative authorities and also advise them in all stages of the employment relationship, including hiring phase, remuneration schemes, business transfers, international secondments or transfers of employees, individual or collective dismissals, separation agreements, drafting of employment contracts and of various company policies.

Our international orientation and extensive experience of close collaboration with counterparts abroad enables us to conduct or coordinate highly complex transactions and litigation within Switzerland and at international level. We enjoy a strong reputation for reliability, professionalism and integrity among our clients, our peers and judicial and administrative authorities.

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BUSINESS

- Corporate
- Contracts and transactions
- Banking & finance
- Tax
- Employment



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POSITIONING

Corporate and Mergers & Acquisitions

The expertise you need, when it matters most.

Smart, fast, innovative thinking. Alongside deep insight and broad experience. Our team of 70 partners and associates make up Switzerland's leading corporate and M&A practice. Working together, we ensure our clients get the tailored support they need to beat the clock and achieve their goals.

We put our client's priorities first, providing high-quality advice when and where it matters. Our people have been praised by Chambers for their "excellent track record acting on high-profile public takeovers and private equity transactions". This extends to both domestic and cross-border matters, with close involvement in many of Switzerland's most important public and private corporate deals. We can take a lead role in your transaction, forming cross-practice groups to cover general corporate, governance, regulatory, antitrust, tax, finance and employment/pension issues when needed. And we manage the whole process end-to-end.

Alongside assisting large corporations and private equity firms, we also work for small and mid-size businesses at every stage of the corporate lifecycle. And we advise start-ups and university spin-offs from early stage activities right through to IPO or trade sale.

Competition and Regulated Markets

An unmatched footprint that brings unparalleled support.

Experience matters – never more so than in complex antitrust and competition law – and it makes us the go-to firm in the field. We cover all areas that come before the Swiss Competition Commission and Swiss courts. And our unmatched national reach means faster, easier access to expert advice – however intricate the problem.

Alongside breadth, you'll find depth. As one of Switzerland's largest competition law teams, we regularly advise on high stakes matters across diverse industries concerning products, services and infrastructure. And whatever the sector, we bring flexibility and a dependable, rapid response. Every situation presents its own challenges. But we always begin by identifying the best outcome and then focus on the most efficient way to get there. This means delivering clear, succinct, practical advice that makes sense first time round.

BUSINESS

- Asset Management
- Banking and Finance
- Capital Markets
- Commercial and Contracts
- Competition and Regulated Markets
- Corporate and M&A
- Data Protection and Privacy
- Employment, Pensions and Immigration
- ESG
- Insolvency and Restructuring
- Intellectual Property
- Investigations
- Litigation and Arbitration
- Private Clients
- Public Procurement
- Real Estate
- Tax
- Technology and Outsourcing

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- Lausanne

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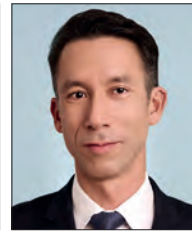
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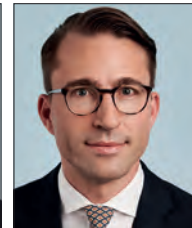
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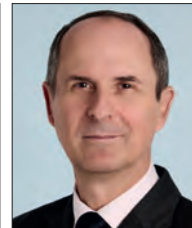
Karim Piguet



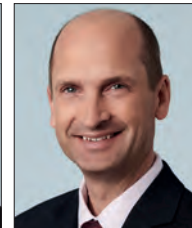
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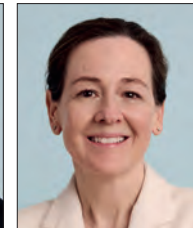
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Philippe Weber



Manuel Werder



Andrea Wuerzner

POSITIONING

Niederer Kraft Frey is a Swiss law firm with an international approach. We offer integrated advice across the whole spectrum of corporate, finance and business law. We have a long track record of dealing effectively with complex challenges by combining legal excellence with commercial focus. Over decades, Niederer Kraft Frey has worked on the most significant and demanding matters in the Swiss market. This is the foundation of our distinct market knowledge, legal expertise and our capacity for innovative thought. We are an international team of more than 140 lawyers of whom 47 are partners. The focus of Niederer Kraft Frey is the business of our clients.

Our Corporate/M&A practice is a core practice of NKF. We rank top-tier in independent legal directories and our lawyers are regularly rated as leaders in their field. We find pragmatic solutions to complex issues. We advise public and private companies, investment banks, private equity firms and investors. Our deep experience and capabilities in related practices: regulatory, corporate, capital markets and tax law is vital to the success of the complex transactions on which we advise. We regularly advise companies redomiciling to Switzerland, on cross-border M&A transactions and on restructurings of listed companies.

BUSINESS

- Antitrust/ Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Compliance
- Corporate/M&A
- Dispute Resolution
- Employment
- ESG
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Sports
- Tax
- Technology

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POSITIONING

Mergers & acquisitions in a global economy

Mergers and acquisitions are highly complex, time sensitive transactions. A legal team with the right experience, knowledge and flexibility can make a significant difference in helping you to successfully close your deal or defend your position.

Widely regarded as a pre-eminent Swiss firm for M&A, we advise leading Swiss, multinational and overseas companies on all aspects of buying and selling companies and businesses in both private and public transactions. We are used to working across many jurisdictions and multiple business sectors and are regularly ranked at the top of relevant M&A league tables.

Legal excellence meets commercial experience

Our M&A clients look to us for technical excellence in the law, innovative thought and a positive commercial approach. Together, these qualities give us an edge in negotiation, helping you to achieve your objectives and ensure the effective handling of transactions.

We can provide the full range of legal services required for your M&A transaction. You will enjoy a high level of partner involvement and availability, backed by a skilled team that excels in working with lawyers in other jurisdictions to get each deal done.

Our mergers and acquisitions legal services include:

- Private M&A transactions
- Public M&A transactions
- Risk capital transactions
- Foreign direct investments

BUSINESS

- Antitrust and Competition
- Banking & Finance
- China Desk
- Civil Law Notaries
- Corporate and Commercial
- Data & Privacy
- Employment Law
- Energy
- Health Care
- Immigration
- Information and Communication Technology
- Intellectual Property
- International Judicial Assistance
- Investigations & eDiscovery
- Legal Profession Law
- Life Sciences, Pharma, Biotech
- Litigation and Arbitration
- Media and Entertainment
- Mergers & Acquisitions
- Pension Funds
- Private Clients
- Private Equity & Venture Capital
- Public Sector & Regulatory
- Real Estate
- Restructuring & Insolvency
- Sports Law
- Startup Desk
- Tax
- Transport/Aviation
- White Collar Crime

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Mohamed Kammoun



Ahmed Kallel

POSITIONING

Kammoun & Kallel is a firm resulting from the association of lawyers specializing in business law with solid legal expertise. Aware of the challenges of legal issues specific to each business sector, Firm members are dedicated to the continuous development of sector-specific skills to implement pragmatic solutions that anticipate the needs of customers and meet their expectations.

Kammoun & Kallel offers personalized assistance and the guarantee of a constant referral partner, both in terms of advice and litigation.

The Firm is a member of the National Order of Lawyers of Tunisia and it adheres to the UIA (International Union of Lawyers).

Ahmed Kallel specializes in commercial law, corporate law, contract law, financing, private equity and OPCVM, banking law and financial products, Securities law, exchange regulations and energy law. He is active, among other things, in acquisitions, mergers and corporate restructuring. Mastering privatization and public-private partnerships, he has been actively involved in issues relating to concessions, water, logistics and transportation. He also has specific expertise in Algerian business law, mainly in public-private partnerships and foreign investments.

Specialized in business law, Mohamed Kammoun has a particular expertise in investment law, corporate and commercial law, tax law, public law, M&A, restructuring and insolvency. Mohamed Kammoun practice also includes other specific sectors such as distribution and competition law. He advises on the litigation of international disputes (usually with an international / cross-border element) and has particular experience in the fields of jurisdiction, enforcement of judgments, conflict of laws and international judicial cooperation. He is very active on domestic and international arbitrations and is familiar with arbitration under all rules (ICC/UNCITRAL, etc.) as with litigation.

BUSINESS

Kammoun & Kallel intervenes in all transactions or litigation related to business law, including commercial law, company law, contract law, foreign investment and foreign exchange law, banking and financial law, securities law, private international law, social law, competition law, distribution law and intellectual property law. The firm also deals with telecommunications law, energy law, concessions law and public-private partnerships, real estate law, pharmaceutical law, insurance law, as well as tax, litigation and arbitration law.

The firm is very active particularly in the banking and finance, mergers and acquisitions.

In the field of Banking, Finance, Capital Market, Kammoun & Kallel has specific expertise in financing operations, including on construction projects and operation of complex industrial facilities such as airport complexes, container terminals, power stations, wastewater treatment plants, solid waste treatment plants, logistics platforms and public works operation projects, particularly in the hydrocarbons sector. It also works in:

- Investment Funds and Investment Vehicles
- Capital Markets and Debt Securities
- Securitization
- Acquisitions Financing
- Asset Financing
- Syndicated Loans
- Islamic Finance

Kammoun & Kallel advises clients on several M&A transactions. In this capacity, the members of the Cabinet intervene notably during major privatization operations of public companies. Our experience extends beyond transactional work. We pay particular attention to the context and specificities of each transaction and each client (taking into account contractual arrangements, regulatory constraints and investment incentives).

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POSITIONING

Cravath, Swaine & Moore LLP has been known as one of the world's premier law firms for over two centuries. Each of our practice areas is highly regarded, and our lawyers are widely recognized for their commitment to the representation of our clients' interests in the United States and internationally.

Cravath is the firm of choice for a large number of companies, boards and executives, as well as investment banks and private equity firms, for their most important and complicated transactions. Our counsel extends to helping companies, boards and executives navigate the opportunities and challenges presented by emerging technologies and trends in a global economy. This includes blockchain and financial technology; artificial intelligence; data privacy and security; Committee on Foreign Investment in the United States (CFIUS) concerns; environmental, social and governance ("ESG") considerations; and other stakeholder engagement.

The Firm's distinctive and rigorous system of training enables its corporate lawyers to become highly skilled in a broad range of areas, including mergers and acquisitions, banking and credit, bank regulatory, capital markets, corporate governance and board advisory, intellectual property, financial restructuring and reorganization, and environmental. Our generalist training and internal cohesion allow us to draw upon a unique depth of corporate expertise in a highly efficient and effective way, delivering exceptional value to our clients.

BUSINESS

- Corporate
- Litigation
- Tax
- Executive Compensation and Benefits
- Trusts and Estates

OFFICES

- New York
- London
- Washington, DC


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Fernando Posada



Pablo Verde



Alfonso Rodríguez



Adrián Gutiérrez

POSITIONING

Baker Tilly Uruguay trading as Baker Tilly is a member of the global network of Baker Tilly International, the members of which are separate and independent legal entities.

Baker Tilly Uruguay provides auditing, accounting outsourcing, business solutions, tax and legal services, as well as consulting on central bank regulations.

From our Legal Department of Baker Tilly we provide tailored advice for each client, enhancing our technical knowledge with a global vision of each issue, counting with outstanding professional experience and academic support, in addition to the support of a multidisciplinary team. Through a staff of highly specialized professionals, services are provided in both the contentious and corporate areas in the following areas:

- Civil law
- Family and inheritance law
- Economic criminal law
- Corporate Law
- Legal-tax advice
- Commercial and Corporate Law
- Public Law and Economic Regulation
- Public Contracting
- Immigration law and residence
- Labor Law
- Advice and assistance in public tender

We have more than 30 years of experience in advising and implementing solutions for individuals and companies in Uruguay. Our country offers a wide variety of types of tax residency (Tax Holiday, for example) for individuals and companies, as well as a modern platform of tax incentives and corporate instruments such as free trade zones. We have a team with vast experience in each of these areas.

BUSINESS

- Corporate Law
- Mergers & Acquisitions
- Labor & Employment
- Civil & Commercial Litigation
- Family law
- Immigration
- Dispute Resolution
- Criminal Law
- White Collar

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Rodrigo Reis Ferreira de
Oliveira



Samuel Dacenzi Gomes



Ubiratã Bertelli Costa

POSITIONING

Deloitte, the largest professional services organization in the world, operates with the leading and most modern international practices in supporting organizations in their Mergers and Acquisitions (M&A) strategies.

M&A Transactions can be complicated and risky for buyers. There are countless ways to trip up, and mistakes can be painful and costly. We help you navigate the obstacles so you can make smart decisions with confidence.

Our transaction and industry specialists focus on helping corporate and financial investors to maximize value on buy or sell-side M&A activity.

Sound advice and rigorous diligence can help manage risk while extracting the most value from the deal. Our M&A Transaction Services teams can provide the service and support required to deliver superior shareholder returns throughout the process.

BUSINESS

Our Transaction Services group specializes in providing:

- Financial and accounting due diligence;
- Tax, labor and social security due diligence;
- ESG Value due diligence;
- SPA Advisory;
- Completion Accounts

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POSITIONING

Baker Tilly Peru offers you a range of specialized services designed to support business management.

We have ISO 9001 Quality Certification in Financial Audit, Tax Audit and Accounting services.

Our multidisciplinary team has experts in finance, in fiscal matters, accounting, legal and SAP technological.

Baker Tilly, supporting the management of the main companies in Peru.

Strengths

- 37 years of operations in Peru
- ISO 9001 Quality Certification
- International Representation
- Presence in more than 145 countries
- 41,000 professionals worldwide
- Multidisciplinary team
- Experience in all business sectors

BUSINESS

- Financial Audit
- Tax Audit
- Accounting Outsourcing
- Prevention of Money Laundering
- Transfer Pricing
- Business Legal Advice
- Information Technology
- SAP implementation

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Carmen Mosquera



Verónica Zavaleta

POSITIONING

HLB PERU is a member firm of **HLB International**, a global network of independent audit and business consulting firms, with a culture of permanent innovation to help clients grow across borders. HLB International is a member of the Forum of Firms, committed to the highest standards in financial reporting and auditing practices worldwide. HLB Peru's services are provided under the following corporate names:

ALCALA, HOHAGEN Y ASOCIADOS S. CIVIL DE R.L., specialized in providing financial audit services and other assurance assignments, duly registered and authorized by the CCPL, the CGR and the SBS; as well as, by the PCAOB, an entity established to protect investors and the public interest by promoting informative, accurate and independent audit reports.

PRAXIS ET VERITAS CONSULTORES S.A.C., specialized in providing accounting, financial, organizational, labor, process improvement, digital transformation, business valuation, valuation of fixed and intangible assets, among others.

ADV CONSULTORES S.A.C., specialized in providing legal and tax advisory services, tax planning and compliance, tax defense, tax recoveries, corporate advice, for local and foreign companies.

Why to trust us?

Regardless of what sector you operate in, business is about people. Building a trusted relationship with you wherever you take your business is highly important to us. To best service our international clients, we take the time to get to know you and understand your specific needs.

At HLB, we are proud of our strong friendships and professional relationships. When working with us across borders, you can be assured that your HLB team at home and in the territories you're expanding in personally know each other. This is the HLB-way of creating value through real relationships and how we make sure the client experience is seamless. It is through personal and trusted relationships that we deliver on our brand promise.

SERVICES

- Audit
- Assurance
- Advisory - Management Consulting
- Tax & Legal
- Accounting Outsourcing
- Outsourcing
- Labor Outsourcing

INDUSTRIES

- Mining & Energy
- Transport & Logistics
- Real Estate & Construction
- Manufacturing
- Agriculture
- Financial Services and investments
- Information Technology, Media & Telecoms
- Government
- Health Care
- Not-For-Profit

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Dante Oviedo



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POSITIONING

Why Kreston?

Kreston members combine expertise and empathy better than any other audit network, delivering quality professional services that build trust with clients, no matter what their issue or challenge.

In Peru, it is represented exclusively by our firm, Portal Vega & Asociados S.C.; a company with more than 33 years of professional experience in the areas of auditing, advisory, outsourcing and Tax & Legal; having the permanent attention of more than 100 private and public entities.

Our team of professionals has the knowledge and experience to support you with the transformation of processes in your organizations, to strengthen internal, tax, accounting, management and business controls. Our approach, work method and multidisciplinary diversity will provide precise solutions at the right time and required by clients.

SECTORS

- Industry
- Commercial & Services
- Financial
- Agroindustrial
- Mining & Oil
- Fishing
- Electric
- Associations & NGOs
- Construction & Real Estate
- Projects
- International Organizations
- Public

SERVICES

- **Audit**
 - Management Audit
 - Limited Revisions
 - Audit of Financial Statements
 - Assurance and/or Compliance Assignments
 - Audit for Technical Assistance
 - Certification
 - Systems Audit – IT (Information Technology)
 - Special Exams to the Items of the Financial Statements
- **Advisory**
 - Normative compliance
 - Physical inventory
 - Risk management
 - Property Appraisal
 - Internal audit
 - Patrimonial Valuations
 - Asset Valuation
- **Tax & Legal**
 - Consultancy
 - Compliance
- **Outsourcing**
 - Accountant payroll

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César Adriazola



Erick Saavedra



Fernando Yacolca



Jesús Abón

POSITIONING

LPConsulting (LPC) is a firm with an international profile that was born as a necessary alternative in the field of accounting and business consulting. We have a multidisciplinary team of highly qualified professionals who have worked in First Level Consulting Firms (Big Four) as well as in important national and transnational companies. At LPConsulting we understand the importance of working closely with the client, listening to their needs and offering an international quality service.

LPConsulting has a varied portfolio of clients and tailor-made solutions, ready to become the best allies for your growth. We are specialists in providing the services of Financial Audit and Process Improvement, Compliance, Tax Advice, Supervision and Outsourcing of Management of Accounting-Tax and Operational Processes, Asset Inventory Service, Legal and Labor Advice, Transfer Prices, Corporate Finance, Marketing, Outplacement, Human Capital Management and Business Training. Currently, in Peru we operate through the firms Yacolca Pérez y Asociados S. Civil de R.L. and LPConsulting and we are members of the English firm IAPA International, one of the most important consulting firms associations in the world, with a presence in 75 countries and with more than 185 member offices. This alliance allows us to attend to large and complex projects that are presented worldwide and to support our clients in their internationalization processes or in opening new businesses from foreign clients in the country.

Our solutions respond to the real needs of each company, with a precise response and delivery times in accordance with their strategic objectives, generating added value with 100% personalized attention from our management team. For us, each client is “UNIQUE” who deserves unique answers.

Unlike our competitors, our services do not end with the delivery of the final reports, on the contrary, we accompany our clients in the post-service stage in order to respond to all the queries that may continue to arise. Our precept is to keep in contact with customers and feel that we are at their disposal in whatever they may need.

BUSINESS

- Audit
- Transfer Pricing
- Advisory
- Tax & Legal
- Marketing
- Corporate Finance
- Information Technology Services
- Compliance – Risk Management
- Inventories and Valuations

MAIN CONTACTS

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Marysol Leon



Rossana Montalto



Eduardo Huayanca



Monica Villar



Lorena Salazar



Leopoldo Sanchez

POSITIONING

Quantum Consultores stands out as a renowned Auditing and Accounting Firm, recognized for delivering top-quality services and customized solutions tailored to each client's needs.

Our commitment to excellence has earned us the reputation of being a strategic partner for our clients, addressing their every need with precision and expertise.

Our unwavering client loyalty stems from our meticulous attention to detail, impeccable organization, and responsibility.

We boast an exceptional team of highly qualified professionals who undergo continuous training, we champion environmental sustainability, promote equal pay and gender equity (with women comprising 80% of our workforce), and cultivate an outstanding work environment that nurtures the careers of our employees.

Quantum Consultores, anticipate risks and provide effective solutions for companies operating or interested in investing in Peru.

SERVICES

Tax Advisory and Audit

- Tax Outsourcing
- Income Tax Projection
- Monthly Tax Review
- Preventive Tax Audit
- Support in Audit and Verification Procedures
- Monthly Tax Advisory

Accounting and Payroll Services

- Accounting Management
- Payroll Management

Legal Advisory

- Tax Law
- Corporate Law
- Labor Law
- Due Diligence (Risk Audit)

Financial Audit

- Financial Audit
- Inventory and Fixed Asset Count
- Internal Audit
- Property Valuation

IFRS Consulting

- Adoption process of IFRS
- Conversion of Financial Statements
- Implementation of IFRS 9, 15, 16 and IFRIC 23

SECTORS

- Services and Consultancies
- Electricity and Potable Water
- Industrial
- Commercial
- Financial
- Mining
- Non-Profit
- Construction
- Hydrocarbons

MAIN CONTACTS


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Angel Saco



Walter Ramirez



Luis Hidalgo



Aldo Torero

POSITIONING

Saco y Asociados S. Civil de R.L. (RSS Consulting Group) began its activity in 2016. During 2019 and 2020 it was part of the CPAAI Associates firm association and since 2021 it is a member of the international network of firms MGI Worldwide. According to the Top 20 International Networks 2021 ranking of the prestigious Accountancy Age Magazine, the MGI Worldwide network is ranked 18th by annual combined income level globally.

MGI Worldwide is one of the most traditional networks of professional service firms at a global level, based in the United Kingdom (UK) and founded in 1947, with a presence throughout the world, with more than 408 offices and a presence in 101 countries. The support of MGI gives us the necessary support for our operations to professional and technological exchange, in order to achieve continuous updating in all the key areas of interest of our clients.

Additionally, MGI Worldwide is a recognized member of the Forum of Firms, which is an association of more than 30 international accounting networks, whose objective is to promote consistent, high-quality standards of financial reporting and auditing practices throughout the world.

The current leaders of the firm are referents in the professional market in their field of specialization, being professors and speakers at Universities and Professional Colleges in Peru.

The firm uses cutting-edge technological tools to carry out its work and is very aware of digital transformation in its internal processes and recommendations for its clients.

Team & Differentiation: Saco y Asociados S. Civil de R.L. (RSS Consulting Group) is a Peruvian firm affiliated to the network MGI Worldwide (MGI) headquartered in the UK with more than 75 years in the market and presence at 101 countries, 408 offices and 8,845 professionals around the world. MGI is an international network of independent firms, ranked in the “Top 20” as a leader in auditing, tax, accounting and business consulting services.

Our firm leaders have vast experience in different types of local and international industries and most of our professionals are bilingual (English and Spanish).

Our people are our most valuable asset and we are committed to them. All of our professionals are focus to make the things happened for the benefit of our clients.

BUSINESS

- Audit
- Accounting, Tax Compliance and Payroll
- Tax & Legal
- Transfer Pricing
- Business Consulting
- Corporate Finance
- Assistance in the Conversion to International Financial Reporting Standards (IFRS)

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Carlos Eduardo Vargas Arango



Abigail Alayo Vilcarromero



Jaime Barrantes Malca



Hector Llanqui Chacon



Luis Tuesta Mestanza



Luis Castillo Estrada

POSITIONING

We are a Multidisciplinary Firm of Accountants, Auditors, Lawyers and Economists with more than 25 years of experience in a wide range of professional Audit, Consulting and Tax services. The high level of commitment to our customers and the confidence of having the support of a highly trained team allows us to provide quality services.

We are part of **Geneva Group International**, a global alliance of independent professional firms that provides audit, accounting, tax, legal and consulting services in more than 870 offices in 126 countries, approximately 623 partners worldwide and a staff of 29,600 employees, providing services with international quality standards and personalized attention.

In addition to this, we have recognitions as a highly recommended firm in Audit services by the Leaders League rating agency.



SERVICES

Audit

- Financial Audit
- Administrative Audit
- Internal Audit
- Operational Audit
- Compilation of Financial Statements
- Commitments to perform agreed procedures
- Process Efficiency
- Implementation of International Financial Reporting Standards - IFRS
- Review of Financial Statements
- Sustainability and Climate Change

Taxation and Legal

- Tax Audit
- Tax Planning
- Ultimate Beneficial Owner – UBO
- Certification of Technical Assistance to Non-Domiciled
- Incorporation of Companies and Start-up
- Local and International Tax Consulting
- Tax Compliance
- Tax Audit and Defense
- Legal Consulting and Advice
- Portfolio Recovery

- Dispute Settlement

Transfer Pricing

- Technical Transfer Pricing Study – Local Report
- Master File
- Country by Country Report
- Strategic Planning
- Intragroup Services – Profit Test
- Valuation of Companies, Shares, and Intangibles

Consulting

- Transaction Advice
- Purchase and Sale of Companies (M&A)
- Due Diligence
- Asset Management
- Stock Management
- Capital Raising
- Debt Restructuring
- Company Valuation
- Valuation and Financial Modeling
- Property Valuation

CONTACTS


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Carlos Vargas Alencastre, Audit Partner
Abigail Alayo Vilcarromero, Tax & Legal Manager
Hector Llanqui Chacon, Audit Manager
Jaime Barrantes Malca, Audit Director

Luis Tuesta, Transfer Pricing Manager
Luis Castillo Estrada, Transfer Pricing Manager

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Tania Quispe



Martín Ramos

 **POSITIONING**

+Value is a company which maintains a strategic alliance with Rodrigo, Elias & Medrano Abogados in order to offer them specialized and integrated services in legal and economic matters.

Our knowledge of international requirements, and particularly, Peruvian law, as well as our wide experience in public administration and legal and tax advice, allows us to offer a differentiating proposal in order to reduce the exposure of our clients to potential tax risks.

Through our team composed by economists, accountants and lawyers who are tax specialists, we offer a comprehensive service that will allow our clients to achieve their business goals and objectives.

+Value was created in 2017, as a boutique firm specialized in Transfer pricing services. In specific, its provides the following services: strategic planning, assistance in tax audits, preparation of Local Reports, Master Report and Country by Country Report, second review of above mention reports prepared by other firms, assistance in Advance Pricing Agreement, among others.

+Value has gained recognition and leadership in the market. The substantial difference the service it offers, compared to others firms, its comprehensive approach in which there are at least two managers of different specialty review the cases, along with a company partner, allowing better risk management and fiscal strategies.

Additionally, given that Fiscal Administration has started to audit the fair value of transfer of shares and intangibles, +Value has positioned as a leader in services related to valuation of stocks and intangibles, and in the assistance in tax audits related to these matters.

Finally, +Value became the only Peruvian firm with two ex- Superintendents (ex-Fiscal Administration chief's) as members of its team, consolidating as a leading firm in services related to the public sector.

 **BUSINESS**

- Transfer Pricing
- Tax Consulting and Compliance
- Supporting Documentation of Operations for Tax Compliance
- Assistance in Transfer Pricing Tax Audit Procedures

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Top Advisors Directory
**TRANSFER PRICING
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TPC Group

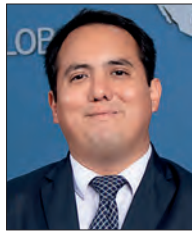


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**Carlos Vargas
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Eduardo Vargas Arango



Luis Tuesta Mestanza



Luis Castillo Estrada



**Abigail Alayo
Vilcarromero**

POSITIONING

TPC GROUP is a Global Transfer Pricing Firm and Corporate Consulting in major cities in Latin America, the USA, and Spain.

We have a highly qualified technical multidisciplinary team that provides an excellent service with quality standards through technological tools and international databases. We can advise you in different jurisdictions, through our business model, of the information and experience of our collaborators.

Our vision is to be recognized as one of the most important Transfer Pricing and Consulting Firms in America and Europe, highlighting the excellence and human quality of our collaborators and to be part of our clients' business success.

To accomplish our goal, we aim to provide a personalized and comprehensive support service in the different areas required during the performance of their businesses. Such as International Tax Planning, Economic Modelling, Cross-Border Project Management, TP Policy Design, Business Restructuring, Business Model Optimisation, Audit Support, Financial Audit, Tax Audit, TP Risk Management, Cost-Sharing Arrangements, Competition / Anti-Trust Cases, Dispute Resolution, Valuation of Companies, Shares, Benchmark and Intangibles.

The TPC Group structure allows us to assist clients with national and international operations, the highest service standards, and precise delivery times. The quality seal we print on our work distinguishes us with the reliability of more than 500 clients, from family businesses to multinational groups, assisting them at any time and providing them the support and tranquillity their businesses require.

As a firm, we have been serving international economic groups for more than 16 years. Our multidisciplinary team of Professionals from different specialties economists, lawyers, engineers and accountants, who are devoted to advise companies of different sizes and economic sectors. With expertise in Accounting, Agriculture, Automotive, Aviation, Banking, Construction and materials, Consumer goods and services, Energy, Financial services, Fisheries and aquaculture, Food and beverage, Forestry, Gaming, Government and public policy, Healthcare, Industrials, Insurance, Investment management, Media, Mining, Natural resources, Oil and gas, Pharma and life sciences, Real estate, Shipping, Social infrastructure, Tech and telecoms, Tourism and Transport.

Our international presence is very important, with operations in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, USA, Spain, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Perú, Puerto Rico, Dominican Republic, Uruguay and Venezuela. With prestigious awards and recognitions, such as been ranked by the French ranking agency Leaders League in the category "Excellent Firm" 2023 in the transfer pricing area, been certificated with ISO 9001:2015 by Bureau Veritas, getting the distinction of British origin "World Transfer Pricing" as a recognized firm in Transfer Pricing 2023 in the different countries where we operate, and to be rated as one of the best Transfer Pricing Firm of the Year in Bolivia by International Tax Review- ITR 2022. Additionally, we are a collaborating firm of Andersen Global.

Finally, in order to keep up to date with the new technologies that surround the global economic system, we have a Transfer Pricing application (app) in Spanish, English and Portuguese, for all cellular operating systems.

BUSINESS

- Transfer Pricing Affidavit – Local File
- Master Report Affidavit - Master File
- Country by Country Report Affidavit
- Market Range Study
- Diagnosis and Planning of Transfer Pricing
- Valorization Companies and Intangibles
- International Tax Consulting
- Benchmark



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**Jack Ortega
Torres**



**Oscar Guevara
Peña**



**David Fernández
Barandiarán**

POSITIONING

TP Consulting is an international consulting firm specialized in Transfer Pricing and Business Valuation, with more than 20 years of experience.

We have advised companies, worldwide and in Peru, in the most important audits on the matter according to the OECD guidelines, as well as on the adaptation of multinational companies guidelines to the BEPS Plan.

We have a team of multidisciplinary and multicultural professionals with a solid theoretical knowledge and extensive practical experience.

Currently, we have offices in 14 countries where we have advised more than 3,000 companies in the agriculture, fishing, mining, industry, construction, trade, services and financial sectors.

BUSINESS

- Preparation of the Local Report – Transfer Pricing Technical Study or Taxpayer Specific Documentation.
- Preparation of the Master Report or group-specific documentation
- Preparation of the Country-by-Country Transfer Pricing Report.
- Profit Test.
- Technical Market Value Study.
- Advice in contentious processes of Transfer Pricing.
- Transfer Pricing Planning.
- Advice on the negotiation of Advance Pricing Agreements with the Transfer Pricing Administration (APA).
- Technical Report for Commodities Analysis and submission of the corresponding Statement.

OFFICES

- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Jamaica
- Mexico
- Panama
- Peru
- United States

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