

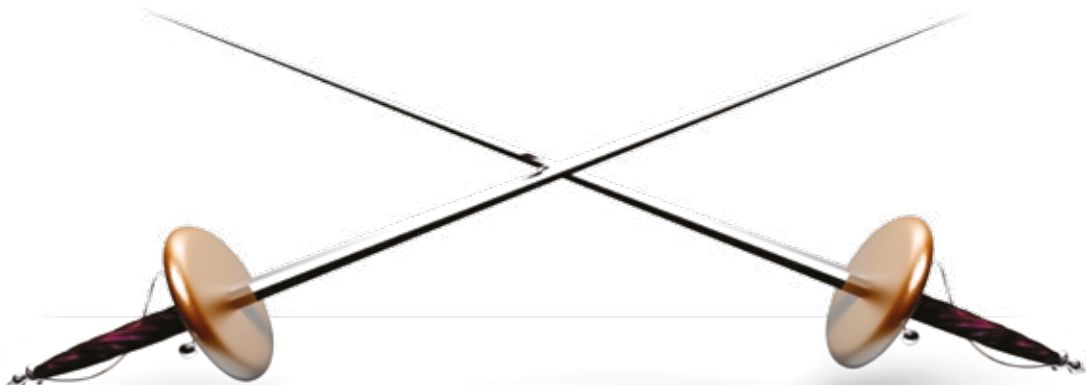


LEADERS LEAGUE

The bridge between leading companies & advisors

2019-2020
EDITION

ARBITRATION & ADR



TOP LAW FIRMS, FUNDERS & EXPERTS
EXCLUSIVE INTERVIEWS WITH LEADERS



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Dechert**

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Arbitration Center**

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Brazilian Arbitration
Committee (CBAr)**

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CAMILLE GUÉVEL
Managing Editor

THE POST-BREXIT WORLD

Well, Brexit is – after three and a half years – finally a reality. It's been quite the rollercoaster ride; many believed for a long time that there was a very real chance of a 'no-deal' Brexit, and although there is a slim chance that this might still happen, both Brussels and Westminster are united in their desire to get a trade deal done.

The legal world was leaving nothing to chance, however, and as a result, many parties have chosen to include arbitration agreements in their contracts for the first time – which should lead to an increase in the number of arbitrations taking place in London.

With a withdrawal agreement negotiated by Prime Minister Boris Johnson, the United Kingdom left the European Union on January 31st. It will transition out of the various EU institutions throughout 2020. Even after that, UK judgments will continue to be enforceable under EU rules whenever they are issued, providing the relevant proceedings are commenced before the end of the transition period. However, there is continuing uncertainty over judgments resulting from proceedings issued after that point. So the recent shift towards London-seated arbitration in international commercial contracts may turn into a long-term trend. Time will tell.

Third-party funders to the fore

Also of note in recent arbitration trends, third-party funders have been making a name for themselves. Some of them, such as Therium, are real economic powerhouses; even Burford Capital, despite its stock price plummeting after a critical August 2019 report by short-seller Muddy Waters, has billions of dollars of capital under management, ready to deploy large sums in high-stakes international arbitration. 2019 also saw a major locus for arbitration, Hong Kong, allow third-party funding for the first time. Arbitration funders are also starting to work more closely with law firms. Clyde & Co., for example, set up a ground-breaking funding arrangement between a client and a litigation capital manager. On a number of fronts, third-party funders in the world of arbitration are just getting started.



LEADERS LEAGUE

15, avenue de la Grande-Armée - 75116 Paris
Tel: 01 45 02 25 00 - Fax: 01 45 02 25 01
www.leadersleague.com

PUBLISHING DIRECTOR & CEO

Pierre-Étienne Lorenceau
pelorenceau@leadersleague.com

EDITORIAL

Executive Editor & co-Head of Americas

Jandira Salgado
jsalgado@leadersleague.com

Managing Editor

Camille Guével
cguével@leadersleague.com

Editors - International

Sneha Ashtikar, Coline Choraine, Ben Cook, Aude Ghespiere, Carmen Gloria, François Le Grand, Pedro Steenhagen, Elodie Sigaux, Arjun Sajip, Roberta Veronese

Editors - France

Margaux Savarit Cornali, Olivia Vignaud

Copy Editors

Simon McGeady, Arjun Sajip

Key Account Managers

Yamile Bisteni Cirigo and Gergana Popova

ART DIRECTION

Graphic Designers

Héloïse Daubannes, Alberto Benito Suarez, Leslie Bourgeois, Anaïs Le Bomin, Théo Stainer, Isabelle Warlin

PHOTOGRAPHY

Shutterstock.com

MARKETING & CIRCULATION

Marketing Director

Richard Volodarski
Tel: 01 45 02 25 93 - rvolodarski@leadersleague.com

Circulation & Partnerships Manager

Elisabeth Godard
Tel: 01 45 02 25 12 - egodard@leadersleague.com

Sponsorship & Advertising

Thomas Di Benedetto - tdibenedetto@leadersleague.com
Mila Galdo - mgaldo@leadersleague.com
Laurent Hayat - lhayat@leadersleague.com
Giuliana Vilarde - gvilarde@leadersleague.com
Elizabeth de Sevo - edesevo@leadersleague.com
Frédéric Chateauvieux - fchateauvieux@leadersleague.com

Subscriptions

abonnement@leadersleague.com
www.leadersleague.com/products

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EXTERNAL CONTRIBUTORS

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EXECUTIVE

SUMMARY



From gender and regional bias to the growing need for cybersecurity, Leaders League examines some of the hot topics in arbitration at the dawn of the new decade.

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THE BLOOMING OF ARBITRATION CENTERS AROUND THE WORLD

The use of international arbitration has grown significantly over the years, competition between arbitral seats has increased and new territories, especially in Asia and Africa, have been conquered. ADR has never had it so good.

According to a recent study, the number of new arbitration centres has increased by 20% since 2000. Statistics also show that there has been a constant annual increase in their caseloads. Despite some centers' increases being higher than other, the fact that most, if not all, are reporting increases in caseloads, demonstrating that recourse to institutional arbitration is still on the up – and that one center's gain is not necessarily another's loss.

Arbitration expands in Asia and Africa

As Asian and African economies continue to exhibit dynamic growth, their importance as key engines of the global economy continues to increase. With their economic development largely driven by cross-border trade and investment, the prospects of an ever-increasing number of disputes became inevitable, hence the need to make institutional arbitration available and easily accessible.

Prestigious seats, such as Hong Kong or Singapore, have become well established, with the consequence that disputes with Asia-Pacific tend to be referred for arbitration within Asia, rather than in the US or Europe. This trend is expected to increase, with seats such as Malaysia taking on a growing importance in the arbitration arena. Indeed, Asia alone now boasts 40-plus arbitral organizations, with their own club: the



Asia Pacific Regional Arbitration Group (APRAG). Recent members include the Bangladesh International Arbitration Centre and the Mumbai Arbitration Centre.

Across sub-Saharan Africa, four jurisdictions are now bidding to establish themselves as international seats of note in the years to come. Johannesburg, Kigali and Lagos are seen as the leading contenders, with Mauritius making substantial gains. The Mauritius Arbitration Center (MIAC) has developed a remarkable legal system for international arbitration. In 2008, the country

adopted the Mauritian International Arbitration Act, a ultra modern arbitration law based on UNCITRAL Model Law, but with refinements to make the Mauritian legal system for international arbitration as supportive and attractive as possible.

Arbitration on the rise in China

Over the years, the Chinese government has been promoting the One Belt One Road (OBOR) initiative which, it hopes, will drive closer economic collaboration between China and many countries in

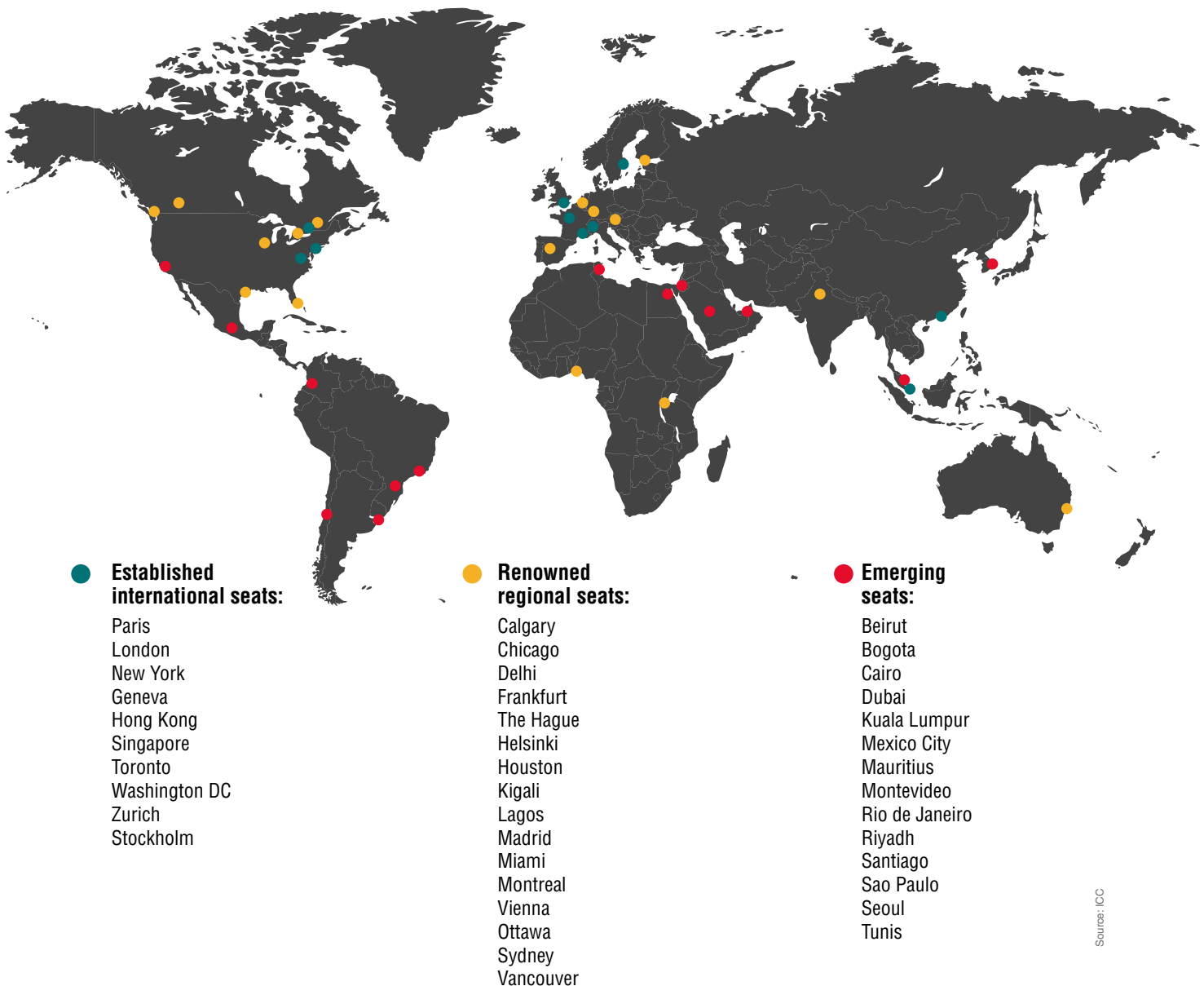
Asia and Europe. For OBOR to succeed, the Chinese government had to assure foreign investors that it would respect dispute settlement mechanisms, in particular international arbitration. There are many arbitral institutions in China but the three most respected are the China International Economic and Trade Arbitration Commission (CIETAC), the Beijing Arbitration Commission (BAC) and the Shanghai International Arbitration Center (SHIAC). Each of these institutions is generally considered acceptable to foreign investors doing business in China, who tend to select BAC, CIETAC and SHIAC over other centers for a variety of reasons. BAC and CIETAC are both located in

capital Beijing while SHIAC is located in Shanghai, the largest city in China and the country's financial and banking hub. All three centers allow the inclusion of foreign arbitration specialists on their respective panels of arbitrators, as well as leading Chinese practitioners. They also allow foreign and international law to be pleaded as governing law. The creation of new arbitration centers in Asia and Africa has made institutional arbitration accessible to users all around

the world, spreading the alternative dispute resolution culture. Over the past number of years, the reluctance of such users has largely disappeared. The number of cases involving Asian and African parties has therefore increased. This trend is seen not only in centers located in Africa and Asia but also in more established institutions, which confirms the positive impact these new arbitration centers have had, and the increased confidence in arbitration in general. ♦

“Hong Kong and Singapore have become well established, with the consequence that disputes with Asia-Pacific tend to be referred for arbitration within Asia, rather than in the US or Europe”

MAP OF INTERNATIONAL, REGIONAL AND EMERGING SEATS





Diversity in Focus An Outline of the Gender and Nationality of Arbitrators

International arbitration is the preferred method of resolving cross-border disputes, in large part because it is far easier to enforce an arbitral award across different jurisdictions than it is to get foreign recognition of court judgments. As a result, parties from all over the world, hailing from a multitude of countries and cultures, turn to arbitration to settle their differences. But paradoxically the arbitral

tribunals that are relied on to resolve these cross-border disputes involving diverse sets of parties do not, in general, exhibit much diversity themselves, be it in terms of gender, nationality or ethnicity. Over the past few years this paradox has been laid bare by various surveys, statistical analyses and anecdotal evidence, including a dispute involving renowned musical artist Jay Z. All this has led to what

Christopher Style QC, deputy chairman of the LCIA board, describes, in an interview with Leaders League, as “an increasing focus on enlarging the talent pool [from which arbitrators are selected] and making it more diverse, including with regards to age, ethnicity and gender.” Here, we collate some of the key findings from trusted sources to see just how diverse the arbitration talent pool currently is.

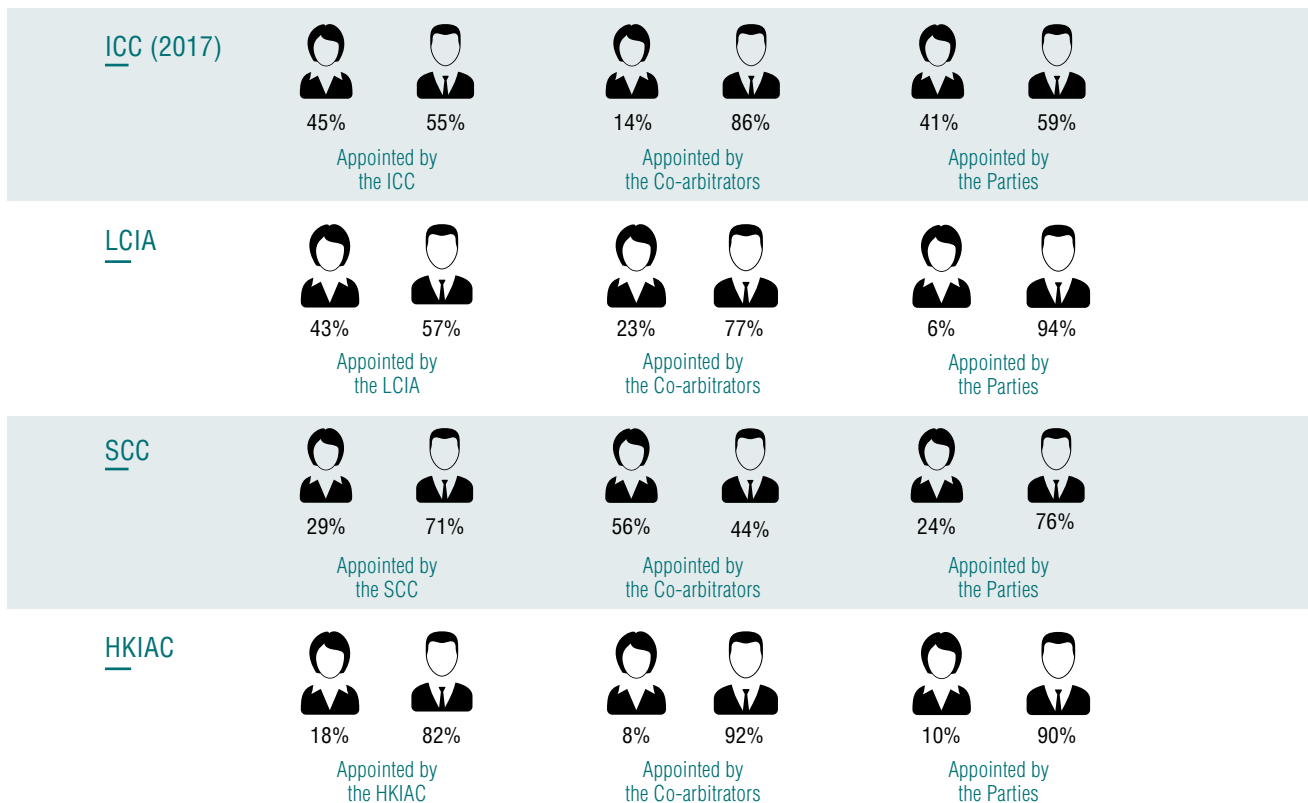
Parties still heavily favor appointing male arbitrators

In 2015, in recognition of the underrepresentation of women on international arbitration tribunals, several prominent members of the arbitration community, including Freshfields Bruckhaus Deringer international arbitration practice head Sylvia Noury, and Debevoise & Plimpton partner Wendy Miles QC, drew

up a commitment, called ‘The Pledge’, “to increase, on an equal opportunity basis, the number of women appointed as arbitrators in order to achieve a fair representation as soon practically possible, with the ultimate goal of full parity.” As of January 2020, the Pledge had amassed 4,000 signatures, either from individuals or organisations.

One of the commitments made by any signatory to the Pledge is to ensure that, wherever possible, gender statistics for appointments are made public. With several of the main arbitration institutions being signatories, a raft of data on gender balance in tribunals has now become available.

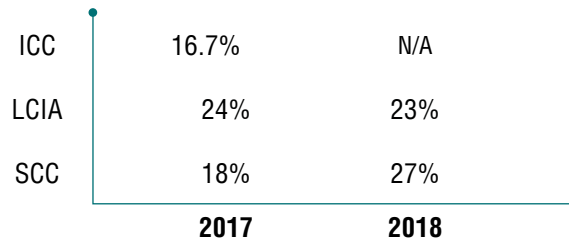
GENDER OF ARBITRATORS APPOINTED IN A SELECTION OF PROMINENT CENTERS (2018 FIGURES UNLESS OTHERWISE STATED)



Note: SIAC released more limited statistics showing that, in 2019, there was a 50% increase in gender diversity among the appointed arbitrators; with 27% of all appointments being women, compared to 18% in 2017.

Sources: SCC Institute; ICC; LCIA

I FEMALE ARBITRATORS AS A PERCENTAGE OF TOTAL ARBITRATOR APPOINTMENTS



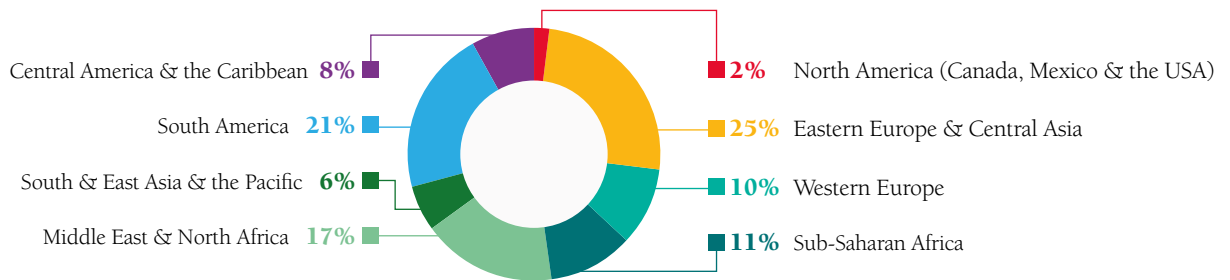
Parties from all over the world, arbitrators from a select few nations

The World Bank's International Centre for Settlement of Investment Disputes (ICSID) keeps detailed records on the geographic distribution of parties to cases and arbitrators appointed. According to their figures, while 25% of states were involved in ICSID proceedings were from Eastern Europe and Central Asia, only 3% of arbitrators, conciliators and ad hoc committee members appointed came from these parts of the world.

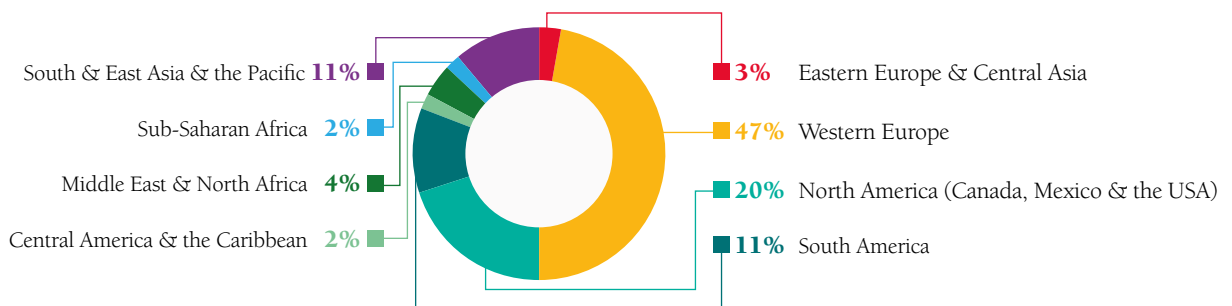
Geographic Distribution of all ICSID Cases, by State Party involved

States from every geographic region of the world were involved in ICSID proceedings in FY2019. Twenty-five percent of newly registered cases involved states in Eastern Europe and Central Asia, followed by 21% in South America, 17% in the Middle East and North Africa, 11% in Sub-Saharan Africa, 10% in Western Europe, 8% in the Central America and Caribbean region, 6% in South and East Asia and the Pacific region, and 2% in North America.

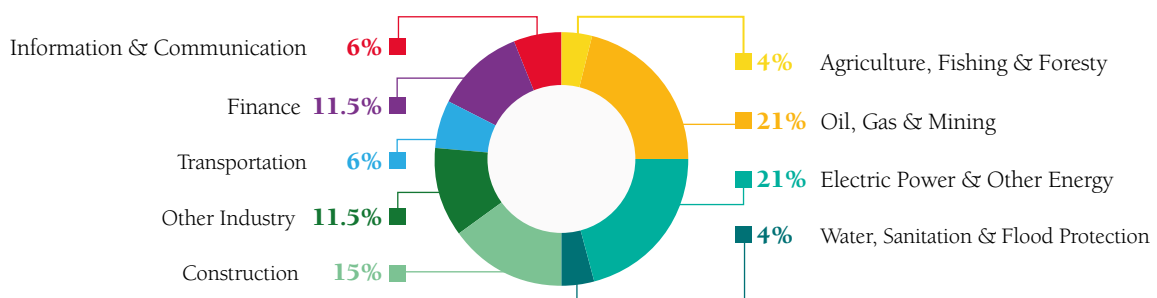
DISTRIBUTION OF CASES REGISTERED IN FY2019 BY REGION



ARBITRATORS, CONCILIATORS AND AD HOC COMMITTEE MEMBERS APPOINTED IN ICSID CASES BY GEOGRAPHIC REGION



ECONOMIC SECTORS INVOLVED IN NEW CASES





Cybersecurity in Arbitration A Growing Necessity

Remember the 2015 cyberattack in which the website of the Permanent Court of Arbitration in The Hague went offline in the middle of the hearings on a South China Sea territorial dispute between China-Philippines? Or the electronic surveillance improperly obtained in *Libananco v Turkey*? These incidents, and others like them, lend credence to the idea that the arbitration community is simply not prepared for cyber intrusions.

According to a 2019 phishing trends report published by PhishLabs, phishing rose by 40% in 2018 and continued to be a rising threat through 2019. DocuPhish attacks (where user credentials are obtained by luring the victim into signing the documents electronically) are on the rise. The goal is to take over an email account and then use the victim's account to send even more compelling attacks to trick more users into being compromised.

Deepfakes are a subtype of artificial intelligence used to manipulate videos, or other digital representations using a deep learning algorithm to fabricate images and sounds that appear to be real. Video evidence is prevalent in litigation proceedings and it is distressing to imagine a deepfake video getting admitted as evidence in an arbitration proceeding. Moreover, the scope of current arbitration rules is not wide enough to address allegations of evidence tampering. The technology involved has become so sophisticated that it is almost impossible for the naked eye to distinguish a fake image or video from a genuine one.

Cybersecurity risks in arbitration

Arbitration proceedings are not immune to these risks, as the parties to the arbitration, such as states, multinational companies, and government entities, are already the targets of the cyber scammers. Law firms and arbitration institutions, being depositories for thousands of highly sensitive and confidential documents, simply cannot afford to be reckless with their flow of data. A data breach will not only affect the outcome of a proceeding but also cause a real economic loss to parties. Detection



© Denys Prykhodov

of cybersecurity threats and prevention strategies are, therefore, expected to be top priorities for arbitration institutions. 57% of respondents to a 2018 Queen Mary International Arbitration Survey said they had made provision for security of electronic communications and information in their arbitration rules. The introduction of the General Data Protection Regulation (GDPR) by the European Union has transformed the sphere of data protection and has led many companies to call upon arbitration institutions to make explicit their provisions in relation to the regulation at the outset of any arbitration.

Cybersecurity risks can arise in virtually any international arbitration and, therefore, the arbitration community needs to acknowledge this risk and put in place prevention strategies. In an effort to achieve this goal, the Working Group on Cybersecurity in Arbitration released the 2020 Cybersecurity Protocol for International Arbitration in November 2019 sharing the principles governing the reasonable cybersecurity measures in arbitration proceedings. The protocol recommends several communication-related security measures,

such as avoiding using unsecure public networks while traveling for hearings and using secured platforms with multi-factor authentication (MFA) to store documents. Further measures, such as limiting communication with personal email addresses or prohibiting the use of unencrypted portable drives (i.e. media, such as USB drives, DVDs, or hard disks, that are accessible without MFA), are required.

Arbitration institutions can take an important first step by hiring a data security expert to decide the scope of the cybersecurity measures required on a given arbitration. Tribunals should also be given powers to impose measures and sanctions upon parties in case of a breach.

In the long term, each party, arbitrator, and administering institution should invest in resources to increase their cybersecurity. It is also important that we change our attitude towards seeing cybersecurity measures as an extra cost. Cybersecurity is no longer optional: it has become a necessity, and choosing to neglect this aspect undermines the attractiveness of arbitration as a dispute resolution method. ♦



International Arbitration China Bucks the Downward Trend

As with the year before, 2018 was characterized by stagnation when it came to the number of international arbitrations held worldwide overall. However, when we look at individual seats, the picture is more complicated. Paris maintained its unassailable position in Europe, while the London Court of Arbitration saw modest growth. In Asia, China continues to buck the trend, with a 29% increase in the number of arbitrations taking place compared to 2017. Perhaps not unrelated, Hong Kong and Singapore saw declines. In the USA, the number of arbitrations taking place at the International Centre for Dispute Resolution fell below 1,000 for the first time since 2012.

Number of international arbitrations per institution, per year from 2015 to 2018

Institution	Country	2015	2016	2017	2018
ICC (International Chamber of Commerce)		801	966	810	842
CIETAC (China International Economic and Trade Arbitration Commission)		1,968 (437*)	2,183 (485*)	2,298 (476*)	2,962 (522*)
ICSID (International Centre for the Settlement of Investment Disputes)		52	48	53	56
DIS (German Arbitration Institute)		134	166	152	153
HKIAC (Hong Kong International Arbitration Centre)		271	262	297	265
ICDR (International Centre for Dispute Resolution)		1,064	1,050	1,026	993
LCIA (London Court of International Arbitration)		326	303	285	317
SCAI (Swiss Chambers' Arbitration Institution)		100	81	74	82
SCC (Stockholm Chamber of Commerce)		181	199	200	152
SIAC (Singapore International Arbitration Centre)		271	343	452	402
VIAC (Vienna International Arbitral Centre)		40	60	43	64

Source: Compiled by Leaders League

* Litigation with an international dimension



Improving Efficiency in Construction Arbitration

As opposed to commercial arbitrations, arbitrations in the construction industry are known for their complexity from both a technical and procedural point of view. Global mega infrastructure projects are confronted with a diverse range of issues, such as financing, poor contract drafting, underpricing and tedious licensing requirements which very often result in the late delivery of projects and increased costs. And this is before we talk about issues related to the foreign investors. Construction projects are hotbeds for disputes, which often span years. This is why management and efficiency are key factors in construction arbitrations.

According to 2018 dispute resolution statistics released by the ICC, construction/engineering disputes are among the highest percentage of ICC cases, accounting for approximately 27% of that year's new caseload. The vast majority of emergency arbitrator applications filed in 2018 were in the construction, engineering and energy sectors. Requests to appoint an expert for technical expertise were highest in the construction sector. Furthermore, approximately 40% of ICC Arbitration cases involved parties from Asia and the Pacific. This proportion is on the rise in light of the on-going or planned construction and engineering projects in the framework of the Belt and Road Initiative (BRI). Given these statistics, arbitration is undoubtedly

ly an attractive option for construction disputes. However, there is still room to improve the management and efficiency of these arbitration cases. Contracts like FIDIC, Institution of Civil Engineers (ICE) and Joint Contracts Tribunal (JCT) cause tons of legal and procedural issues resulting in complex arbitration proceedings.

In a 2019 ICC study entitled Report on Construction Industry Arbitrations - Recommended Tools and Techniques for Effective Management, new guidelines to improve the conduct of construction arbitrations were provided. The background of each arbitrator is bound to influence the efficiency of proceedings, so the report sets out recommendations on the appointment of the arbitrators, namely that the arbitrator should be familiar with the industry, construction contracts (and their interpretation) and cultural nuances, as well as with relevant law and/or main legal traditions.

Improving the foundations

It furthermore calls for strong case management skills, proven experience in international arbitration related to construction disputes, familiarity with IT systems in order to be able to handle case files stored and accessed electronically, sufficient availability of the arbitrator, and the selection of diverse, balanced tribunals.

Given the nature of construction disputes,

the report also proposed a checklist for effective procedural management. To promote cost-effective proceedings, the report recommends appointing a sole arbitrator for disputes worth less than \$30 million. The 'chess clock' method is recommended for the allocation of time available for merits hearings, in order to avoid lengthy proceedings. For document disclosures, the report does not come down either on the side of common law (extensive disclosure) or civil law (limited disclosure). Instead, it recommends the tribunal provide adequate tools to parties in the first procedural order to better manage the disclosure process.

The international arbitration survey published by Pinsent Masons in 2019 in partnership with the School of International Arbitration at Queen Mary University of London confirms the concerns of the practitioners on the procedural elements, such as summary disposal of unmeritorious claims or defenses at an early stage (44%), arbitrator appointments / tribunal constitution (37%), and the streamlining of evidential hearings and submissions (36%) were considered to be most likely to increase efficiency. The ICC report is an important step towards improving the efficiency of construction arbitrations. It will be interesting to examine next year's survey to check to check what progress, if any, has been made. ♦



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LEADERS



The image shows a close-up, low-angle view of a modern building's exterior wall. The wall is composed of large, light-colored stone or concrete panels. In the upper left, a balcony with a metal railing is visible. The text 'Chambre de Commerce' is mounted on the wall in large, dark, three-dimensional letters. The lighting is bright, creating strong shadows and highlights on the wall's surface.

Chambre de Commerce

**INSTITUTIONS AND
ARBITRATION CENTERS**

“Luxembourg has a very high degree of stability and political neutrality”



Interview with

ANNE-SOPHIE THIESSEN,
Secretary General,
**ARBITRATION CENTRE OF THE
LUXEMBOURG CHAMBER OF
COMMERCE**

“We revised the arbitration rules of the Arbitration Centre of the Chamber of Commerce in order to modernize and adapt to developments in the practice”

Since 1987, the Chamber of Commerce of the Grand Duchy of Luxembourg has had its own arbitration centre with its own arbitration rules, offering an alternative to judicial disputes which are often long, costly and not adapted to the needs of the business world.

LEADERS LEAGUE. Can you briefly go back over to your career path to date?

Anne-Sophie Thiessen. Having joined the Chamber of Commerce in 2008, after having practiced for more than 10 years as a business law lawyer, first in Belgium, then as a lawyer at the Court in Luxembourg, the defense of companies' interests has always been close to my heart, as well as the desire to be able to offer them solutions that meet their needs, as quickly as possible. Alternative dispute resolution procedures such as mediation and arbitration quickly caught my interest and were worthy of significant investment in view of the undeniable advantages they offer. It was therefore natural for me to take over the role of secretary of the Arbitration Centre of the Chamber of Commerce, alongside a dynamic and committed team.

Is the Grand Duchy poised to become an important arbitration center for finance and insurance?

It is clear that Luxembourg has many attributes that could help it become an important arbitration center in financial and insurance matters. Indeed, apart from its strong financial center, which suggests the presence of many skills and expertise, particularly in this field, Luxembourg is characterized by a very high degree of stability and political neutrality, has a strategic location in Europe close to major decision-making centers, the presence of the European headquarters of many large companies, and is multicultural and multilingual. Aware of its strengths, Luxembourg has considered adopting modern arbitration legislation that is better adapted to the requirements of international trade. A project has been developed to this end by the Think Tank for the Development of Arbitration, of which the Chamber of Commerce is a member. Similarly, the 2018-2023 coalition government agreement expressly mentions the government's desire to 'modernize this method of dispute resolution'. We have also revised the arbitration rules of the Arbitra-

tion Centre of the Chamber of Commerce in order to modernize and adapt the rules to developments in the practice of international arbitration. This new regulation came into force on January 1st 2020 and constitutes an additional asset for the center. The current convergence of wills to make Luxembourg an attractive place for arbitration places it in a very good position.

How have you seen dispute resolution evolve in Luxembourg over the years?

There is currently a real trend towards the development of alternative dispute resolution methods, such as mediation or arbitration. The Chamber of Commerce is also highly involved in Luxembourg in promoting these alternative dispute resolution methods, which offer clear advantages for companies. We note the increasing interest in these alternative solutions.

More specifically, with regard to arbitration, we have noted an increasing internationalization and complexity of disputes with the growth of multi-party and/or multi-contract arbitrations, involving a change in practice.

What do you think the advantages and disadvantages of arbitration are?

Arbitration has many advantages. Arbitration proceedings are, in principle, faster than judicial proceedings, whereas a maximum period of time is generally allowed for the arbitrator to make his award and the remedies against awards limited. Arbitration is also confidential, thus preserving business confidentiality and the reputation of each party. The conventional nature of arbitration also gives parties greater freedom when it comes to organizing disputes.

With regard to the major disadvantages of arbitration, I would say that it is very often the cost that is put forward by the parties, because it is, of course, necessary to pay the arbitrators. Nevertheless costs must not constitute the only criterion for deciding whether to resort to arbitration. ♦

“We can admit that there is a kind of competition among permanent courts”



Interview with

MAREK FURTEK,
President of Arbitral Council,
POLISH CHAMBER
OF COMMERCE

The Court of Arbitration at the Polish Chamber of Commerce, after significant changes at the beginning of the nineties, has grown to become the most renowned and popular permanent arbitration court in Poland and one of the most in demand in Central Europe as a whole.

LEADERS LEAGUE. What in your opinion are the main trends and developments currently shaping international arbitration, both at an international level and, more particularly, in Poland?

Marek Furtek. The main trend shaping both Polish and the international arbitration is the universalization of permanent arbitration institutions. By universalization, I mean the convergence of arbitration institutions' models of operation and the disappearance of existing particularisms. Among other aspects, progressive unification manifests itself in growing similarity between the various rules governing arbitration.

For years, diversity and specialization has existed in arbitration institutions. Now the main centers go beyond their typical activities. We can even go so far as to admit that there is a kind of competition among permanent courts. For instance, the growing expansion of DIS throughout the Central and Eastern Europe is visible, while ICC or SCC are interested in the region of post-Soviet Republics and the Far East.

In addition to the universalization of arbitration institutions, the second tendency in international arbitration is the increasingly prevailing nature of investment arbitration that has been developing over the past 10 years, resulting both from investment protection agreements, as well as from multilateral agreements, e.g. the Energy Charter.

This phenomenon, in turn, caused, among other things, an increase in arbitration costs and the appearance of so-called 'giant demands' arbitration.

The cost of arbitration is often seen as a major obstacle to its development as a means of dispute resolution. What do you think about this?

The cost of arbitration could be an obstacle to pursuing your rights, especially concerning the trend I have just mentioned. The main component of the cost of arbitration, increasingly often, is not fees paid to arbitration institutions, but fees for legal services.

Research on this issue shows that the costs of arbitration fees are de facto one-fifth of the total costs of arbitration proceedings. The high general costs of conducting a dispute before an arbitral tribunal are the result of the often complex nature of the case in legal and procedural terms. It requires the participation of highly qualified

parties' representatives and often also the creation of numerous sub-assemblies dedicated to each case, as well as the necessity of appointing the a range of experts, etc., and this generates significant costs.

The Court of Arbitration at the Polish Chamber of Commerce does not apply an aggressive pricing policy. The tariff of fees which apply in our court is degressive one. It provides tools to promote the amicable settlement of a dispute, allowing the possibility for a partial refund.

Therefore, we have not noticed that the issue of arbitration fees charged by our institution constituted a financial barrier for the parties.

SAKIG perceives its activities, and thus charging fees, not only as a source of income, but also a mission in promoting the amicable settlement of disputes in the business environment.

“Every year, approximately 200 cases are submitted to the court. Throughout its entire existence, SAKIG has examined several thousand claims in total”

The third-party financing market is quite advanced in Anglo-Saxon courts. How about in Europe?

Regarding third-party funding, this phenomenon has not actually occurred in Poland yet. We have barely had any cases in the last few years. There are various reasons for the lack of development of this kind of financing of arbitration proceedings.

First of all, such aggressive financial products are not offered on the Polish financial market. Secondly, the presence of third-party funding would have to be disclosed when assessing the independence and impartiality of the arbitrators. It makes this issue more complicated in terms of investigating potential conflicts of interest.

Finally, there is also concern about the ethical aspects of this type of financing the proceedings, especially in the context of possible actions bringing beyond the real value of claims sometimes called the so-called 'Frivolous claims'. The doubts I have indicated limit the development of third part funding in the Polish arbitration.

What are the main difficulties you face as president of the Polish Court of Arbitration (SAKIG)?

The Court of Arbitration at the Polish Chamber of Commerce – in terms of the number of cases and their importance – is a leader in Poland and one of the main arbitration courts not only in our region, but also in Europe. Every year, approximately 200 cases are submitted to the court. Throughout its entire existence, SAKIG has examined several thousand claims in total. The long-standing tradition of our court goes hand in hand with the modernity of the institution which, by adapting its operating model to market needs, in 2015 adopted new arbitration rules taking into account the latest trends in international arbitration, supplemented in 2018 with provisions introducing fast-track procedures.

SAKIG has almost 70 years of tradition – it was established in 1950 and operated under the name of the College of Arbitrators at the Polish Chamber of Foreign Trade as an independent unit established to settle disputes arising from international trade relations. ♦

“The Court of Arbitration at the Polish Chamber of Commerce does not apply an aggressive pricing policy”



“Madrid is an ideal location for international arbitration”



Interview with

JOSÉ ANTONIO CAÍNZOS,
President,
**MADRID INTERNATIONAL
ARBITRATION CENTER**

In a bid to establish Madrid as one of the world’s foremost seats of international arbitration, Spain’s top three arbitral centers have merged their international divisions to form the Madrid International Arbitration Center (*Centro Internacional de Arbitraje de Madrid*). The center’s president, José Antonio Caínzos, says Spain’s capital is now ideally positioned to significantly raise its arbitration profile.

LEADERS LEAGUE. Why has the Centro Internacional de Arbitraje de Madrid (CIAM) been established?

José Antonio Caínzos. The development of arbitration in Spain over the past few decades is unprecedented. Given that Spain has a fully fledged arbitration system, with the New York Convention ratified without reservation, and the ICSID Convention also ratified – in addition to having enacted the 2003 Spanish Arbitration Act that turned Spain into a genuine UNCITRAL Model Law country – it is an attractive international arbitration venue. Nevertheless, Spain has lacked a truly leading institution for international arbitration. However, the three major arbitration bodies in Spain – the Madrid Court of Arbitration, the Civil and Commercial Court of Arbitration and the Spanish Court of Arbitration – have developed, over the last 30 years, significant expertise in international cases. Consequently, joining forces to create a single center to administer international arbitrations looked sensible. From now on, users will be able to capitalize on their combined experience, expertise and talent.

What benefits does Madrid offer as a center for arbitration?

Madrid offers so many benefits in terms of being a first-rate international center for arbitration. I could give several examples, but suffice to say that from an economic, geographic, geopolitical, legal, professional and educational standpoint – and when one considers its appeal in terms of safety, quality of life and standard of living, climate and prices – Madrid has all that could be desired to be on the same level as those cities that have become benchmark arbitration centers or international arbitration institutions. CIAM is the missing piece of the puzzle. The advantage this center has is that

it combines novelty – as an institution created with the demands of the market in mind – with the experience of the courts that have created CIAM which have been handling international arbitration for years. CIAM has established regulations that reflect the most recent trends and efficiency procedures with regard to management, as well as the highest standards with regard to ethics, transparency and quality. It is especially efficient – in terms of time and costs – and provides a certain flexibility that will enable it to provide services that are top quality and will secure CIAM’s position as a leading arbitration center. The aim of the new center is to encourage arbitration in Spanish and Portuguese, without overlooking the other languages that carry more weight in international arbitration, particularly English and French.

“Madrid has a very cosmopolitan and constantly growing arbitration community”

What type of arbitrations will CIAM specialize in and why?

CIAM’s main aim is to become a global benchmark for commercial arbitration, while not ruling out work in investment arbitration. It has been decided that CIAM will not specialize in any one type of arbitration, but will instead take on all types of cases. What CIAM intends to do is to pay close attention to the geographic and business areas where arbitration is usually used, and where there is room for growth and therefore the potential to offer services and help develop and encourage wider knowledge, and greater use, of arbitration. CIAM will only administer international cases in Spanish, English, Portuguese and French.

What criteria will CIAM use to define an international arbitration?

It will apply the criteria established in the Spanish Arbitration Act of 2003, which reflect those in the UNCITRAL Model Law. An arbitration shall be international if any of the following circumstances concur:

- a) upon the conclusion of the arbitration agreement, the parties have their domiciles in different States. If a party has more than one domicile, the domicile shall be that which has the closest relationship to the arbitration agreement; and if a party does not have a domicile, reference is to be made to its habitual residence;
- b) that the place of arbitration, determined in or in accordance with the arbitration agreement, the place where a substantial part of the obligations deriving from the legal relationship from which the dispute arises must be complied with, or the place with which the dispute is most closely connected, is situated outside the State in which the parties have their domiciles;
- c) the legal relation from which the dispute arises affects the interests of international trade.

How significant do you think CIAM will be in terms of promoting Madrid as a center for international arbitration?

CIAM will be essential in promoting Madrid. Although it will administer arbitration proceedings based in other locations in Spain or in other countries, Madrid is an absolutely ideal place to be the seat of international arbitration. Madrid has a very cosmopolitan and constantly

growing arbitration community, exceptional infrastructure for all services required in relation to holding hearings and an excellent location from which to connect to most other places in the world. It also offers very competitive prices which on the one hand serve to guarantee high quality yet are substantially lower than those of other European, American or Asian cities usually chosen as the seat of arbitration. In addition, Madrid has a very agreeable climate, and is one of the safest cities in the world.

Awareness of Spanish universities and post-graduate centers is growing among students and foreign professionals who, following their stay in Spain, normally return to their countries of origin. As these professionals are familiar with the Spanish system, it is easy for them, as corporate managers, in-house lawyers or external counsel to feel very comfortable having Spain and, in particular, Madrid, designated in contracts and agreements as the seat of arbitration for dispute resolution.

CIAM will serve as a link and a catalyst for all of this by presenting a single unified image of international arbitration administered from Spain. It benefits from the experience of the three Spanish courts that have handled international arbitration up to now, and thereby combines the advantages of being a new center, that takes inspiration from the latest trends and client demands concerning the administration of arbitration. This is an excellent combination of qualities with which one cannot go wrong. ♦

“The aim of the center is to encourage arbitration in Spanish and Portuguese, without overlooking the other languages that carry more weight in international arbitration”



“Mauritius has a state-of-the-art legal framework for arbitration”



Interview with

DIPNA GUNNOO,
President,
**MAURITIUS CHAMBER OF
COMMERCE AND INDUSTRY
ARBITRATION AND MEDIATION
CENTER**

The Mauritius Chamber of Commerce and Industry Arbitration and Mediation Center (MARC) is led by Paris- and Mauritius-admitted lawyer, Dipna Gunnoo. MARC was established in 1996 based on the model of the ICC Court of Arbitration. Gunnoo spoke to Leaders League about the latest trends in arbitration as well as the top reasons why clients to refer their disputes to MARC.

LEADERS LEAGUE. What are the main trends shaping international arbitration at the moment?

Dipna Gunnoo. This year, several key trends and geopolitical events have been - and are still - shaping the international arbitration landscape, such as:

1. the use of artificial intelligence but also the importance of cybersecurity and data protection which are essential components in this field;
2. the future of intra-EU bilateral investment treaties (BITs) following the Achmea decision delivered by the Court of Justice of the European Union in 2018 and the potential impact that it might have on non-member States of the EU, especially in Africa;
3. the reforms to Investor-State Dispute Settlement (ISDS), following discussions held in October 2019 during the session of the UNCITRAL Working Group III on ISDS;
4. the China's Belt and Road Initiative (BRI), which is currently one of the largest investment programmes ever undertaken and heading soon into its 8th year, should lead to a significant number of disputes being referred to arbitration, even if it is important to take into account the cultural positive attitudes of Chinese parties towards mediation and settlement of disputes.
5. Following Jay-Z's complaint in November 2018 regarding the lack of ethnic diversity for the appointment of arbitrators and the Arbitration, we hope to see the promotion of diversity on arbitral tribunals, especially in arbitrations connected to Asia and/or Africa;
6. finally, certain regions kept on pushing, during this year, for their desire to be recognized as Regional Arbitration Hubs, especially in Asia-Pacific and Africa. The ambition showcased by these centers is not an unrealistic goal as it forms part of

the development of international arbitration and the will of various continents, regions, and countries to be more involved in this field.

What does your role as Head of MARC involve?

As the head of this institution, I supervise the administration of arbitration and mediation matters under the MARC Rules or other rules or ad hoc cases. I am also responsible for maintaining state-of-the-art case management and procedures at the center. I also ensure that high standards of governance are followed at MARC as I am also in charge of the running of the MARC Secretariat.

“One of the major strengths of MARC is its independent and robust governance structure”

With the support of the MCCI Board and Secretary-General, the MARC Court and the MARC Advisory Board, I am also responsible for developing and promoting international arbitration in Mauritius and the MARC, on domestic, regional and international levels. I also work on consolidating and developing strong relationships with other arbitration centers, with professional associations, legal and business professionals as well as entities from both the private and public sectors. To do so and to promote MARC, my team and I often organize arbitration events and training sessions, locally and internationally. I also participate in and speak at various events in Mauritius and abroad. These business development tasks, undertaken in Mauritius and abroad, are essential to market this arbitration center and to raise awareness about its activities and services.

What are the challenges that come with this role?

Even if I am extremely grateful for this amazing opportunity as I have the chance to work in international arbitration and to bring my contribution towards the development of this field in my country and in the region, I have to admit that this role also comes with some challenges.

Indeed, it is not an easy task to develop and promote an arbitration institution in an international market that is extremely competitive and dominated by leading institutions. Therefore, it is extremely important for regional arbitration centers, like MARC, to stand out and to display its strengths and unique characteristics.

Another challenge - that I currently have to deal with - comes from the domestic market itself. An arbitration institution and/or a seat can only become successful with the support of the local legal and business community.

However, it seems that companies and counsel in Mauritius have been, in the past, more inclined to use judicial proceedings before domestic courts or to even use ad hoc proceedings rather than institutional ones when they were using arbitration to resolve their disputes. Consequently, additional, and collaborative efforts need to be made so that domestic contracts include an arbitration clause (with a local arbitral institution ideally indicated in that clause) and that the legal and business community in Mauritius would use more often institutional arbitration to resolve their disputes.

How does MARC stand out in the increasingly crowded arbitration center field?

One of the major strengths of MARC is its independent and robust governance structure involving Mr. Neil Kaplan CBE QC SBS who is often described as “the father of Hong Kong arbitration” and who has been spearheading significant developments in the international outreach of MARC.

This independent and neutral institution has been providing to the business and legal community a cost-effective, confidential, fast, and efficient way to resolve their disputes by means of arbitration and/

or mediation. A dedicated mediation package has also been launched for SMEs and the Secretariat is currently working on an arbitration procedure for small claim disputes, with a document only option. MARC is also devoted towards actively promoting ADR methods on a local, regional, and international scale by organizing prestigious training sessions and events (often with foreign law firms and arbitration institutions), including the Mauritius Arbitration Week (MAW).

Finally, MARC has been paving its way towards establishing itself as one of the region's top dispute resolution centers in the Indian Ocean as it is currently the arbitration center with the highest caseload, managing both international and regional/domestic cases (the current ratio is 40% - 60% respectively).

Can you tell us why clients should refer their dispute to MARC?

If you are looking for an arbitration center that provides an excellent quality of services with international standards and at competitive rates, then MARC was made to assist you with your arbitration and/or mediation disputes. Potential users should also consider MARC if they are looking for a bilingual Secretariat which is amongst the few arbitration teams in Africa to be able to manage cases in both French and English. Moreover, if disputes involve parties coming from Asia and Africa and if they are looking for an independent institution in a neutral seat, then MARC and Mauritius should be considered as options. The choice of Mauritius as the neutral seat for arbitration should be a triggering component for potential users to refer their disputes to MARC.

Mauritius has a state-of-the-art legal framework for arbitration. Its legislation, based on the UNCITRAL Model Law, has been enhanced for parties' convenience and its judiciary is independent, efficient, and usually adopts a pro-arbitration stance. Its hybrid legal system - mixing Common Law and Civil law - its long-standing political stability and bilingual, experienced, and independent legal professionals have also made of Mauritius an ideal arbitration and mediation seat over the past years. ♦

“MARC is a premier dispute resolution center managing cases in English & French”

“In Brazil, ADR mechanisms are more prevalent now than ever before”



Interview with

GIOVANNI NANNI,
President, **BRAZILIAN ARBITRATION
COMMITTEE (CBAr)**

Giovanni Ettore Nanni is the president of the Brazilian Arbitration Committee (CBAr), founder of Nanni Advogados and has been a professor at Pontifícia Universidade Católica de São Paulo (PUC-SP) for over 20 years. In this interview, Mr. Nanni discusses key trends occurring in the arbitration and mediation markets, CBAr initiatives regarding alternative dispute resolution (ADR) methods and international cooperation as well as a potential rise in Sino-Brazilian arbitrations.

LEADERS LEAGUE. Over the last 12 months, which key trends have arisen, both domestically and internationally, in the alternative dispute resolution market?

Giovanni Nanni. The years of 2018 and 2019 have been marked by an increase in the number of arbitrations involving Brazil's public administration.

The states of São Paulo and Rio de Janeiro have recently enacted regulations (Decreets n. 64.356/19 and 46.245/18, respectively) regarding the use of arbitration by the direct public administration, and the Federal Congress passed Decree n. 10.025/19 in September, regulating the use of arbitration to resolve disputes arising from sectors related to ports, roads, railways, water and air transportation. In addition, Federal Law n. 13.867/19 has expressly authorized the use of either mediation or arbitration for the determination of indemnity values in expropriations for public interest.

The surge in the use of ADR methods was so significant that the 18th edition of the International Arbitration Conference, held by CBAr in Brasília between August 22nd and 24th, 2019, was devoted to discussing the matter. The conference drew a record audience of 548 participants, approximately 30% higher than 2018.

Furthermore, Operation Car Wash revealed several public contracts had been tainted by corruption or other illegal practices, resulting in arbitrators being asked to settle disputes related to the consequences of said corruption in contractual relationships.

Another relevant trend is that dispute boards have been successfully used in large projects in Brazil, such as the construction of Line 4 of São Paulo's subway system. Line 4 was financed by the World Bank, which requires the use of dispute adjudication boards during the execution of a contract, so naturally most Brazilian institutions have been adopting dispute board rules.

Both domestically and internationally, discus-

sions regarding smart contracts, blockchains and artificial intelligence have been on the rise, as well as discussions about diversity, inclusion and transparency. On the one hand, I do believe that diverse tribunals can make better decisions. On the other, transparency is always a delicate topic, considering the confidentiality which safeguards most ADR methods; nonetheless, we should be creative and develop means to overcome such a dichotomy.

In recent years, how have arbitration and mediation practices fared in Brazil? Are ADR methods becoming more prevalent than they once were?

In Brazil, ADR mechanisms have flourished in recent years and are certainly more prevalent now than ever before. We have seen a wave of new legislation promoting the use of arbitration and other ADR methods, with an emphasis on cases involving the public administration. Such laws are important because they make it clear to private and public entities that ADR clauses are not only valid and enforceable in public contracts, but also, and most importantly, a wise choice.

The city of São Paulo, for instance, has promoted an interesting initiative through Municipal Law n. 16.873/2018 to regulate the use of dispute boards. There are also a few projects before the National Congress with this same purpose, such as Bill Projects PL n. 9.883/18 and PLS n. 206/18.

In addition, it seems Brazil is undergoing a change of mindset: individuals, legal counsel and companies are starting to realize a conciliatory approach is more beneficial for prolonged business relationships than a litigious culture. Multitiered dispute resolution clauses have become more refined to avoid parties reaching a contentious stage. In this regard, mediation has been frequently used to settle disputes in commercial relations.

Nevertheless, convincing companies to abandon a contentious approach in favor of medi-

ation is still a challenge. Law firms and even corporate legal departments should consider investing in qualified professionals who specialize in ADR procedures in order to promote a cultural change in the way we solve commercial disputes in Brazil.

In 2019, which measures were implemented by CBAr to support ADR methods in Brazil? Which other CBAr initiatives would you highlight, particularly in terms of international cooperation?

CBAr operates in Brazil supporting and organizing local events, courses and workshops on various ADR-related issues, as well as following up legislative activity about the matter through its Legislative Affairs Commission. Moreover, CBAr often issues opinions regarding the viability of bills associated with ADR proposed by the National Congress.

When it comes to the Brazilian public administration, CBAr has signed agreements with the State of São Paulo's Attorney General Office to promote ADR-related knowledge, as well as created a working group with the São Paulo State Court of Appeals to promote a harmonic integration between arbitral and state court jurisdictions.

In terms of international cooperation, every year CBAr organizes an international arbitration conference and an international mediation conference. Moreover, on October 30th, 2019, CBAr signed a cooperation agreement with the Portuguese Arbitration Association, a prominent association in Portugal for the promotion of arbitration. CBAr is also responsible for the publication of the Brazilian Arbitration Review (*Revista Brasileira de Arbitragem*), edited by Kluwer Law International.

Do you foresee a rise in arbitration proceedings between Brazil, China and the European Union? How will CBAr stand out in this new international scenario?

Chinese companies already have large operations and, consequently, are engaged in many arbitration proceedings in Brazil.

Since China has a great demand for a type of oil containing lower concentrations of sulfur, which can be found in Brazil, several sale transactions are executed between Chinese oil companies and Petrobras. In addition, Chinese companies are responsible for the construction of floating platforms for oil extraction used by Petrobras. Such contracts usually contain arbitration clauses, meaning disputes arising from these transactions are likely to become arbitration proceedings.

For example, on November 7th 2019,

Petrobras and China Southern Petroleum Exploration and Development Corporation (CNODC) acquired the right to explore one out of five areas of the Brazilian pre-salt through a bidding round promoted by Brazil's National Petroleum, Natural Gas and Biofuels Agency (ANP), which is known for its use of ADR methods to solve conflicts arising from its concession contracts. In this regard, the drafting of the contract associated with the 16th round of public offers conducted by ANP in November contains a detailed multi-tiered dispute resolution clause.

Furthermore, there has been news about the potential creation of a free trade zone between Brazil and China, in addition to discussions about the inclusion of Brazil in China's Belt and Road Initiative. If the use of arbitration becomes standard practice by Chinese companies operating in Brazil, CBAr may seek to establish academic ties with Chinese universities and other institutions, especially as academic cooperation between both countries is very rare in the legal field.

As for the European Union, which is Brazil's largest trade partner after China, the agreement between Mercosur and the EU, which has been under discussion for over 20 years, is expected to promote European investments in Brazil, as well as increase the volume of Brazilian exports to the EU.

Whilst there is still no official version of the full text of the agreement, the draft released by Brazil's Ministry of Foreign Affairs contains a detailed dispute resolution clause for the promotion of mediation or ad-hoc arbitration. In addition, the clause is accompanied by its own code of conduct for arbitrators and mediators and allows for the participation of *amicus curiae* in the proceedings.

We will need to wait until the cooperation agreement is signed, as there still are a few obstacles to be overcome, particularly with regards to environmental issues. However, there will certainly be a rise in arbitration proceedings between parties from Mercosur and the EU, if the blocs go ahead with the treaty.

What initiatives does CBAr have lined up for 2020 and beyond?

CBAr is currently working towards its institutional consolidation on the international stage, and with this in mind, we are currently carrying out surveys on the Brazilian arbitration market and third-party perception of our organization.

CBAr is also strengthening the cooperation between the arbitration community and State courts, and we hope to share our future initiatives with the market soon. ♦

“Convincing companies to abandon a contentious approach in favor of mediation is still a challenge”



Christopher Thomas QC
Arbitrator

- Oversees the annual Singapore International Arbitration Academy at the Centre for International Law
- Sat on an ICSID tribunal in 2019 that ordered Colombia to repay a \$19 million fine it had imposed on Glencore

Canadian arbitrator Christopher Thomas is a man of impressively broad experience, having spent much time in the private, public and academic sectors. Between teaching stints at the University of Ottawa and the University of British Columbia in the late 1980s, Thomas worked for the Canadian government as Senior Policy Advisor to the Minister for International Trade during the Canada-US Free Trade Agreement negotiations.

For most of the '90s and '00s, Thomas was closely associated with his boutique, Thomas & Partners, which in turn had close links with Borden Ladner Gervais; indeed, several partners joined the firm, while Thomas himself acted as a consultant to Borden until 2012.

Thomas's stint advising his government on trade negotiations was handy experience for him: he has also acted for states on the NAFTA negotiations, the Uruguay Round of Multilateral Trade Negotiations and other treaty negotiations.

As counsel, he has been active in 14 investment treaty disputes and four judicial review applications; he has been an arbitrator

in many more. In August 2019, Thomas sat on an ICSID tribunal that ordered Colombia to repay a \$19 million fine it had imposed on Glencore, while dismissing a \$575 million claim made by the mining company. As well as often presiding over investor-states disputes, Thomas is well versed in commercial arbitration, including under LCIA rules.

One of his most practical contributions to the world of investment treaty arbitration is his founding of the online research tool Investor-State LawGuide in 2011, alongside fellow Canadian trade lawyer Greg Tereposky. A comprehensive database and software platform, the LawGuide maps the legal terrain of investment treaty disputes, dispensing key information to users in a streamlined fashion. Well regarded for its subject-matter navigator and its jurisprudence citator, it is powered by editors and legal analysts from around the world, including the US, the UK, China and South America. Its clients include law firms, governments, academic institutions and international organizations.



Eric Schwartz
Arbitrator

- Former Secretary-General of the ICC International Court of Arbitration
- Has been an international arbitrator for almost 20 years

There's no doubt about it: Eric Schwartz cuts an impressive figure. As Secretary-General of the ICC International Court of Arbitration between 1992 and 1996, he oversaw the administration of around 2,500 ICC disputes. He's also acted in over 100 arbitrations around the world.

Schwartz's international credentials are exemplified by his global bases: he has offices in New York and Paris, as well as being an arbitrator member of Fountain Court Chambers in London. This internationalism goes back to his days as a private practice lawyer. He spent time as a partner in Freshfields Bruckhaus Deringer's Paris office, then moved as a senior partner to King & Spalding, where he split his time between Paris and New York.

Schwartz first appeared as counsel in 1979 in a London-based ICC arbitration, and would for the next decade act as counsel in a large number of cases, usually concerning civil engineering and construction projects in Africa, Asia and the Middle East. This infrastructure bent was also manifest in his post-Secretary-General

career, though he also acted in other sectors, including pharmaceuticals, aeronautics and telecoms.

Though known largely for his expertise in commercial arbitration, Schwartz has commendable experience in investment treaty disputes, advising investors and states in ICSID and UNCITRAL cases. Particularly well versed in the legal systems of the US, the EU and Switzerland, he also has longstanding experience in those of Russia and countries in Africa, Asia and the Middle East.

His recent experience includes being the sole arbitrator in an ICC arbitration in Paris regarding the termination of consultant and distribution agreements in South America, being the sole arbitrator in an LCIA dispute over a breached loan agreement between two European parties, presiding over a Singapore-based ICC arbitration over the breach of representations and warranties in a share purchase agreement, and being the co-arbitrator of an UNCITRAL case concerning the alleged breach of a Spain-Colombia investment treaty.



Benjamin Hughes,
Independent Arbitrator

- Serves on the editorial board of the Asian International Arbitration Journal
- Co-chaired the international dispute resolution practice at Shin & Kim

Benjamin Hughes is an independent arbitrator at The Arbitration Chambers in Singapore and Fountain Court Chambers in London. Having been appointed as arbitrator in over 100 arbitrations with a total value in dispute in excess of \$4 billion, including ad-hoc arbitrations, he is highly recognized by his peers. Hughes also maintains an academic career, and has taught in the field of international dispute resolution and comparative law, notably at SNU Law School from 2015 to 2019 and was himself educated in both the civil law and the common law traditions, having studied first at Seoul National University College of Law, and then at NYU School of Law. While at NYU, he spent one semester at the University of Palermo Law School in Buenos Aires, Argentina. He also studied Mandarin and East Asian history at Harvard University.



Guenther J. Horvath,
President, **VIENNA INTERNATIONAL
ARBITRATION CENTER (VIAC)**

- Author of numerous publications on arbitration
- Studied at the University of Graz

Guenther J. Horvath is a former partner and a founder of the international arbitration group at Freshfields Bruckhaus Deringer in Vienna. Horvath is known for his wide range of expertise and has acted as counsel and arbitrator in over 150 high-profile disputes under International Chamber of Commerce, United Nations Commission on International Trade Law, International Centre for Settlement of Investment Disputes, London Court of International Arbitration, Stockholm Chamber of Commerce and Vienna International Arbitral Centre rules, as well as in various ad-hoc arbitrations. His practice specializes in international commercial arbitration with its principal focus being on energy, corporate law, post-M&A matters and industrial engineering.



Sue Hyun Lim,
Secretary General,
**KOREAN COMMERCIAL ARBITRATION
BOARD (KCAB)**

- Member of the Korean Bar Association and Seoul Bar Association
- Admitted to the New York State Bar

After having been a partner at Bae, Kim & Lee for 14 years, Ms. Hyun Lim is now secretary general of the new international division of the Korean commercial arbitration board, KCAB International. Among her various responsibilities, she oversees KCAB's international arbitration case management process, ensuring the efficiency and cost-effectiveness of the procedures under KCAB international rules, as well as leading the public relations efforts to further enhance the standing of KCAB International – and Seoul as a seat of arbitration – among international users.



Stavros Brekoulakis,
Professor of International Arbitration,
QUEEN MARY UNIVERSITY OF LONDON

- Authored *Third Parties in International Commercial Arbitration*
- Often writes in legal publications

Having earned a LLB from the National University of Athens, an LLM in international business law from King's College London and a PhD in arbitration and conflict of laws from Queen Mary University of London (QMUL), Brekoulakis now teaches international arbitration at QMUL. He has been appointed to more than 30 arbitrations, as chairman, sole arbitrator, co-arbitrator and emergency arbitrator under the rules of the International Chamber of Commerce, the London Court of International Arbitration, the Stockholm Chamber of Commerce, the Danish Institute of Arbitration, the Court of Arbitration for Sport as well as in ad hoc arbitrations under the UNCITRAL arbitration rules.



GENERAL COUNSEL

“A good mediator knows how to trigger dialogue”



Interview with
PIERRE PELOUZET,
Independent mediator

Former purchasing manager at French state-owned railway company SNCF turned mediator, Pierre Pelouzet, talked to Leaders League about taking the mediation approach to solving disputes. He believes that it can be the best way to rebuild trust between economic stakeholders.

LEADERS LEAGUE. Is mediation a panacea for conflict or merely a way for companies to expedite disputes?

Pierre Pelouzet. The rate of success of mediation carried out by the 60-strong mediators working in the Paris region sits at 75%. In addition, while the number of corporate mediations in France has gone from 100 per year in 2012 to 100 per month today, finding the right person to ‘referee’ disputes can be the difference between success and failure. A mediator is often a company director, or legal or operational manager, but parties are not limited to just these positions, with regional delegates and heads of department or prefects also suitable. But the right mediator for a case often comes down to personality rather than job title.

“The human aspect of a dispute must be accorded greater importance”

A good mediator knows how to get both parties to open up, to listen to the other side and attempt to see things from their perspective. Only then can the journey towards an agreement begin. We offer collective mediation when our services are called upon by a professional federation. Mediation is also useful in disputes between two companies, generally when there is a financial problem between the two, such as an unpaid debt or a contested tax credit. The success rate of mediation goes up to 80% when the dispute is between companies who favor mediation as a method of dispute resolution.

What is the secret to being a good mediator?

Even though parties agree to mediation, that doesn’t mean they will automatically begin to compromise. Something needs to trigger the dialogue. It can be as simple as offering those on each side of the negotia-

ting table a piece of chocolate. I have used that little trick myself on more than one occasion! I remember one case where negotiations between the parties had broken down and the resumption of dialogue seemed unlikely. I broke out the chocolates. One gave into his sweet tooth and the other couldn’t help reacting. That broke the ice between them and the two directors eventually came to an agreement. The psychological aspect of mediation is often overlooked but is fundamental I believe. I remember a dispute between a maker and a distributor of mattresses, which arose because the former suspected the latter of wanting to see his business fail so he could take it over. The fate of five factories hung in the balance. The mediation continued long into the night but without success, when I decided to let the two parties have a private discussion and they were able to sort out their differences. Five days later there was an agreement and the factories were saved.

How can mediation gain more respect?

It is important that the parties have confidence in the process. This can be achieved by having a pool of impartial mediators, drawn from the world of business, law and consultancy, but also by increasing the number of tools in place to prevent litigation. We need to change the culture in the boardroom by giving directors a step-by-step guide to mediation that is simple and easy to understand, not fastidious or containing rules that are too complex. We have a role of translator, between the language used by SMEs and that of the administration. It often helps to have a mediator with a background in law, because the objective in any mediation is to be able to put the legal issues of a dispute to one side and concentrate on the human aspect. The CEO who knows that the legal side of a dispute is being taken care of will be more open to concentrating on dialogue. The human aspect of any dispute must be accorded greater importance, I believe. ♦



Peter Bähr,
General Counsel Europe,
PUMA

- Spent the early part of his career in a Big Four in Frankfurt
- Worked extensively in German and Chinese firms

Peter Bähr joined sports apparel and equipment company Puma in 2011, after a career as general counsel in different firms in Germany and China. In January 2013 he was appointed general counsel for Europe and EMEA. As a strategic adviser to senior management at the Bavarian company, he has steadily contributed to transformation of the Puma's legal department by expanding the digitalization of the department's procedures and by streamlining the dialogue between business and legal elements. The legal department at Puma is tasked with covering all legal aspects of its business, although it has a focus on intellectual property, ethics & compliance, data protection, labor law, competition and tax law as well as all general corporate and contractual matters.



Sandie Okoro,
Senior Vice President and Group General
Counsel, **WORLD BANK GROUP**

- Extensive experience in the UK financial services industry
- Vocal advocate for female empowerment, gender equality, and justice for all

Sandie Okoro has been general counsel at the World Bank since 2017. She supervises the bank's internal regulation and administers legislations. Okoro is the principal advisor on all of the institution's legal matters and leads the legal vice presidency unit, providing legal services to the bank's activities. Before joining the group, Okoro was general counsel for HSBC Global Asset Management, deputy general counsel of HSBC Retail Banking and Wealth Management, and global general counsel at Barings. In addition to her extensive legal expertise, Okoro is a fierce defender of social justice and concerned with tackling gender and minority-based inequalities. She is an ambassador for the Law Society Diversity Access Scheme (UK) and served as president of International Lawyers for Africa (ILFA) in 2014.



Sören Erdmann,
Legal Director, **BLACKLANE**

- Studied at McGill University
- Created his own law firm dedicated to startups and e-commerce

Founded in Berlin 2011 by a two-man operation with the aim of improving the professional chauffeur-driven car sector, Blacklane is now an international company employing over 400 people. Sören Erdmann became the firm's legal director in 2014 and has since contributed to expanding the presence of the brand to more than 60 countries, with offices in Singapore, Los Angeles, Dubai and Brisbane. He played a major part in steering the digital transformation of the firm, which has become a globally operating, digitally literate company with streamlined legal workflow. Over the last few years, Erdmann has represented the company in various funding rounds, including the largest funding round in the company's history. In addition, he has dedicated a significant portion of his time to fostering a working environment that favors people engagement.



Dana MacGrath,
Investment Manager, Legal Counsel,
BENTHAM IMF

- Current president of the board of directors of ArbitralWomen
- Adjunct professor of law at Brooklyn Law School

Dana MacGrath joined Bentham in 2019 from Sidley Austin, where she was a partner focusing on international arbitration and commercial litigation. She is an investment manager and legal counsel at Bentham IMF, and is responsible for leading the company's investments in international arbitration matters and contributing to its commercial litigation funding efforts. Dana has conducted arbitrations before leading international arbitration institutions, as well as before ad hoc arbitration panels, and has herself served as an arbitrator. She earned her J.D. from New York University School of Law and her B.A. cum laude, from Middlebury College. In May 2019, she was elected to the Council of the American Arbitration Association-International Centre for Disputes Resolution (AAA-ICDR).

“Mediation at Air France has improved our corporate image”



Interview with

FRANCK RAIMBAULT,
Director of Legal Affairs,
AIR FRANCE

“It is the role of the mediator to get to the root of a conflict in order to unblock a situation”

In order to reduce the volume of labor-related court cases faced by Air France, the carrier’s director of legal affairs, Franck Raimbault, opened a path to mediation, which has proven to be a great success and a model for resolving industrial disputes in a country known for them. Leaders League caught up with him at our annual human resources conference in September.

LEADERS LEAGUE. Why did you introduce mediation as a means of resolving labor disputes at Air France?

Franck Raimbault. Air France is a company where the product develops in front of the customer. Our staff are in contact with passengers when they buy their tickets, as they board their planes and during their flight, etc. We cannot allow a member of staff who is in conflict with management to degrade the image of the company.

Would you say it’s been a success so far?

Absolutely. When we began in-house mediation at Air France, we set ourselves a 50% success rate target. But as you can see, we did much better than that. Since the creation of this dispute resolution pathway in June 2018, 70 requests for mediation have been submitted and none of them outlandish. Of the first 50 mediations held between staff and management, 48 ended in an agreement being reached.

Air France was one of the first French companies to put in place a mediation mechanism in the aftermath of the Macron Law of 2015. How did this law facilitate mediation?

This change in the law provided the airline with an ideal opportunity to cut down on legal costs. At Air France, we had a very high rate of labor disputes, in part due to the fact that very few people ever left the company. But if there is a problem in the execution of a work contract, this is an issue that’s better off being handled in-house. We realized that judicial litigation is not in the interests of the company and rarely in the interests of staff. Going down the prosecution route leads to legal fees for the company well in excess of the compensation due in the event of a conviction. Above all, the problem stemmed from a culture of staff going to court to settle minor issues, such as one concerning a €50 per month bonus which dragged on for five years. Post Macron Law, all

individual labor disputes can be dealt with using conventional mediation, a cost-free and time-efficient process, as the mediator is paid by Air France. By logging on to a dedicated Air France intranet, workers can access a two-minute video presentation and choose from among six pre-selected arbitrators, among them a former labor inspector, a former CEO and a former judge. The worker decides who he or she wants to have moderate.

How can mediation address the underlying causes of an issue?

The example I often give is of the Air Inter strike. The company took the decision to change the uniforms of its ground-crew, but before they became aware that the new clothing was not waterproof, they received strike notice from the ground-crew, who were seeking a bad weather layover bonus be put in their contracts... mediation could have untangled all this. It is the role of the mediator to get to the root of a conflict in order to unblock a situation.

How has mediation benefitted the airline and its staff?

Mediation at Air France has dramatically reduced litigation, improved our corporate image – not least among magistrates – and is available to staff for free. The success of the programme is down to its simplicity, which contrasts with the organizational structure of Air France, where the resolution of a dispute through litigation requires the approval of many members of staff, such as senior management, the legal department, the HR department, and so on. Conventional mediation, on the other hand, through listening, dialogue and, above all, its ability to find common ground between parties, can quickly put conflict to an end. Of course, it has its limitations and for issues of fundamental legal importance, mediation is not feasible, and the services of the courts may be required. ♦



Dominic Buckwell,
Vice President and General
Counsel, **SEACO**

- o Extensive expertise in maritime litigation and arbitration
- o General counsel at one of the world's largest container leasing companies

Dominic Buckwell joined SEACO, one of the world's leading container leasing firms, as general counsel in August 2006 and became vice-president of the company in 2007.

The Oxford Brookes University-educated lawyer worked as a solicitor for almost ten years, first at Holman, Fenwick and William and then Reed Smith, where he specialized in maritime litigation and arbitration. During his time at Reed Smith, Buckwell further worked in the sea containers legal department, dealing with joint venture and general commercial issues as a senior associate.

Today, he is based at SEACO's London office, in the UK capital's South Bank district and is in charge of all legal affairs.



Manuel Sternisa,
Vice President and General Counsel,
MEDIAMARKT SATURN RETAIL GROUP

- o Has an MBA from Warwick Business School
- o Has held different positions in the legal department of MediaMarkt group

An integral member of the legal team at MediaMarktSaturn Retail Group since 2001, Manuel Sternisa has been general counsel since 2018. During his two decades at the firm, he has contributed to strengthening its legal department by implementing an in-house system for product liability management, especially in respect of the importation of products from Asia. Since becoming general counsel, he has contributed to the firm's digital transformation by cultivating a Legaltech-friendly environment within the legal department, in response to the challenges of the digital world. Under his leadership the legal department has undertaken diverse M&A projects (e.g. set up of the JV European Retail Alliance with French retailer FNAC DARTY). He currently heads a 35-person team and is keen on highlighting collective achievement as opposed to individual performance.



Interview with

SYLVESTRE DHOMBRES
Head of Legal and Social Affairs,
PYLONES

LEADERS LEAGUE. Does Pylones believe in ADR?

Sylvestre Dhombres. I was lucky enough to receive training in mediation, which instilled in me a great respect for this method of dispute resolution, and how it can be used to find a way out of all sorts of litigation – commercial, as well as labor-related. Gandhi said that passion for justice made him understand the beauty of compromise, and the strength of mediation is that it makes us confront our responsibility to find a solution to a conflict. It allows par-

“ I have the greatest respect for mediation ”

ties to find the best resolution to their legal issue by calling upon options that would not otherwise be available. Of course, it does sometimes happen that parties refuse point-blank to take part in mediation, but this is usually down to the specifics of the case, rather than them having a problem with mediation per se.

In order for any mediation to have a successful outcome, you have to be willing to fully engage with the process, put your heart into it and tell 'your' truth. That takes a certain type of perspective, because you are susceptible to come in for criticism, and I have the impression that this is a stumbling block for some.

What problems have you encountered during Pylones' international roll out?

This is the most demanding part of my work, as we are present in a number of different European countries, each with its own set of rules and problems, such as the rules governing commercial property leases and sales and promotions, which have not been standardized at European level.

The bigger issue, however, is having to navigate the various legal landscapes in Europe, some of which are common law, some of which civil law. Each country handles business in its own way, with different approaches, philosophies and concepts – and that's before we get into issues associated with language.

Increasingly, Pylones is governed by operational logic, when it comes to running out subsidiaries overseas. ♦



ICC RESOURCES FOR BUSINESSES

SPONSORSHIP OPPORTUNITIES 2020

RANKINGS

2019-2020

	NORTH AMERICA				
	CANADA	87	Arbitration	133	RUSSIA
43	International Arbitration	88	Best Arbitrators		International Arbitration
	MEXICO	89	Arbitration	135	SPAIN
45	Arbitration	89	Best Amiable Compositeur	136	International Arbitration
45	Arbitration Centers	90	Construction / Engineering		Arbitrators
47	Best Arbitrators	90	Financing & Economics	139	SWEDEN
48	Arbitration	90	Forensics		International Arbitration
48	Litigation Support		ECUADOR	141	SWITZERLAND
48	Mediation	92	Arbitration	143	International Arbitration
	USA	93	Best Arbitrators		Arbitrators
51	International Arbitration: General	93	Arbitration	145	UK
52	International Arbitration: Investment Treaty Disputes		PERU	146	Arbitration Funding
54	Arbitration Support	95	Arbitration		International Arbitration
55	Arbitration Funding	96	Best Arbitrators		
	SOUTH AMERICA	97	Dispute Resolution in Construction		ASIA
57	Best Litigation Funders in Latin America	100	Arbitration	151	CHINA
	ARGENTINA	100	Financing & Economics		International Arbitration
59	Arbitration	100	Construction / Engineering	153	HONG KONG
60	Best Arbitrators		URUGUAY		International Arbitration
	BOLIVIA	103	Arbitration	155	INDIA
63	Dispute Resolution	103	Best Arbitrators		International Arbitration
	BRAZIL		EUROPE	157	JAPAN
65	Arbitration Centers	105	Litigation Funding – Europe		International Arbitration
66	Arbitration		AUSTRIA	159	SINGAPORE
69	Arbitrators	107	International Arbitration	160	International Arbitration
70	Legal Opinions		BELGIUM		Arbitrators
71	Engineering	109	International Arbitrators	163	TURKEY
73	Accounting	110	Arbitrators		Dispute Resolution
74	Forensics & Complex Investigations		FRANCE		
74	Economics	113	International arbitration	167	AFRICA
75	Mediators	116	Arbitrators		MOROCCO
75	Best Mediators	117	Mediation		Dispute Resolution
76	Dispute Resolution - Best Strategists		GERMANY	169	TUNISIA
	CHILE	119	International Arbitration		Dispute Resolution
77	Arbitration	120	Arbitrators		
80	Dispute Resolution in Construction	122	International Arbitration arbitrators		
81	Best Arbitrators	123	LUXEMBOURG		
82	Mediation		International Arbitration		
82	Strategic Communication & Crisis Management	125	NETHERLANDS		
83	Construction / Engineering	127	International Arbitration		
83	Financing / Valuation		POLAND		
84	Competition	129	International Arbitration		
		131	PORTUGAL		
			Arbitration		



NORTH AMERICA





CANADA

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INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Norton Rose Fulbright	Pierre Bienvenu, Martin Valasek
2 Bennett Jones	Vasilis Pappas
Borden Ladner Gervais	Robert Deane
McMillan	Robert Wisner, Brad Hanna
Stikeman Elliott	Éric Mongeau, Alexander Rose, Geoffrey Holub, Peter Cullen
Torys	John Terry
EXCELLENT	
Blake, Cassels & Graydon	Dalton McGrath QC, Joe McArthur, Iris Antonios, Bradley Berg
Burnet, Duckworth & Palmer	Louise Novinger Grant, David Haigh QC
Davies Ward Phillips & Vineberg	William Brock, Kent Thomson, Sandra Forbes, Guy Du Pont
Fasken	Sarah Armstrong, Gerald Ranking
HIGHLY RECOMMENDED	
Dentons	David Elliott, Rachel Howie
Goodmans	Tamryn Jacobson, Brad Halfin, Julie Rosenthal
Lenczner Slaght Royce Smith Griffin	Lawrence Thacker, Andrew Parley
Woods	Stephen Drymer
RECOMMENDED	
DLA Piper	Howard Krupat, David Foulds
Lawson Lundell	Marko Vesely, Tamela Coates
Lerners	Earl Cherniak QC
Peacock Linder Halt & Mack	Perry Mack QC, Patrick Peacock QC, Peter Linder QC

TORYS: INVESTMENT TREATY EXPERTS



John Terry

Key figures: John Terry
Established: 1941

Track record: Torys continues to act for US and Canadian clients in significant multi-jurisdictional commercial cases; energy and natural resources are particularly frequent areas of activity, though the team has also handled large cases in TMT and sports and entertainment. Recent clients have included Infinito Gold, Windstream Energy and Exxon-Mobil.

Team & differentiation: Particularly well known for its expertise in investment treaty and trade-related arbitration, the team at Torys has deep experience in NAFTA-related international disputes. Toronto-based John Terry has often advised Canadian multinationals as well as government bodies on trade cases, and is also experienced in Indigenous matters.

FASKEN: SUPERIOR ARBITRATION SPECIALISTS



Sarah Armstrong

Key figures:
Sarah Armstrong and
Gerald Ranking
Established: 1999

Track record: With longstanding experience acting for clients in the world's major arbitration centres, Fasken engages in high-level arbitration across a range of sectors. Its most impressive case from the last few years was Nevsun Resources instructing it on a dispute involving alleged human rights abuses connected to the Bisha Mine development in Eritrea.

Team & differentiation: Fasken's practice handles a wide range of international arbitration, including investment treaty arbitration. Sarah Armstrong, who is especially active in commercial and contractual disputes and class actions, heads the arbitration practice. Gerald Ranking, who has decades of experience in international arbitration and ADR, is also recommended.



MEXICO

© Jess Kraft



ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Hogan Lovells	Luis Enrique Graham, Luis Omar Guerrero
Von Wobeser y Sierra	Claus Von Wobeser, Adrián Magallanes, Monserrat Manzano
2 Galicia Abogados	Rodrigo Zamora, Cecilia Azar
EXCELLENT	
DLA Piper	Gerardo Lozano, Kate Brown de Vejar
Solórzano Carvajal González y Pérez-Correa (SOLCARGO)	Fernando Pérez-Correa
White & Case	Rafael Llano Oddone
HIGHLY RECOMMENDED	
Abascal Flores y Segovia	Hector Flores, Jose Maria Abascal Zamora
Curtis Mallet-Prevost Colt & Mosle	Gabriela Alvarez-Avila
González de Castilla & Ávila Abogados	Emilio Gonzalez de Castilla
Loperena Lerch y Martín Del Campo	Carlos Loperena Ruiz
Malpica, Iturbe, Buj y Paredes	Carlos Malpica, Rolando Zárate Guzmán
Ortega & Gómez Ruano	Elsa Ortega, Sofia Gomez
RECOMMENDED	
Cuatrecasas	René Irra de la Cruz
Del Castillo y Castro Abogados	Fernando del Castillo
Flores Rueda Abogados	Cecilia Flores
Jáuregui y Del Valle	Cittali Pérez
Litredi	Marco Tulio Venegas, Michelle Carillo
Martínez Algaba de Haro Curiel	Roberto Martinez G., Javier Curiel Obscura, Ricardo García Cordero
Quijano Cortina y de la Torre Abogados	Javier Quijano, Xavier Cortina
Ramirez Ornelas Abogados	Jordi Oropeza, Alonso Rivero, Luis Robles Santamarina
Rendon Guerrero & Soreque	Roberto Rendon G., Juan Carlos Guerrero V.
Ruiz Silva Abogados	Victor Ruiz
Seplaw	Alfonso Sepúlveda G.
VALUABLE PRACTICE	
Caraza y Morayta Abogados	Andrea Orta Gonzalez
Comad	Roberto Hernández García
Creel García Cuéllar Aiza Y Enríquez	Carlos Martínez Betanzos
Facha y Soledad	Eduardo Facha García
García Alcocer Abogados	Alberto Agraz Sanchez
Holland & Knight	Salvador Fonseca
Jones Day	Antonio Gonzalez, José Antonio Vazquez C.
López Melih y Estrada	Juan Pablo Estrada Michel
Ogarrio Daguerre Abogados	Alejandro Ogarrio, Jorge Ogarrio

ARBITRATION CENTERS

Best Arbitration Centers

Centers are listed alphabetically

CENTER	KEY FIGURES
Centro de Arbitraje de la Camara de Construcción - CAIC	Francisco González de Cossío
Centro de Arbitraje de México - CAM	Eduardo Magallón Gomez
Centro de Mediación y Arbitraje Canaco (Cámara Nacional de Comercio de la Ciudad de México)	Roberto Rendón G., Juan Carlos Mundo



Our analysis

**MALPICA ITURBE BUJ & PAREDES:
ACTING IN COMPLEX, HIGH VALUE DISPUTE RESOLUTION CASES**



Carlos Malpica

Key figures:
Carlos Malpica,
Juan José Iturbe,
Rodrigo Buj,
Horacio Paredes and
Rolando Zarate
Established: 2013

Track record: Aside from its usual activities in administrative and commercial litigation, the team has been especially active in arbitration – as experts and counsel – antitrust matters, bankruptcy and energy related administrative litigation. Key clients include Engie, IZZI, Santander, BVVA, AES, Odebrecht, Macquarie and Mitsubishi.

Team & differentiation: The firm is well equipped to handle every kind of litigation, save white-collar. Best known for constitutional, civil, commercial and administrative litigation, the team is now making a name for itself in arbitration. Six years after launching, the team comprises 32 lawyers, six of them partners, and is one of the largest dispute resolution boutiques in Mexico.

**FACHA Y SOLEDAD:
DYNAMIC BOUTIQUE SPECIALIZING TO LITIGATION**



Eduardo Facha García

Key figures:
Eduardo Facha García and
Jesús M. Soledad Terrazas
Established: 2016

Track record: Facha y Soledad helps its clients in arbitration, as well as civil, commercial, administrative and constitutional litigation. The firm's lawyers have been involved in numerous class actions. Companies on the client-list include investment banks and other financial institutions. As a niche boutique, it also works in tandem with firms that lack a litigation practice of their own.

Team & differentiation: Eduardo Facha concentrates his practice on commercial and civil litigation and arbitration, while Jesús Soledad is focused on administrative litigation. Both partners were previously part of López Melih, Facha y Estrada. The team comprises three partners and three associates.

**JAUREGUI DEL VALLE:
FULL-SERVICE FIRM WITH COMPLETE DISPUTE RESOLUTION TEAM**



Citlali Pérez

Key figures:
David Hurtado,
Alejandro Segall,
Citlali Pérez,
Luis Carballo and
Eliser Garcia
Established: 1975

Track record: Prominent clients in the litigation and arbitration area include Grupo Alden and MetLife, while the competition and antitrust area regularly represents General Motors Mexico and Miller Brewing Company. The firm has participated in some of the highest-profile criminal litigation matters in recent Mexican history.

Team & differentiation: The litigation and arbitration team is led by partners Alejandro Segall and Citlali Pérez. Segall focuses on civil, commercial and administrative litigation while Pérez is recognized in the commercial arbitration and construction litigation fields. David Hurtado has, among other specialties, experience in antitrust and competition. Eliser Garcia deals with white-collar issues.

**FLORES RUEDA:
SOLID REPUTATION IN INTERNATIONAL ARBITRATION**



Cecilia Flores Rueda

Key figure:
Cecilia Flores Rueda
Established: 2015

Track record: Cecilia Flores Rueda and her team act as counsel in civil and commercial litigation and she is frequently appointed arbitrator. Flores Rueda has taken part in 11 arbitrations some as counsel, some as arbitrator. She handles complex, high-stakes cases before federal and local courts involving government bodies, shareholders' disputes, energy, oil and gas, infrastructure projects and construction.

Team & differentiation: Flores Rueda founded her own dispute resolution boutique, after years spent at prestigious firms and a stint as secretary general of the mediation and arbitration center of CANACO. Cecilia and her team work on a broad spectrum of matters, under different procedures. She is a well-known name in the international legal community.

**SOLCARGO:
LONG-STANDING LITIGATION EXPERTISE**



Gustavo Carvajal

Key figures:
Gustavo Carvajal,
Juan Pedro Machado,
Fernando Pérez-Correa and
José Covarrubias
Established: 1995

Track record: The team is adept at handling a wide array of litigations and arbitrations, including financial services, PPP and complex corporate transactions, but they are leading lawyers in investment arbitration. The firm has successfully represented Metalclad Corporation and Abengoa in proceedings against the Mexican government under NAFTA Chapter Eleven.

Team & differentiation: The team has extensive experience in litigation, arbitration proceedings and ADR processes. The dispute resolution practice is headed by Fernando Perez-Correa. An additional partner, José Covarrubias, works in this area and deals with litigation and arbitration. Gustavo has experience in arbitration but mainly focuses on administrative issues, alongside Juan Pedro Machado.



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 and expert witnesses

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



BEST ARBITRATORS

Arbitrators are listed alphabetically

ARBITRATOR	FIRM
LEADINGS	
Alejandro Ogarrio R.E.	Ogarrio Daguerre Abogados
Claus von Wobeser	Von Wobeser y Sierra
Eduardo Siqueiros	Sole Practitioner
Emilio González de Castilla	González de Castilla & Ávila
Francisco González de Cossio	Gonzalez de Cossio Abogados
José María Abascal Zamora	Abascal Flores & Segovia
Luis Enrique Graham	Hogan Lovells BSTL
EXCELLENT	
Carlos Loperena Ruíz	Loperena Lerch y Martin Del Campo
Cecilia Azar	Galicia Abogados
Cecilia Flores Rueda	Flores Rueda Abogados
Elsa Ortega	Ortega & Gómez Ruano
Fernando del Castillo	Del Castillo y Castro Abogados
Fernando Estavillo Castro	Estavillo Arbitraje
Gabriela Álvarez – Ávila	Curtis, Mallet-Prevost, Colt & Mosle
Gerardo Lozano Alarcón	DLA Piper Gallástegui y Lozano
Juan Carlos Guerrero Valle	Rendón Guerrero Abogados
Julieta Ovalle Piedra	Bufete Ovalle Favela
Luis Omar Guerrero Rodríguez	Hogan Lovells BSTL
Roberto Rendón G.	Rendón Guerrero Abogados
Romualdo Segovia	Abascal Flores Segovia
Rodrigo Zamora Etcharren	Galicia Abogados
Victor M. Ruíz	Ruiz Silva Abogados
HIGHLY RECOMMENDED	
Alejandro Flores Patiño	Loperena, Lerch y Martin del Campo
Carolina Castellanos López	Carolina Castellanos López Solución Alternativa de Controversias
Christa Mueller	Mueller Abogados
Francisco Javier Gorjón Gómez	Professor
Javier Jiménez Gutiérrez	Curtis, Mallet-Prevost, Colt & Mosle
Salvador Fonseca	Holland & Knight
Sofía Gómez Ruano	Ortega & Gómez Ruano



ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

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Cuatrecasas	René Irra de la Cruz
Del Castillo y Castro Abogados	Fernando del Castillo
Flores Rueda Abogados	Cecilia Flores
Jáuregui y Del Valle	Citlali Pérez
Litredi	Marco Tulio Venegas, Michelle Carillo
Martínez Algaba de Haro Curiel	Roberto Martínez G., Javier Curiel Obscura, Ricardo García Cordero
Quijano Cortina y de la Torre Abogados	Javier Quijano, Xavier Cortina
Ramirez Ornelas Abogados	Jordi Oropeza, Alonso Rivero, Luis Robles Santamarina
Rendon Guerrero & Soreque	Roberto Rendon G., Juan Carlos Guerrero V.
Ruiz Silva Abogados	Victor Ruiz
Seplaw	Alfonso Sepúlveda G.
VALUABLE PRACTICE	
Caraza y Morayta Abogados	Andrea Orta Gonzalez
Comad	Roberto Hernández García
Creel García Cuéllar Aiza Y Enríquez	Carlos Martínez Betanzos
Facha y Soledad	Eduardo Facha García
García Alcocer Abogados	Alberto Agraz Sanchez
Holland & Knight	Salvador Fonseca
Jones Day	Antonio Gonzalez, José Antonio Vazquez C.
López Melih y Estrada	Juan Pablo Estrada Michel
Ogarrío Daguerre Abogados	Alejandro Ogarrío, Jorge Ogarrío

LITIGATION SUPPORT

Mexico Best Litigation Support / Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Alvarez & Marsal	Borja Vázquez Martínez
CAA	Ernst Hechenberger
EY	Ignacio Cortés
Grant Thornton	Mauro González
KPMG	Shelley M. Hayes
McKinsey	Ignacio Quesada
Nera Economics	Veronica Irastorza

MEDIATION

Mexico Best Mediators

In each tier, mediators are ordered alphabetically

MEDIATOR	KEY FIGURES
HIGHLY RECOMMENDED	
Antonio Prida	Curtis, Mallet-Prevost, Colt & Mosle
Cecilia Azar	Galicia Abogados
Fernando Navarro	Jams
Francisco González de Cossio	Gonzalez de Cossio Abogados
Santiago Corcuera-Cabezut	Curtis, Mallet-Prevost, Colt & Mosle

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USA

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INTERNATIONAL ARBITRATION: GENERAL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Debevoise & Plimpton	Donald Donovan, David Rivkin
King & Spalding	Reginald Smith, Edward Kehoe, John Bowman, Doak Bishop, James Berger
White & Case	Abby Cohen Smutny, Carolyn Lamm
EXCELLENT	
1 Cleary Gottlieb Steen & Hamilton	Howard Zelbo, Jonathan Blackman, Jeffrey Rosenthal
Freshfields Bruckhaus & Deringer	Nigel Blackaby, Noiana Marigo
Three Crowns	Jan Paulsson, Luke Sobota
2 Chaffetz Lindsey	James Hosking, Yasmine Lahlou, Anibal Martín Sabater
Curtis, Mallet-Prevost, Colt & Mosle	George Kahale III
Hughes Hubbard & Reed	James Boykin, John Townsend
HIGHLY RECOMMENDED	
Arnold & Porter	Paolo Di Rosa, Thad Dameris
Baker Botts	Michael Goldberg, Jay Alexander
Norton Rose Fulbright	Mark Baker, Matthew Kirtland
Quinn Emanuel Urquhart & Sullivan	David Orta
Shearman & Sterling	Christopher Ryan, Henry Weisburg
Sidley Austin	Marinn Carlson, Tai-Heng Cheng
Skadden, Arps, Slate, Meagher & Flom	John Gardiner, Timothy Nelson, Julie Bédard
WilmerHale	John Pierce, Rachael Kent
RECOMMENDED	
Baker McKenzie	Grant Hanessian
Cooley	Mark Beckett, Rachel Thorn, Marc Suskin
Covington & Burling	Marney Cheek
Dechert	Arif Ali
Dentons	William O'Brien
Foley Hoag	Paul Reichler, Lawrence Martin
Hogan Lovells	Daniel González
Jenner & Block	Richard Ziegler, Patrick Pearsall
Kirkland & Ellis	Javier Rubinstein
Mayer Brown	Ted Howes
Paul Hastings	Joseph Profaizer
Squire Patton Boggs	George von Mehren, Stephen Anway
Vinson & Elkins	James Loftis
Winston & Strawn	Ricardo Ugarte

CHAFFETZ LINDSEY: SMALL TEAM, BIG PUNCH



James Hosking

Key figures:
James Hosking,
Yasmine Lahlou and
Anibal Martín Sabater
Established: 2009

Track record: Based in New York, Chaffetz Lindsey has continued to handle impressive arbitrations involving large companies around the world. Nigeria's state-owned oil and gas company NNPC instructed the firm in a case opposing the enforcement of a \$2.8bn arbitration award. Other recent clients include tuna giant Albacora and Panamanian exporter Seli Ossa.

Team & differentiation: Chaffetz Lindsey packs a punch that belies its size. The growing team frequently handles high-value arbitration, often involving Latin American projects. James Hosking is an expert in public international law and commercial arbitration; the French- and US-qualified Yasmine Lahlou and Latin America expert Anibal Martín Sabater are also recommended.

JENNER & BLOCK: CONSISTENTLY STRONG PERFORMERS



Richard Ziegler

Key figures:
Richard Ziegler and
Patrick Pearsall
Established: 1914

Track record: Jenner & Block recently assisted ArcelorMittal USA with obtaining \$1.4bn-worth of damages in an ICC arbitration brought against Essar Steel. Jenner's arbitration practice, whose other clients include Mondélez International, has been growing: in March 2019 it welcomed Mérida Hodgson, best known for advising the Venezuelan government while at Foley Hoag.

Team & differentiation: Jenner & Block fields experienced international arbitration experts across several US cities; it has a strong track record in numerous industry sectors. The New York-based Richard Ziegler is the US chair of the firm's global arbitration practice; public international law specialist Patrick Pearsall is recommended in Washington DC.

USA



INTERNATIONAL ARBITRATION: INVESTMENT TREATY DISPUTES

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 King & Spalding	Reginald Smith, Edward Kehoe, Doak Bishop, James Berger
White & Case	Abby Cohen Smutny, Carolyn Lamm
2 Debevoise & Plimpton	Donald Donovan, David Rivkin
Freshfields Bruckhaus & Deringer	Nigel Blackaby, Noiana Marigo
EXCELLENT	
Curtis, Mallet-Prevost, Colt & Mosle	George Kahale III, Claudio Frutos-Peterson
Foley Hoag	Paul Reichler, Lawrence Martin
Sidley Austin	Marinn Carlson, Tai-Heng Cheng
Three Crowns	Jan Paulsson, Luke Sobota
HIGHLY RECOMMENDED	
1 Arnold & Porter	Paolo Di Rosa
Cooley	Mark Beckett, Rachel Thorn, Marc Suskin
Hogan Lovells	Daniel González
Quinn Emanuel Urquhart & Sullivan	David Orta
Shearman & Sterling	Christopher Ryan, Henry Weisburg
2 Chaffetz Lindsey	James Hosking, Yasmine Lahlou, Aníbal Martín Sabater
Cleary Gottlieb Steen & Hamilton	Matthew Slater, Jonathan Blackman, Jeffrey Rosenthal
Dechert	Arif Ali
Hughes Hubbard & Reed	James Boykin, John Townsend
Vinson & Elkins	James Loftis
Winston & Strawn	Ricardo Ugarte

FRESHFIELDS BRUCKHAUS DERINGER: RENOWNED INVESTMENT TREATY EXPERTISE



Noiana Marigo

Key figures:
Noiana Marigo and
Nigel Blackaby
Established: 1743

Track record: Freshfields Bruckhaus Deringer's practice had another excellent year, handling a slew of high-value cases that often involved Latin American projects. It acted for ConocoPhillips and Tenaris in separate ICSID arbitrations against the government of Venezuela in the wake of the latter's nationalisation of privately held stakes in oil and gas projects.

Team & differentiation: With a superb reputation in cross-border commercial and investment treaty arbitration, the team at Freshfields Bruckhaus Deringer is especially active on high-value matters involving Latin America. Noiana Marigo took over as the firm's head of international arbitration in January 2019; key partner Nigel Blackaby is also globally renowned.

DECHERT: IMPRESSIVE ARBITRATION TRACK RECORD



Arif Ali

Key figures: Arif Ali
Established: 1875

Track record: Dechert's impressive practice acts for states, multinational corporates and individuals on a range of investment treaty matters. It often handles disputes relating to free trade agreements, bilateral investment treaties and the NAFTA, and is well versed in ICSID, UNCITRAL and PCA rules. Recent sovereign clients include Colombia, Ecuador and Poland.

Team & differentiation: With deep experience as arbitrators as well as counsel, the arbitration team at Dechert is well respected globally, though it is especially strong in Latin American matters. The department fields 50 lawyers globally and has handled over 50 arbitrations, largely for investors but also for states. Energy expert Arif Ali heads the practice.



Our analysis

KING & SPALDING: PROFOUNDLY IMPRESSIVE WINNERS



Reginald Smith

Key figures:
Reginald Smith and
Edward Kehoe
Established: 1885

Track record: With a superb track record in commercial and investment treaty arbitration, the department at King & Spalding continues to handle premium mandates for high-profile clients around the world, under a range of arbitral rules. It assisted GE Hitachi Nuclear Energy with obtaining a \$158m award in an ICC arbitration against Taiwan Power.

Team & differentiation: King & Spalding repeatedly demonstrates its mastery of all kinds of international arbitration across a wide range of jurisdictions. Reginald Smith heads the firm's global disputes practice, superbly supported by arbitration practitioners such as Edward Kehoe, James Berger, upstream specialist John Bowman and Latin America expert Doak Bishop.

THREE CROWNS: ARBITRATION ROYALTY



Jan Paulsson

Key figures: Jan Paulsson
Established: 2014

Track record: Six years into its existence, Three Crowns lays claim to a barnstorming track record. It represented ConocoPhillips in an ICSID arbitration against the government of Venezuela over the latter's spate of energy-sector nationalisations, culminating in an \$8bn award for ConocoPhillips in 2019. The government of Pakistan is also a client.

Team & differentiation: An international arbitration boutique that punches well above its weight, Three Crowns fields an agile team of deeply experienced practitioners. With offices in London, Paris and Washington DC, the firm is well-positioned to handle complex multi-jurisdictional cases. Founding partner Jan Paulsson has extensive experience as arbitrator and counsel.

NORTON ROSE FULBRIGHT: DEEPLY EXPERIENCED COMMERCIAL ARBITRATORS



Mark Baker

Key figures:
Mark Baker and
Matthew Kirtland
Established: 1794

Track record: Norton Rose Fulbright fields a deep bench of experienced counsel, many of whom act as arbitrators on major international disputes. It has recently been advising one major energy company on a case regarding its development of gas fields in the Mediterranean Sea, and assisted one Eurasian state with setting aside an arbitral award.

Team & differentiation: With seven partners focusing full-time on international arbitration, and several others devoting significant amounts of time to it, Norton Rose Fulbright's practice is highly regarded for commercial arbitration in particular. Mark Baker and Matthew Kirtland co-head the department; they are based in Houston and Washington DC respectively.

PAUL HASTINGS: A PRACTICE THAT KNOWS ITS STRENGTHS



Joseph Profaizer

Key figures:
Joseph Profaizer
Established: 1951

Track record: With about a dozen high-value arbitrations active at the time of writing, some exceeding the ten-figure award mark, Paul Hastings's practice continues at strength, especially in Asia. Its recent cases range from licensing disputes for pharmaceuticals companies to private equity, M&A and joint venture arbitrations to market-leading trade credit cases.

Team & differentiation: Paul Hastings's arbitration department is strongest in three core areas: its deep experience in Asia-based arbitrations, its IP arbitrations (thanks in part to the firm's excellent pharmaceuticals practice), and a strong line in political risk and trade credit insurance arbitration. The Washington DC-based Joseph Profaizer heads the team.

COOLEY: INVESTMENT TREATY HEAVYWEIGHTS



Mark Beckett

Key figures: Mark Beckett
Established: 1920

Track record: Recent high-profile mandates for the cross-border experts at Cooley include acting for Koch Minerals in an ICSID arbitration against the government of Venezuela regarding the latter's expropriation of Koch's stake in a major fertiliser plant. Elsewhere, BM Holding instructed the client in investment treaty arbitration against the United Arab Emirates.

Team & differentiation: With strong expertise in commercial and investment treaty arbitration, Cooley's New York-based practice fields a team of dedicated practitioners well-versed in acting as arbitrators as well as counsel. Group head Mark Beckett has broad, deep experience in the field; he is ably supported by fellow partners Marc Suskin and Rachel Thorn.

CURTIS, MALLET-PREVOST, COLT & MOSLE: WORLD-CLASS ARBITRATION EXPERIENCE



George Kahale III

Key figures:
George Kahale III and
Claudio Frutos-Peterson
Established: 1830

Track record: In 2019, Curtis, Mallet-Prevost, Colt & Mosle secured confirmation of a \$36m arbitral award for Bolivian investment firm Compañía de Inversiones Mercantiles. It also successfully assisted the Republic of Indonesia in ICSID annulment proceedings that involved a \$1.3bn claim against the state. Other clients include the governments of Venezuela and India.

Team & differentiation: The superb practice at Curtis, Mallet-Prevost, Colt & Mosle is widely recognised for the impressive volume of arbitration disputes it handles. Arbitration legend and firm chair George Kahale III is the name to note; managing partner Claudia Frutos-Peterson is also highly respected, particularly for her work on behalf of states.

USA



ARBITRATION SUPPORT

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Ankura	David Moes
Compass Lexecon	Manuel Abdala, Pablo Spiller
FTI Consulting	Liliana Diaz
EXCELLENT	
Berkeley Research Group	Christopher Goncalves, Santiago Dellepiane
The Brattle Group	Alexis Maniatis
KPMG	Bryan Jones
HIGHLY RECOMMENDED	
BDO USA	Wiley Wright
Cornerstone Research	Ronnie Barnes
PwC	Frank Dery
Secretariat International	Don Harvey
RECOMMENDED	
Alvarez & Marsal	Laura Hardin
Charles River Associates	Tiago Duarte-Silva
Deloitte Risk and Financial Advisory	Steve Stanton
NERA Economic Consulting	Christian Dippon, David Tabak
VALUABLE PRACTICE	
Analysis Group	Jeffrey Cohen
HKA	Kenneth Baker, Timothy Chitester



ARBITRATION FUNDING

Best Litigation Funders

In each tier, the funders are ordered alphabetically

FUNDER	KEY FIGURES
LEADING	
Bentham IMF	Dana McGrath
Burford Capital	Jeffery Commission
Therium Capital Management	Patrick Dempsey
EXCELLENT	
Lake Whillans	Lee Drucker
Parabellum Capital	Aaron Katz
Validity Finance	Ralph Sutton
HIGHLY RECOMMENDED	
Longford Capital Management	William Farrell, Jr., Michael Nicholas
Tenor Capital Management	Pierre Amariglio
Woodsford Litigation Funding	Joshua Meltzer

Therium Capital Management: Market-Leading Funders



Patrick Dempsey

Key figures:
Patrick Dempsey
Established: 2008

Track record: Active across a wide range of profitable cases, including antitrust, commercial contracts, tort cases and insolvency, Therium also handles domestic and international arbitration. Having launched a \$430 million fund in March 2019, the funder has accrued over \$1bn in litigation funding commitments, and its pipeline continues to expand.

Team & differentiation: Therium is noted for the leanness of its team and the innovative, successful nature of its big data-driven approach. Patrick Dempsey, formerly at Hogan Lovells and Proskauer, is the funder's chief investment officer; fellow Proskauer alumnus Eric Blinderman is Therium's CEO. William Weisman and Elizabeth Korchin are also recommended.



SOUTH AMERICA



BEST LITIGATION FUNDERS IN LATIN AMERICA

The firms are ordered alphabetically

FIRM	KEY FIGURES
RECOMMENDED	
Carpentum Capital	Detlef A. Huber
Hakamana Fondo de Litigación	Carolina Plaza
Harbour Litigation Funding	Diogo Gouveia
Leste Litigation Finance	Leonardo Viveiros de Castro
Lex Finance	Narghis Torres
Therium	Eric Blinderman

CARPENTUM CAPITAL: LATIN AMERICA'S NUMBER ONE SWISS THIRD-PARTY FUND



Detlef Huber

Key figures:
Detlef Huber, Maria Beatriz Burghetto, Pedro Lorenti, Kristoffer Verbeken Manriquez and Guido Cajacob
Established: 2018

Track record: Carpentum Capital is a young litigation funder with a focus on financing arbitration linked with Latin America. They have already been consulted to evaluate the financing of several arbitrations in Mexico, Colombia and especially Chile, Brazil and Peru. Carpentum is currently financing a litigation in Chile and has pending arbitration finance in Peru.

Team & differentiation: The team in charge of evaluating cases and investments is made up of highly qualified lawyers with strong links to Latin America. It has members admitted to the Santiago de Chile and Buenos Aires Bar Associations. The entire team is fluent in Spanish and several members also speak Portuguese, which is of fundamental importance to initial due diligence in cases.



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ARGENTINA

ARGENTINA



ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bomchil	María Ines Corrá, Federico Campolieti
Marval, O'Farrell & Mairal	Hector Mairal, Ricardo Ostrower, Santiago Soria, Julio Cesar Rivera, Julio Cesar Rivera (h)
EXCELLENT	
Abeledo Gottheil Abogados	Luis Alberto Erize, Hernán Oriolo
Alegria Buey Fernández Fissore & Montemerlo	Héctor Alegria
Beccar Varela	Emilio Nicolas Vogelius, Gonzalo Garcia Delatour
Bruchou Fernandez Madero & Lombardi	Carlos Rotman
Estudio O'Farrell	Uriel O'Farrell, Daniel Calatrava
Pérez Alati Grondona, Benítez & Arntsen	Guillermo Quiñoa
Martínez de Hoz & Rueda (MHR)	José Martínez de Hoz, Francisco Amallo
HIGHLY RECOMMENDED	
Allende & Brea	David Gurfinkel, Enrique Cristian Fox
Curtis, Mallet-Prevost, Colt and Mosle	Fernando Andrés Tupa
Deschamps Law	Jean Paul Deschamps, Gustavo Topalian
Giatti Michel	Gustavo Javier Giatti
Nicholson y Cano Abogados	Santiago Mollard
Salaverri, Burgio, Wetzler & Malbrán	Damián Burgio, Germán Wetzler Malbrán
RECOMMENDED	
Allende & Ferrante Abogados	Lisandro Allende
Baker McKenzie	Luis E. Dates
Barreiro, Oliva de Luca Jaca & Nicastro	Juan Pablo de Luca, Ricardo Barreiro-Deymonnaz
Beretta Godoy	Federico Godoy, Juan Sonoda
Capparelli & D'Angelo Abogados	Santiago Capparelli
Cappellini Asociados	Maria Laura Velazco
Cerolini & Ferrari Abogados	Matias Ferrari
DLA Piper Argentina	Mariana Lozza
Fiorito Murray & Diaz Cordero	Ezequiel Diaz Cordero
Hope Duggan & Silva	Hugo Maciel
Leandro Caputo Abogados	Leandro Caputo
Llerena & Asociados Abogados	Felipe Llerena, Segundo Pinto, Alejandro Pérez
Ortiz & Asociados	Carlos Ignacio Guaia
Richards, Cardinal, Tützer, Zabala, Zaefferer	Pablo Richards, Guido Barbarosch, Bernardo Iriberrí
Wiener, Soto, Caparrós (WSC)	Gonzalo Manuel Soto, Laurence Wiener
Zang, Bergel & Viñes Abogados	Rodrigo Bustingorry

ABELEDOTOTHEIL ABOGADOS: EXCEPTIONAL TRACK-RECORD IN DISPUTE RESOLUTION



Luis Alberto Erize

Key figures: Luis Alberto Erize and Hernán Oriolo
Established: 1963

Track record: Abeledo Gottheil served as counsel for PwC, co-defendant in a dispute regarding an acquisition by a claimant of a chain of supermarkets, which involved multiple commercial and criminal law cases. The firm has acted in more than 2,500 lawsuits before commercial, civil, administrative, tax and labor courts. It has broad experience in international arbitration and infringement litigation.

Team & differentiation: Luis Alberto Erize, who specializes in energy matters, is highly recognized for the expertise he provides as counsel in several national and international disputes regarding negotiations and arbitrations of major construction works, electric energy works and infrastructure projects. In 2019, the commercial litigation team was strengthened with the arrival of new partner Federico Osvaldo.



BEST ARBITRATORS

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
Guido Santiago Tawil	Sole Practitioner
Horacio Grigera Naon*	Sole Practitioner
José Martínez de Hoz Jr	MHR Martínez de Hoz & Rueda
Julio César Rivera	Marval, O'Farrell & Mairal
Roque Caivano	Sole Practitioner
EXCELLENT	
Alfredo Rovira	Estudio Rovira
Carlos Ignacio Guaia	Ortiz & Asociados
Carlos Vanasco	Hope, Duggan & Silva
Gonzalo E. Cáceres	Sole Practitioner
Gustavo Parodi	Sole Practitioner
Héctor Alegria	Estudio Alegria, Buey Fernández, Fissore y Montemerlo
Héctor A. Mairal	Marval, O'Farrell & Mairal
Luis Alberto Erize	Abeledo Gottheil Abogados
Marcelo Kohen**	Professor
Maximo Luis Bomchil	Bomchil
Noiana Marigo*	Freshfields Bruckhaus Deringer
Oswaldo J Marzorati	Litvin Marzorati Legales
Raúl A. Etcheverry	Professor
Raúl E. Vinuesa	Professor
Uriel F O'Farrell	Estudio O'Farrell
Veronica Sandler	Professor

*Based in the US **Based in Switzerland

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BOLIVIA

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BOLIVIA



DISPUTE RESOLUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Guevara & Gutiérrez	Ramiro Guevara, Rodrigo Rivera
Moreno Baldivieso	Andrés Moreno, Ramiro Moreno Baldivieso
Wayar & Von Borries Abogados	Bernardo A. Wayar Caballero, Bernardo A. Wayar Ocampo, Iver Von Borries
EXCELLENT	
1 Ferrere	Lindsay Sykes, Gerardo Villagómez
2 Lima & Asociados	Iván Lima Magne
Serrate Paz & Asociados	José Mario Serrate
HIGHLY RECOMMENDED	
Bufete Aguirre, Quintanilla, Soria & Nishizawa (BAQSN)	Fernando Aguirre, Santiago A. Nishizawa Takano, Sergio M. Antelo Callisperis
C.R. & F. Rojas – Abogados	Ariel Morales
Indacochea & Asociados	Alonso Indacochea
Von Borries Blanco Estudio de Abogados	Fernando Krutzfeldt Monasterio

MORENO BALDIVIESO ABOGADOS: EXPERTS IN NATIONAL AND INTERNATIONAL ARBITRATION



Ramiro Moreno Baldivieso

Key figures: Ramiro Moreno Baldivieso and Andrés Moreno Gutiérrez
Established: 1931

Track record: MB represented multinational companies in three ICC arbitrations over payment of a mining royalty as a result of an M&A transaction, as well as on a reinsurance claim to a Lloyds union of London, and on a breach of contract over the construction of a building in the financial district of Santa Cruz. The firm is sponsoring 11 cases before La Paz, Cochabamba and Santa Cruz arbitration centers.

Team & differentiation: The international arbitration practice is headed by Andrés Moreno Gutiérrez, who has extensive experience serving in different investment treaty arbitrations. The firm's portfolio is made up of international clients, such as leading oil & gas and telecoms corporations, foreign financial institutions, mining companies, international insurance corporations, banks and international organizations, among others.



BRAZIL

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BRAZIL



ARBITRATION CENTERS

Best Arbitration Centers

In each tier, the arbitration centers are ordered alphabetically

ARBITRATION CENTERS	KEY FIGURES
LEADING	
CAM-CCBC	Eleonora Coelho, Patrícia Kobayashi
EXCELLENT	
CAMARB - Câmara de Mediação e Arbitragem Empresarial - Brasil	Augusto Tolentino, Raquel Marangon Duffles Neves
CMA GIESP/FIESP	Sydney Sanches, João Luiz Lessa Neto
International Court of Arbitration of the ICC	Alexis Mourre, Alexander G. Fessas
HIGHLY RECOMMENDED	
1 Câmara de Arbitragem do Mercado (CAM)	Roberto Teixeira da Costa, Grasiela Cerbino
CBMA - Centro Brasileiro de Mediação e Arbitragem	Gustavo da Rocha Schmidt, Natália de Carvalho Ribeiro
2 AMCHAM Brasil	
Câmara FGV de Mediação e Arbitragem	Carlos Ivan Simonsen Leal, Julian Alfonso Magalhães Chacel
RECOMMENDED	
CAESP – Conselho Arbitral do Estado de São Paulo	Cássio Telles Ferreira Netto, Ana Claudia Pastore
CAMERS - Câmara de Arbitragem, Mediação e Conciliação do CIERGS	Ricardo Ranzolin, Jorge Cesa Ferreira da Silva
CAMFIEP - Câmara de Arbitragem e Mediação da FIEP	Rafael Munhoz de Mello, Isabella Moreira de Andrade Vosgerau

CAMARB - CÂMARA DE MEDIAÇÃO E ARBITRAGEM EMPRESARIAL: EXCELLENT ARBITRATION & MEDIATION SERVICES



Augusto Tolentino

Key figures:
Augusto Tolentino and
Raquel Marangon Duffles
Neves
Established: 1998

Track record: As one of Brazil's longest-standing arbitration chambers, CAMARB is recognized throughout the market for its extensive experience managing high-profile arbitral and mediation proceedings. This Minas-based dispute resolution hub boasts hundreds of market-leading arbitrators and mediators, such as João Bosco Lee, Giovanni Nanni and Carlos Eduardo Stefen Elias.

Team & differentiation: Founded in 1998, CAMARB has offices in Belo Horizonte, São Paulo and Rio de Janeiro. Seasoned arbitration expert Augusto Tolentino presides over the current board of directors. The chamber is associated with key institutions such as the Federation of Industries of the State of Minas Gerais (FIEMG) and Fundação Dom Cabral (FDC).

CAESP – CONSELHO ARBITRAL DO ESTADO DE SÃO PAULO: DISTINGUISHED ARBITRATION CHAMBER



Cássio Telles Ferreira Netto

Key figures:
Ana Claudia Pastore and
Cássio Telles Ferreira Netto
Established: 1998

Track record: Renowned arbitration center with over 20 years in the market and an exemplary track record managing mid-sized arbitration proceedings. As a private, independent and non-profit entity, CAESP's board members include such distinguished names as Carlos Alberto Carmona, Arnaldo Wald and Selma Maria Ferreira Lemes. Praised for its in-depth knowledge of franchise arbitration mandates.

Team & differentiation: With headquarters in São Paulo and a branch in Rio de Janeiro, CAESP was set up in 1998 by incumbent president Cássio Telles Ferreira Netto and vice-president Ana Claudia Pastore as an alternative to traditional dispute resolution methods. The center presently handles approximately 60 new cases per year.



ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Ferro, Castro Neves, Daltro & Gomide Advogados Sergio Bermudes Advogados	Marcelo R. Ferro, José R. de Castro Neves, Eduardo Pecoraro, Karina Goldberg, Natália Lamas Fabiano Robalinho Cavalcanti, Marcio Vieira Souto Costa Ferreira, Caetano Berenguer
2 L.O. Baptista Advogados Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados Pinheiro Neto Advogados	Mauricio Almeida Prado, Fernando Marcondes, Rafael Alves, Sílvia Bueno de Miranda, Alberto Sogayar André Chateaubriand, Arthur Parente, Eduardo Damião Gonçalves, Flávio Pereira Lima, Flávio Spaccaquerche Gilberto Giusti, Renato Stephan Grion, Júlio César Bueno
EXCELLENT	
1 BMA - Barbosa, Müssnich, Aragão Demarest Advogados Mannheimer, Perez e Lyra Advogados	André Abbud, Francisco Müssnich, Luiz Fernando Fraga, Paulo Cezar Aragão Celso Xavier, Marcelo Inglez de Souza, Rafael Gagliardi, Camila Biral, Carlo Verona Fernanda Aviz, Marcela Levy, Sergio Mannheimer, Tomaz Tavares de Lyra
2 Cescon, Barriou, Flesch & Barreto Advogados Correia, Fleury, Gama e Silva Advogados Huck Otranto Camargo Advogados Lefosse Advogados Machado Meyer Advogados Muriel Medici Franco Advogados Tepedino, Migliore, Berezowski e Poppa Advogados TozziniFreire Advogados Trench Rossi Watanabe Wald, Antunes, Vita, Longo e Blattner Advogados	Gabriel Seijo Leal de Figueiredo, Carlos Braga, Helena Abdo, Fábio Rosas André de Luiz Correia, Rodrigo Ribeiro Fleury, Luis Antonio da Gama e Silva Neto Hermes Marcelo Huck, Fábio Peixinho Gomes Corrêa, Rogério Carmona Bianco, Eduardo de Oliveira Lima Pedro Maciel, Raphael Nehin Corrêa, Márcio Opromolla Eliane Carvalho, Eduardo Perazza, Gisela Mation Marcelo Muriel, Fernando Medici Júnior Alfredo Migliore, Ricardo Tepedino Fernando Eduardo Serec Joaquim de Paiva Muniz, Luis Henrique Borghi Arnoldo Wald, Mariana Tavares Antunes, Marina Gaensly Blattner, Riccardo Torre
HIGHLY RECOMMENDED	
Justen, Pereira, Oliveira & Talamini Souto, Correa, Cesa, Lummertz & Amaral Advogados Stocche Forbes Advogados Tauil & Chequer Advogados Warde Advogados	Cesar Pereira, Eduardo Talamini Guilherme Rizzo Amaral, Marcelo Gandelman, Jorge Cesa Ferreira, Carlos Fernando Souto Rafael de Carvalho Passaro, Luis Guilherme Bondioli, Guilherme Gaspari Coelho Gustavo Fernandes de Andrade, Gustavo Scheffer Walfrido Jorge Warde Jr., Alfredo Sérgio Lazzareschi Neto, Renato Polillo, José Luiz Bayeux Neto
RECOMMENDED	
E. Munhoz Advogados Fialho Salles Advogados LDCM – Leonardo de Campos Melo Advogados Lobo de Rizzo Advogados LUC Advogados Contencioso & Arbitragem SABZ Advogados Toledo Marchetti Advogados Veirano Advogados VPBG - Vella Pugliese Buosi e Guidoni Advogados	Eduardo Secchi Munhoz Leonardo Canabrava Leonardo de Campos Melo, Pedro de Moura Albuquerque de Oliveira, Marcela Tarré Bernini Luis Fernando Guerrero, Gabriel José de Orleans e Bragança Luciano de Souza Godoy, Ricardo Zamariola Junior Paulo Doron Rehder de Araujo Leonardo Toledo, Ricardo Medina Salla Fabio Alem, Ricardo Gama, Mateus Aimoré Carreteiro Antonio Celso Fonseca Pugliese, Carolina Mansur
VALUABLE PRACTICE	
CMT - Carvalho, Machado e Timm Advogados Fux Advogados Grebler Advogados MVA - Madeira, Valentim & Gallardo Advogados Manassero Campello Advogados	Fabiane Verçosa, Tiago Faganello, Paula Abi-Chahine Rodrigo Fux, Daniel Coelho Eduardo Grebler, Pedro Silveira C. Soares Victor Madeira Filho Caio Campello

BRAZIL



Marques Rosado, Toledo Cesar & Carmona Advogados	Carlos Alberto Carmona
Monteiro de Castro, Setoguti Advogados	Guilherme Setoguti, Rodrigo Monteiro de Castro
Pinheiro Guimarães Advogados	Eduardo Mattar, Jaili Quinta Cunha
Salusse, Marangoni, Parente e Jabur Advogados	Eduardo de Albuquerque Parente
SiqueiraCastro Advogados	André Frossard Albuquerque, André Gondinho
Tolentino Advogados	Augusto Tolentino, Cláudia Ferraz
Vieira Rezende Advogados	Paulo Vieira, Marcos Serra Netto Fioravanti
Wongtschowski & Zanotta Advogados	Vânia Wongtschowski, Domingos Fernando Refinetti
NOTABLE PRACTICE	
Dourado & Cambraia Advogados	Ruy Dourado, Rubens Pieroni Cambraia
KLA - Koury Lopes Advogados	Tiago Cortez, Danilo Orenge
Leite, Tosto e Barros Advogados	Charles Gruenberg, Paulo Guilherme Lopes
Macedo Garcia Advogados	Paulo Macedo Garcia Neto, Mariana Capela Lombardi Moreto
Mange & Gabbay Sociedade de Advogados	Flavia Foz Mange, Daniela Monteiro Gabbay
M Nasser Advocacia Estratégica	Paulo Magalhães Nasser, Camila Rezende Martins
PVS Advogados	André Smilgin, Mariana Freitas de Souza, Leonardo Corrêa

FERRO, CASTRO NEVES, DALTRO & GOMIDE ADVOGADOS: DISPUTE RESOLUTION ROYALTY



Marcelo Roberto Ferro

Key figures: Marcelo Roberto Ferro, José Roberto de Castro Neves, Eduardo Pecoraro, Karina Goldberg and Natália Lamas
Established: 2005

Track record: Market-leading boutique widely respected for its outstanding track record handling billion-dollar arbitration and judicial litigation mandates. Highly sought out by heavyweights from the banking, energy and construction sectors for its expertise conducting must-win cases before all levels of the judiciary as well as renowned domestic and foreign arbitration chambers.

Team & differentiation: With offices in São Paulo, Rio and Brasília, the stellar team at Ferro, Castro Neves, Daltro & Gomide Advogados consists of 52 attorneys which stand out for their excellent knowledge of private, corporate, infrastructure and public law. The firm's partners are routinely active as arbitrators in national and international proceedings before the world's main arbitral institutions.

SOUTO, CORREA, CESA, LUMMERTZ & AMARAL ADVOGADOS: OUTSTANDING ARBITRATION EXPERTS



Guilherme Rizzo Amaral

Key figures: Carlos Fernando Souto, Guilherme Rizzo Amaral, Jorge Cesa Ferreira and Marcelo Gandelman
Established: 2013

Track record: Singled out for its successful performances representing leading names from the construction, energy and technology industries in must-win arbitration proceedings. Actively procured for its extensive track record handling key cases before domestic and international arbitration chambers. The firm is noted for its impressive knowledge of civil, consumer and labor litigation issues.

Team & differentiation: With offices in Brasília, Porto Alegre, Rio de Janeiro and São Paulo, the firm's excellent arbitration practice is led by partners Guilherme Rizzo Amaral, Marcelo Gandelman, Jorge Cesa and Carlos Souto. New arrivals Luís Alberto Peretti and Ricardo Quass Duarte recently strengthened the team as counsel and partner, respectively.

PVS ADVOGADOS: FLOURISHING DISPUTE RESOLUTION PRACTICE



André Smilgin

Key figures: André Smilgin, Leonardo Corrêa and Mariana Freitas de Souza
Established: 2015

Track record: Flourishing practice highlighted for its valuable experience representing key clients from the oil and gas, finance, pharmaceutical and energy sectors in sophisticated domestic and international arbitrations. Noted for its expertise in disputes involving corporate, construction and insurance matters. Impressive client portfolio includes Norte Energia, Prática Engenharia and Tupi B.V.

Team & differentiation: Based out of Rio de Janeiro and São Paulo, the firm's arbitration department consists of seven attorneys who are led by experienced partners André Smilgin, Mariana Souza and Leonardo Corrêa. This highly qualified team is equally well-equipped to counsel on preventive litigation strategies, mediation as well as a wide range of judicial cases.

MACEDO GARCIA ADVOGADOS: NEW BOUTIQUE WITH RENOWNED PROFESSIONALS



Paulo Macedo Garcia Neto

Key figures: Mariana Capela Lombardi Moreto and Paulo Macedo Garcia Neto
Established: 2019

Track record: Newly founded dispute resolution boutique renowned for the impressive track record of its professionals in strategic arbitration mandates. Particularly valued for its expertise in disputes involving complex construction, energy, finance and agribusiness matters. Capable of assisting clients from the early development of legal strategy right up to the enforcement of arbitral awards.

Team & differentiation: Established in 2019, this São Paulo-based boutique already consists of nine highly-qualified lawyers which hold doctorates and masters-of-laws from leading domestic and foreign universities. Led by founding partners Paulo Macedo Garcia Neto and Mariana Moreto, the team is currently active before arbitration chambers in New York, London, São Paulo and Rio de Janeiro.



Our analysis

**L. O. BAPTISTA ADVOGADOS:
ARBITRATION PIONEERS**



Mauricio Almeida Prado

Key figures: Mauricio Almeida Prado, Fernando Marcondes, Rafael Alves, Silvia Bueno de Miranda and Alberto Sogayar
Established: 1938

Track record: Leading practice which stands out for its expert handling of high-stakes arbitrations involving complex corporate, infrastructure and energy issues. Capably covers every stage of an arbitration, from drafting contractual arbitration clauses to securing the payment of arbitral awards. Widely admired for its track record in big-ticket state side and investment arbitrations.

Team & differentiation: As one of Brazil's foremost and longest-standing dispute resolution firms, L.O. Baptista is respected for its continued excellence in the arbitration, litigation and mediation spheres. The arbitration team consists of five partners and 16 associates, many of whom are senior board members at leading domestic and foreign arbitration bodies.

**MANNHEIMER, PEREZ E LYRA ADVOGADOS:
DISPUTE RESOLUTION HEAVYWEIGHTS**



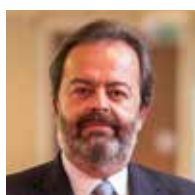
Sergio Mannheimer

Key figures: Sergio Mannheimer, Tomaz Tavares de Lyra, Fernanda Aviz and Marcela Levy
Established: 1983

Track record: Front-running dispute resolution boutique admired for its successful performances in high-value arbitration mandates involving the construction, energy and oil & gas sectors. Singled out for its track record handling strategic corporate, insurance and infrastructure disputes on behalf of leading names such as Odebrecht, State Grid and Mapfre Seguros. Also noted for its in-depth knowledge of preventive dispute resolution.

Team & differentiation: With offices in Rio de Janeiro and São Paulo, this long-standing firm consists of over 20 top-tier attorneys including doctors and masters-of-law from elite Brazilian and foreign universities. The practice group currently handles arbitration cases worth a combined total of over \$2 billion.

**MURIEL MEDICI FRANCO ADVOGADOS:
SEASONED ARBITRATION SPECIALISTS**



Marcelo Muriel

Key figures: Marcelo Muriel and Fernando Medici Júnior
Established: 2016

Track record: Excellent arbitration team sought out for its long-standing experience advising major multinationals such as Ambev, Siemens and Paper Excellence on high-stakes domestic and international arbitration proceedings. Particularly well-equipped to counsel on strategic corporate and construction mandates as well as cases involving hydroelectric powerplants.

Team & differentiation: Founded in 2016 and with offices in São Paulo and Ribeirão Preto, Muriel Medici Franco Advogados is a dispute resolution and agribusiness boutique which stands out for its deeply experienced team. The arbitration department consists of two partners and seven associates and is led by founding partners Marcelo Muriel and Fernando Medici Junior.

**CORREIA, FLEURY, GAMA E SILVA ADVOGADOS:
THRIVING DISPUTE RESOLUTION BOUTIQUE**



André de Luiz Correia

Key figures: André de Luiz Correia, Rodrigo Ribeiro Fleury and Luis Antonio da Gama e Silva Neto
Established: 2015

Track record: Thriving dispute resolution boutique renowned for its expertise in big-ticket corporate, energy, construction and real estate arbitration proceedings. Well-equipped to represent high-flying companies and financial institutions in strategic contentious issues before all levels of the judiciary, governmental bodies and regulatory agencies.

Team & differentiation: Compact São Paulo-based practice group consisting of three partners and nine associates. Led by founding partners André de Luiz Correia, Rodrigo Ribeiro Fleury and Luis Antonio da Gama e Silva Neto, the team has an impressive track record successfully handling must-win cases on behalf of both Brazilian companies as well as international investors.

**JUSTEN, PEREIRA, OLIVEIRA & TALAMINI:
DISTINGUISHED ARBITRATION COUNSEL**



Cesar Pereira

Key figures: Cesar Pereira and Eduardo Talamini
Established: 1986

Track record: Distinguished dispute resolution team singled out for its first-rate capabilities in strategic arbitration cases involving administrative law and infrastructure issues. Actively procured by leading names from the construction, energy and technology industries for its successful performances in arbitrations against government entities. Also admired for its deep knowledge of public concession contracts.

Team & differentiation: Founded 33 years ago in Curitiba, the firm presently has additional offices in São Paulo as well as Brasília. The Arbitration and Mediation department consists of 11 professionals who are led by seasoned partners Cesar Pereira and Eduardo Talamini. The group is often engaged in complex arbitration mandates before a range of domestic and foreign arbitral institutions.

**SALUSSE, MARANGONI, PARENTE E JABUR ADVOGADOS:
SOPHISTICATED ARBITRATION ATTORNEYS**



Eduardo de Albuquerque Parente

Key figure: Eduardo de Albuquerque Parente
Established: 1992

Track record: Mid-sized firm admired for its extensive experience in arbitration and alternative dispute resolution proceedings. Capably assists with the drafting of contractual arbitration clauses, pre-litigation strategies and disputes before leading national and international arbitration chambers. Particularly noted for its expertise in preventive corporate litigation and disputes involving civil, commercial and administrative law.

Team & differentiation: Based out of São Paulo, the firm consists of over 50 legal professionals and is led by name partners Eduardo Salusse, Sérgio Ricardo Marangoni, Eduardo de Albuquerque Parente and Wilson Pinheiro Jabur. Besides dispute resolution, attorneys also provide services in M&A, tax, labor and intellectual property matters.

BRAZIL



ARBITRATORS

Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	INSTITUTION
LEADING	
1 Carlos Alberto Carmona	Marques Rosado, Toledo Cesar & Carmona Advogados
Hermes Marcelo Huck	Huck Otranto Camargo Advogados
José Emilio Nunes Pinto	José Emilio Nunes Pinto Advogados
2 João Bosco Lee	Lee Taube Gabardo Sociedade de Advogados
Pedro A. Batista Martins	Batista Martins Advogados
Ricardo de Carvalho Aprigliano	Aprigliano Advogados
Rodrigo Garcia da Fonseca	Fonseca e Salles Lima Advogados Associados
EXCELLENT	
Carlos Eduardo Stefen Elias	Carlos Elias Arbitragem
Cristiano de Sousa Zanetti	Cristiano Zanetti Advogados
Eleonora Coelho	Eleonora Coelho Advogados
Flávia Bittar	Flávia Bittar Advocacia
Giovanni Ettore Nanni	Nanni Advogados
Lauro Gama Jr.	Lauro Gama Advogados Associados
Selma Lemes	Selma Lemes Advogados
HIGHLY RECOMMENDED	
Adriana Braghetta	L.O. Baptista Advogados
Anderson Schreiber	Schreiber Advogados
Debora Visconte	Visconte Advogados
Fabiano Robalinho Cavalcanti	Sergio Bermudes Advogados
Gustavo Tepedino	Gustavo Tepedino Advogados
Juliana Krueger Pela	Huck Otranto Camargo Advogados
Mauricio Almeida Prado	L.O. Baptista Advogados
Paula Forgioni	Universidade de São Paulo - USP
Rodrigo Octávio Broglia Mendes	Rodrigo Mendes Advogados
Valeria Galíndez	Galíndez Arb
RECOMMENDED	
Adriana Pucci	Adriana Noemi Pucci Sociedade de Advogados
André de A. Cavalcanti Abbud	BMA - Barbosa, Müssnich, Aragão
Caio Campello	Manassero Campello Advogados
Carlos Suplicy de Figueiredo Forbes	Forbes, Kozan e Gasparetti Advogados
Cesar Augusto Guimarães Pereira	Justen, Pereira, Oliveira & Talamini
Christian Sahb Batista Lopes	Vilas Boas Lopes Frattari Advogados
Clávio de Melo Valença Filho	Valença Arb
Eduardo Damião Gonçalves	Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados
Eduardo Grebler	Grebler Advogados
Fábio Peixinho Gomes Corrêa	Huck Otranto Camargo Advogados
Fernando Eduardo Serec	TozziniFreire Advogados
Flávia Mange	Mange & Gabbay Sociedade de Advogados
Francisco Marino	Francisco Marino Advogados
Gilberto Giusti	Pinheiro Neto Advogados
José Carlos de Magalhães	José Carlos de Magalhães Advogados Associados
José Roberto de Castro Neves	Ferro, Castro Neves, Daltro & Gomide Advogados
Judith Martins-Costa	Judith Martins-Costa Advogados
Luciano de Souza Godoy	LUC Advogados Contencioso & Arbitragem
Luis Fernando Guerrero	Lobo de Rizzo Advogados
Marcelo Muriel	MMF - Muriel Medici Franco Advogados
Marcelo Roberto Ferro	Ferro, Castro Neves, Daltro & Gomide Advogados
Marcelo Trindade	Trindade Sociedade de Advogados
Marcelo von Adamek	Advocacia Von Adamek
Mario Sérgio Duarte Garcia	Duarte Garcia, Serra Netto e Terra
Modesto Carvalhosa	Modesto Carvalhosa Advogados
Nadia de Araujo	Nadia de Araujo Advogados
Nelson Eizirik	Eizirik Advogados
Sheila Nader	Universidade de São Paulo - USP
Thiago Marinho Nunes	MMF - Muriel Medici Franco Advogados



LEGAL OPINIONS

Best Experts

The experts are ordered alphabetically

EXPERT	INSTITUTION
RECOMMENDED	
Anderson Schreiber	Schreiber Advogados
Arnoldo Wald	Wald, Antunes, Vita, Longo e Blattner Advogados
Cândido Rangel Dinamarco	Dinamarco, Rossi, Beraldo & Bedaque Advocacia
Carlos Alberto Carmona	Marques Rosado, Toledo Cesar & Carmona Advogados
Carlos Ari Sundfeld	Sundfeld Advogados
Cristiano de Sousa Zanetti	Cristiano Zanetti Advogados
Eduardo Arruda Alvim	Arruda Alvim & Thereza Alvim Advocacia e Consultoria Jurídica
Fábio Ulhoa Coelho	Fábio Ulhoa Coelho – Advogados Associados
Floriano de Azevedo Marques Neto	Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados
Gustavo Tepedino	Gustavo Tepedino Advogados
Humberto Ávila	Humberto Ávila Advocacia
Humberto Theodoro Júnior	Humberto Theodoro Júnior Sociedade de Advogados
José Alexandre Tavares Guerreiro	Tavares Guerreiro Advogados
José Manoel de Arruda Alvim Netto	Arruda Alvim & Thereza Alvim Advocacia e Consultoria Jurídica
Judith Martins-Costa	Judith Martins-Costa Advogados
Marçal Justen Filho	Justen, Pereira, Oliveira & Talamini
Marcelo Trindade	Trindade Sociedade de Advogados
Marcelo von Adamek	Advocacia Von Adamek
Nelson Eizirik	Eizirik Advogados
Nelson Nery Jr.	Nery Advogados
Paula Forgioni	Universidade de São Paulo - USP
Ruy Rosado de Aguiar Júnior	Ruy Rosado de Aguiar Sociedade Individual de Advocacia

BRAZIL



ENGINEERING

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 CGUEDES Engenharia & Consultoria	Claudio Guedes
2 Aequitas - Mediação e Consultoria	Luiz Fernando Alongi, Fernando Manetta Gomes de Sá
Hormigon HECT Consultoria	Geovane Mendes Martins
Vaz de Mello Consultoria em Avaliações e Perícias	Eduardo Vaz de Mello
EXCELLENT	
Alvarez & Marsal	Marcos Ganut
Clémenceau Chiabi & Engenheiros Associados	Clémenceau Chiabi
Contacto Consultores Associados	Octavio Galvão Neto
Figueiredo & Associados	Flavio Figueiredo
HKA	Marcello Guimarães, Hilton Junior, Guilherme Lima
Mercatto Assessoria e Avaliações	Osório Accioly Gatto
HIGHLY RECOMMENDED	
Aldo Mattos Consultoria	Aldo Dórea Mattos
Amaral d'Avila - Engenharia de Avaliações	Celso Amaral, João d'Avila
AVANTEC Consultores Associados	Mário Cunha, Sandro Cunha
Cronus Empresas	Ricardo Salomão
Ética Serviços de Engenharia	Marcelo Corrêa Mendonça, João Mendonça
IDEAC - Instituto para o Desenvolvimento da Engenharia Aplicada a Controvérsias	Cláudio Amaury Dall'Acqua, André S. Gertsenchtein
PL Consult	Roberto Leomil Garcia
Precisão Consultoria	Francisco Maia Neto, Paulo de Faria Júnior
WRC Consultoria Empresarial	Eraldo Pastore



Our analysis

**ÉTICA SERVIÇOS DE ENGENHARIA:
THREE DECADES OF SUPERIOR ENGINEERING SERVICES**



Marcelo Corrêa Mendonça

Key figures:
João Mendonça and Marcelo
Corrêa Mendonça
Established: 1989

Track record: Seasoned team of engineering experts which recently celebrated 30 years in the market and stands out for its wide range of excellent dispute resolution-related services such as litigation and arbitration forensics, expert witnesses and legal opinions. Client portfolio includes heavy-hitters such as Andrade Gutierrez, Anglo American, Usiminas and Vale.

Team & differentiation: With headquarters in Belo Horizonte, Ética Serviços de Engenharia is captained by founding partner and civil engineer, Marcelo Corrêa Mendonça. The company's multidisciplinary team of experts consists of specialists from numerous fields such as civil, mechanical and environmental engineering in addition to law, geography and topography.

**HORMIGON HECT CONSULTORIA:
ENGINEERING EXCELLENCE**



Geovane Mendes Martins

Key figure:
Geovane Mendes Martins
Established: 2018

Track record: Leading consultancy firm recognized for its valuable experience supporting major clients from the energy, construction and steel mill sectors as an expert witness in high-value arbitrations. Well-placed to counsel corporate heavyweights on the analysis of engineering contracts, project auditing, forensic evaluations and risk mitigation issues.

Team & differentiation: With offices in Belo Horizonte and São Paulo, Hormigon HECT offers clients myriad specialized services including project management, construction planning consultancy, business compliance and environmental liabilities management. The firm's strategic alliance with global player Ankura endows Hormigon HECT with a truly international reach.

**MERCATTO ASSESSORIA E AVALIAÇÕES:
LONG-STANDING EXPERT WITNESSES**



Osório Accioly Gatto

Key figure:
Osório Accioly Gatto
Established: 1989

Track record: Excellent practice group known for its long-standing expertise assisting key names from the infrastructure, logistics and finance sectors with strategic engineering and environmental forensic investigations. Valued for its experience conducting complex economic, patrimonial and insurance assessments in Brazil as well as other Latin American countries.

Team & differentiation: Founded in 1989 and with offices located in the states of São Paulo and Mato Grosso do Sul, the team is captained by director general and seasoned engineer, Osório Accioly Gatto. With over 30 years in the market, Mercatto has truly established itself as a go-to firm in both the engineering and economic assessment spheres.

**AEQUITAS – MEDIAÇÃO E CONSULTORIA:
TOP-TIER ENGINEERING SPECIALISTS**



Luiz Fernando Alongi

Key figures:
Luiz Fernando Alongi and
Fernando Manetta Gomes
de Sá
Established: 2010

Track record: Top-tier team widely reputed for its prowess providing litigation support to parties involved in strategic engineering-related disputes. Particularly well-equipped to act as forensic investigators, expert witnesses and technical assistants in major arbitral mandates. Key clients include leading arbitration chambers and construction companies.

Team & differentiation: Based in São Paulo, the team is led by partners Luiz Fernando Alongi and Fernando Manetta Gomes de Sá, who each have over 15 years of experience working within major engineering and construction companies. At Aequitas, they specialize in infrastructure-related arbitration, mediation, dispute boards and contractual consultancy mandates.

**IDEAC:
ENGINEERING KNOW-HOW**



Cláudio Amaury Dall'Acqua

Key figures:
André S. Gertsenchtein and
Cláudio Amaury Dall'Acqua
Established: 2017

Track record: IDEAC – Instituto para o Desenvolvimento da Engenharia Aplicada a Controvérsias – stemmed from FDTE – Fundação para o Desenvolvimento Tecnológico da Engenharia, which has been supporting the Polytechnic School of the University of São Paulo (USP) for the last 45 years. The firm capably provides arbitration and litigation support to major public and private Brazilian companies.

Team & differentiation: Based out of São Paulo, IDEAC is led by Cláudio Amaury Dall'Acqua and André S. Gertsenchtein, who are, respectively, president of the Board of Curators and director of IDEAC. The firm's clients benefit from its technical cooperation agreement with FDTE, as well as from its valuable expertise handling complex engineering mandates before courts.

**HKA:
DELIVERING POSITIVE OUTCOMES**



Marcelo Guimarães

Key figures:
Marcelo Guimarães, Hilton
Junior and Guilherme Lima
Established: 2017

Track record: World renowned for its independent consulting and advisory services on behalf of key clients hailing from the construction, manufacturing and technology industries. Noted for its expertise advising on economic matters related to investments and forensic accounting issues. Excellent track record delivering positive outcomes to clients from the public and private sectors.

Team & differentiation: With local offices in Rio and São Paulo, HKA is a global company consisting of over 500 expert witnesses, specialized advisors and consultants across its 50 offices in 19 countries. The firm's portfolio includes major projects in fields such as infrastructure and oil & gas. In 2019, it acquired The Kenrich Group, thus creating the largest construction claims consultancy in the US.

BRAZIL



ACCOUNTING

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Simonaggio Certeza Técnica	Silvio Simonaggio
EXCELLENT	
1 Actual Contabilidade e Perícias	Luiz Alexandre Tumolo, Mauro Stacchini Jr.
Porto & Reis, Freire, Gorrão	Felipe Reis, Renato Porto
HIGHLY RECOMMENDED	
2 Exato Assessoria Contábil	Elias de Matos Brito
Sacchi & Romero Perícias e Assessoria Contábil	Jubray Sacchi
A.T.R. Perícias Contábeis	Alfredo Torrecillas Ramos
ADJ Pericias	Alexandre Dib Junior
Assessor Bordin	Antonio Carlos Bordin
Cronus Empresas	Ricardo Salomão
Instituto Professor Rainoldo Uessler	Rainoldo Uessler
IRPE - Perícia e Consultoria Contábil	Ivam Ricardo Peleias, Fabíola D'Agostini Peleias
Licks Associados	Gustavo Licks
M/LEGATE	João Carlos Castilho Garcia
Ribas Secco Escritório de Perícias	Alessandra Ribas Secco
ScandiuZZi Perícia Contábil	Fabiana ScandiuZZi Borba Franco

SIMONAGGIO CERTEZA TÉCNICA: OUTSTANDING LITIGATION SUPPORT



Silvio Simonaggio

Key figure:
Silvio Simonaggio
Established: 1976

Track record: Pioneering litigation support firm widely acclaimed for its outstanding knowledge of accounting and financial forensic services. Four decades after its foundation, this practice group continues to expertly counsel major companies on the valuation of assets and liabilities, risk management strategies and forensic evidence related to taxation matters.

Team & differentiation: The team at Simonaggio Certeza Técnica consists of highly qualified forensic technicians, accountants and economists with vast professional experience under their belts. With headquarters in São Paulo, the group is led by founding partner Silvio Simonaggio who specializes in forensic accountancy and is frequently active before arbitral tribunals.

PORTO & REIS, FREIRE, GORRÃO: FIRST-RATE ACCOUNTING SERVICES



Renato Porto

Key figures:
Renato Porto and Felipe Reis
Established: 2009

Track record: Excellent practice group which stands out for its extensive track record acting as tax and accounting advisors to parties involved in judicial, arbitral and administrative dispute resolution. Trusted by over 250 key corporates from major sectors of the economy such as the agribusiness, banking, infrastructure and telecommunications industries.

Team & differentiation: This decade-old São Paulo-based outfit boasts seasoned professionals with robust backgrounds in accounting, law and business administration. The firm's objective is to transform forensic accounting and fiscal evidence into effective tools for its client's victories. Additionally well-equipped to advise on preventive litigation strategies.



FORENSICS & COMPLEX INVESTIGATIONS

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
EY	Marlon Jabbur, Cesar Atilio
KPMG	Bruno Massard, Marcelo Alcides Gomes
EXCELLENT	
Alvarez & Marsal	Diego Pio
Deloitte	José Paulo Rocha
FTI Consulting	Cynthia Catlett
PwC	Leonardo Lopes, Francisco Macedo
HIGHLY RECOMMENDED	
BDO	Carlos Dias
Control Risks	Geert Aalbers
Grant Thornton	Vitor Pedrozo
ICTS & Protiviti	Renato Anaia, Jefferson Kiyohara
Kroll	Fernanda Barroso, Ian Cook

CONTROL RISKS: STRATEGIC INVESTIGATIONS AND RISKS CONSULTANCY



Geert Aalbers

Key figure:
Geert Aalbers
Established: 1975

Track record: Renowned forensics and complex investigations practice best known for its capabilities handling cases involving fraud, corruption and conflict of interest issues. This seasoned team is particularly valued for its extensive knowledge of FCPA provisions and Brazilian anti-corruption legislation. The company's diverse client portfolio includes multi-national corporations, law firms and NGOs.

Team & differentiation: Control Risks has 36 offices worldwide and a highly-qualified team which includes lawyers, investigators, political scientists and technologists. In its São Paulo office, senior partner Geert Aalbers heads the company's Brazil and Southern Cone business, managing complex investigations into fraud, corruption and other ethical breaches.

FTI CONSULTING: SUPERIOR RISK MITIGATORS



Cynthia Catlett

Key figure:
Cynthia Catlett
Established: 1982

Track record: Globally-admired business advisory firm which assists domestic and foreign organizations with risk mitigation and the coordination of sensitive internal investigations. Routinely advises market-leading clients in high-stakes litigation and arbitration proceedings with excellent forensic accounting, dispute advisory and litigation support services.

Team & differentiation: Headquartered in Washington DC and with offices in a total of 27 countries on six continents, FTI Consulting relies on over 5,400 professionals worldwide to support its first-rate clientele. The São Paulo-based Forensic & Litigation Consulting team is captained by Cynthia Catlett who is senior managing director in the Global Risks & Investigations practice.

ECONOMICS

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
FTI Consulting	Leonardo Florencio
LCA Consultores	Bernardo Gouthier Macedo
Simonaggio Certeza Técnica	Silvio Simonaggio
Tendências Consultoria Integrada	Ernesto Moreira Guedes Filho, Gustavo Loyola
EXCELLENT	
Athena – Dispute Support Services	Normann Kestenbaum, Tiago Barros
Ferres Economia	Juan Pérez Ferrés
GO Associados	Gesner Oliveira
MB Associados	José Roberto Mendonça de Barros
Sacchi & Romero Perícias e Assessoria Contábil	Walter Romero, Jubray Sacchi

BRAZIL

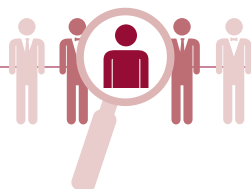


MEDIATORS

Best Mediators

In each tier, the mediators are ordered alphabetically

MEDIATOR	INSTITUTION
LEADING	
1 Diego Faleck	Faleck & Associados
2 Adolfo Braga Neto	IMAB - Instituto de Mediação e Arbitragem do Brasil
Andrea Maia	Mediar360
Daniela Gabbay	Mange & Gabbay Sociedade de Advogados
EXCELLENT	
Ana Luiza Isoldi	Algi Mediação
Fernanda Rocha Lourenço Levy	Instituto D'accord
Gustavo Tepedino	Gustavo Tepedino Advogados
Hermes Marcelo Huck	Huck Otranto Camargo Advogados
Leandro Rennó	Independent Practitioner
Luiz Fernando Alongi	Aequitas - Mediação e Consultoria
Mariana Freitas de Souza	PVS Advogados
Patricia Freitas Fuoco	Freitas Fuoco Advogados
Pedro Ribeiro	Advocacia Pedro Ribeiro
Vera Cecília Monteiro de Barros	Selma Lemes Advogados



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 and expert witnesses

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



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CHILE

DISPUTE RESOLUTION - BEST STRATEGISTS

The strategists are ordered alphabetically

STRATEGIST	FIRM
RECOMMENDED	
Jorge Bofill	Bofill Escobar Silva Abogados
Matías Insunza	Insunza Abogados
Julián Lopez Masle	Lopez Escobar & Del Río
Jean Pierre Matus	Cisternas y Cía
Jun Ignacio Piña	Balmaceda Cox & Piña Abogados
Raúl Tavorari	Sole Practitioner

CHILE



ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bofill Mir & Álvarez Jana Abogados	Andrés Jana, Rodrigo Gil
Claro & Cia	Felipe Ossa
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Cristóbal Jimeno, Pedro Pablo Gutierrez, Eugenio Valladares
EXCELLENT	
1 Grupo Vial Serrano Abogados	Manuel José Vial V., Rodrigo Guzmán K., Cristóbal Leighton
Pellegrini & Cia	Julio Pellegrini, Francisco Blavi
Philippi Prietocarrizosa Ferrero DU & Uria	Cristian Conejero, Germán Subercaseaux
2 Bulnes Urrutia & Bustamante	Felipe Bulnes, Jose Manuel Bustamante, Enrique Urrutia, Gonzalo Vial
Carey	Gonzalo Fernández, Ricardo Reveco, Aldo Molinari
Ortúzar Vergara & Boetsch Abogados	Álvaro Ortúzar, Nicolás Vergara, Cristian Boetsch
HIGHLY RECOMMENDED	
1 Barros & Errázuriz	Javier San Martin, David Cadermatori, Luis Eduardo Toro
Bofill Escobar Silva Abogados	Jorge Bofill, Francisco Aninat, Sebastian Yanine
Garrigues Chile	Mónica Van Der Schraft, Cristobal Sarralde
Larrain y Asociados	Carlos Aravena
Ovalle & Bulnes	Esteban Ovalle
Rodríguez Vergara & Cía Abogados	Pablo Rodriguez Grez, Pedro Pablo Vergara Varas
2 Cariola Diez Pérez-Cotapos	Fernando Urrutia
Correa Squella	Juan Ignacio Correa, Jorge Sepúlveda
Fleischmann & León	Hernán Fleischmann Chadwick, Juan Ignacio León Lira
Gonzalez & Rioseco	Francisco Gonzalez
Molina Ríos Abogados	Carlos Molina, Victor Ríos, Felipe Correa
Parraguez & Marín	Francisco del Río
Ugarte & Correa	Pablo Correa, José Joaquín Ugarte
Vergara, Labarca & Cía	Raimundo Labarca, Alejandro Parodi
RECOMMENDED	
1 Albagli Zaliasnik	Felix Antolín, Ariela Agosin
Gandarillas Montt del Río	Paulo Montt, Cristian Gandarillas, Gabriel Del Rio
Morales & Besa	Gonzalo Cordero
Reymond & Cía	Rodrigo Riquelme
2 Abogabir Miranda	Nicolás Miranda, Diego Abogabir
Aylwin Mendoza Luksic & Valencia	José Manuel Valencia
Baker McKenzie	Rodrigo Diaz de Valdes
Del Río Izquierdo	Alejandra Aguad, Francisco Bañados
Guerrero Olivos	Sergio Yávar
Loy Letelier Campora	Francesco Campora, Juan Pablo Letelier
Contreras Velozo	Alvaro Awad, Oscar Contreras Blanco
Prieto Abogados	Claudio Undurraga
Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial	Gerardo Ovalle, Fernando Salas, Anibal Vial
VALUABLE PRACTICE	
Alcaino Abogados	Alfredo Alcaino, Marcelo Giovanazzi
Chaves Awad Contreras & Schurmann Abogados	Esteban Barra, Miguel Schürmann
Della Maggiora, Eyzaguirre, Ferrada Abogados	Benjamin Ferrada
Eyzaguirre, Burlé & Montes Abogados	Sergio Montes
Gamboa, Fuenzalida, Sanfeliú & Ugarte	Rodolfo Fuenzalida
Lopez Escobar Del Río	Felipe Leiva, Jorge Del Rio
Marinovic & Alcalde	Enrique Alcalde
Rivadeneira Colombara Zegers	Ignacio Rivadeneira, Ciro Colombara, Rodrigo Zegers

GUTIERREZ WAUGH JIMENO & ASENJO: BOUTIQUE FIRM PROVIDING FIRST-CLASS SERVICE



Cristóbal Jimeno

Key figures: Pedro Pablo Gutiérrez and Cristóbal Jimeno
Established: 2006

Track record: The firm advised Allianz Global Corporate in a \$200m insurance law and tort case. It is representing Glencore in a civil liability and property claim brought before Argentinian Courts and in an environmental claim before the Chilean environmental authority. Clients include Banco Itaú, Falabella, Telefónica, Codelco, Scotiabank, Compass Group.

Team & differentiation: The team is composed of a group of prominent practitioners in litigation and arbitration. They have been involved in most of the major high-profile cases in Chile, assisting relevant actors in different industries. Senior partner Pedro Pablo Gutiérrez is considered by peers and the market as one of the best dispute resolution lawyers in Chile.



Our analysis

**GRUPO VIAL SERRANO ABOGADOS:
GREAT MIX OF TRADITION AND MODERNITY**



Rodrigo Guzmán Karadima

Key figures: Rodrigo Guzman K., Manuel José Vial and Cristóbal Leighton
Established: 2005

Track record: The firm has extensive experience advising companies in commercial litigation and in both domestic and international arbitration. It represented the main creditor in three-liquidation processes derived from one of the largest financial fraud cases in the country's history, and also acted on behalf of the plaintiff in an arbitration against one of the largest construction companies in the world.

Team & differentiation: The team has extensive experience advising companies in litigation and both domestic and international arbitration, particularly under the CAM Santiago, ICC, and ICDR rules. Two of the firm's partners (Manuel José Vial and Rodrigo Guzman) are CAM Santiago arbitrators. Additionally, the team has great experience in tax litigation.

**CORREA SQUELLA:
EXCELLENCE IN LITIGATION AND COMPETITION MATTERS**



Juan Ignacio Correa

Key figure: Juan Ignacio Correa
Established: 2005

Track record: The firm is representing Mininco, Chile's largest forestry corporation, on a historic property conflict. They are also acting for Minera Los Pelambres on a very complex case that requires specific knowledge of administrative law, water law and civil law. Other clients represented include AFP Capital, Empresa portuaria Valparaíso, and Editorial Catalonia.

Team & differentiation: The firm is known for executing complex arbitration, commercial and antitrust proceedings. They regularly represent almost all of Chile's state-owned port companies, notably in public bidding processes. The dispute resolution and antitrust departments are led by senior partner Juan Ignacio Correa, who is among the very best Chilean litigators, and Jorge Sepulveda who focuses his practice on litigation and competition.

**PARRAGUEZ & MARÍN:
EVER-PRESENT IN CONSTRUCTION AND MINING MATTERS**



Gustavo Parraguez

Key figures: Gustavo Parraguez, Luis Quintana, Marcela Achurra and Francisco del Río
Established: 2016

Track record: The firm is representing Enaex, the biggest Chilean company in the explosives industry, in two civil procedures regarding an alleged breach of contract and Zañartu Construcciones in an arbitration over several claims regarding multiple contracts between partners in a construction company. Its roster of regular clients includes Sociedad Pesquera Landes, BHP and Antofagasta minerals.

Team & differentiation: Founders Gustavo Parraguez and Rodrigo Marín have more than 50 years' experience in litigation between them. The team has strong experience representing clients before ordinary and arbitral courts, especially those in the media, construction and mining sectors. The firm's partners and associates have high level experience in disputes in the mining sector.

**GANDARILLAS MONTT DEL RÍO ABOGADOS:
SOLID TEAM OF LITIGATORS**



Cristián Gandarillas

Key figures: Cristián Gandarillas, Paulo Montt and Gabriel Del Río
Established: 2015

Track record: GMDK specializes in dispute resolution, including arbitration, antitrust and bankruptcy proceedings. They represented RTHO Elektrische on a construction arbitration against Grid solutions Chile (General Electric). They also successfully represented Primus Capital on a civil and bankruptcy litigation matter. Clients include the Itaú, Farmacias Ahumada and Transelec.

Team & differentiation: Partner Cristián Gandarillas has extensive experience handling commercial litigation and arbitration matters with a focus on competition mandates. Paulo Montt focuses his practice on civil, commercial, regulatory and competition cases. Gabriel del Río specializes in criminal and administrative sanctioning litigation, as well as arbitration.

**OVALLE & BULNES:
STRONG POSITION IN THE DISPUTE RESOLUTION MARKET**



Esteban Ovalle

Key figures: Esteban Ovalle and José Tomás Bulnes
Established: 2010

Track record: The firm specializes in highly complex litigation and arbitration, preventive analysis of judicial contingencies and alternative dispute resolution. They have a long track record in litigation, in matters such as construction, corporate and commercial disputes, insurance, securities markets, telecom, engineering projects, public contracting and antitrust.

Team & differentiation: Partner Esteban Ovalle is praised by clients as one of the leading lawyers in disputes resolution and arbitration. José Tomás Bulnes is also a leading practitioner in this field. The team represents large companies in the mining, banking, retail, energy, media and consumer goods industries, handling a wide array of matters.

**YRARRÁZAVAL, RUIZ-TAGLE, OVALLE, SALAS & VIAL:
DYNAMISM AND EXPERIENCE AS STANDARD**



Gerardo Ovalle

Key figures: Anibal Vial, Gerardo Ovalle and Fernando Salas
Established: 2018

Track record: The firm advises domestic and foreign clients on litigation, domestic and international arbitration, antitrust and compliance. They represent companies from different sectors such as construction, energy, mining, insurance and telecoms. The firm is currently processing 22 domestic arbitration cases, and four international commercial arbitration cases, among others.

Team & differentiation: The firm focuses on dispute resolution and antitrust. Arturo Yrarrázaval and Francisco Ruiz-Tagle are well known arbitrators in Chilean and international disputes. Gerardo Ovalle, Fernando Salas and Anibal Vial represent parties in procedures before ordinary courts, and in national and international arbitration.

CHILE



Our analysis

GONZALEZ & RIOSECO: A KNACK FOR PERFECTION



Francisco Gonzalez

Key figures: Francisco González and Andrés Rioseco
Established: 2016

Track record: The firm is currently representing Compañía Marítima Chilena against a corruption accusation by the National Economic Prosecutor concerning collusion in the car carrier market. It is defending Cermaq Group and Mainstream, in a civil damages case worth nearly \$100 million. It represented construction company Mas Errázuriz against Glencore, one of the largest mining companies in the world.

Team & differentiation: The team is composed of two partners and nine other lawyers. The litigation and dispute resolution area is well known in the market thanks to the near 30 years of experience of founding partner Francisco Gonzalez. The antitrust department is recognized as one of the strongest in the country. Clients include Entel, EL Mercurio and Banco de Chile.

DEL RIO IZQUIERDO: LITIGATION EXPERTS DEDICATED TO COMPLEX CASES



Francisco Bañados

Key figures: Francisco Bañados, Eduardo Izquierdo and Alejandra Aguad
Established: 2007

Track record: The firm is representing Avla, one of the country's three largest creditors, as claimant in a trio of bankruptcy proceedings. They represented Inmobiliaria Inuendo in an insurance lawsuit against one of the most important insurance companies in the world. The firm is currently representing an important real estate company on a case against Banco Itaú Corpbanca.

Team & differentiation: The team is composed of five partners and 11 other lawyers. Francisco Bañados has extensive expertise in litigation, advising clients in various types of negotiations and civil, commercial procedures before ordinary and arbitration courts. Alejandra Aguad has been appointed frequently as an arbitrator.

BOFILL MIR & ALVAREZ JANA ABOGADOS: HIGHLY REGARDED LITIGATION AND ARBITRATION PRACTICE



Andrés Jana

Key figures: Andrés Jana, Rodrigo Gil, Jaime De La Jara and Karen Werner
Established: 2009

Track record: BMAJ is currently representing a Chilean construction company in an ICC arbitration against the Chilean subsidiary of General Electric's energy services company, Grid Solutions, regarding a trio of contracts pertaining to the construction of three electrical substations. They successfully represented Minera Candelaria, in a \$41m class-action pollution suit.

Team & differentiation: The dispute resolution team is led by Andrés Jana, a renowned litigator and arbitrator both locally and internationally. Rodrigo Gil focuses his practice in civil litigation, domestic and international arbitration (ICSID, ICC, UNCITRAL). The team is well known for its ability to build winning strategies for clients in disputes in a range of industries.

ABOGABIR MIRANDA: HIGH-END LITIGATION BOUTIQUE



Diego Abogabir

Key figures: Diego Abogabir and Nicolás Miranda
Established: 2017

Track record: The firm represented Besalco against the contractor Constructora Las Heras in an arbitration related of vehicular access. The team is representing the biggest food retailer in Chile in half of its consumer-related cases before different municipal courts in Santiago. They are acting for KSB Chile, a defendant in a sanitary services' concessionaire case in Chile.

Team & differentiation: The team handles a broad range of matters from a wide range of industries, such as construction, insurance, technology and real estate. Diego Abogabir and Nicolás Miranda trained in the US and the UK and have experience working on cross border, multi-jurisdiction litigations and arbitrations involving foreign companies.

LARRAIN Y ASOCIADOS ABOGADOS: FULL-SERVICE FIRM WITH STRONG DISPUTE RESOLUTION TEAM



José Pedro Baraona

Key figures: José Pedro Baraona, Pedro Zelaya, Víctor Manuel Avilés and Carlos Aravena
Established: 1994

Track record: The firm represented Consorcio Aeródromo de Chiloé in a lawsuit against the state of Chile due to cost overruns incurred during the construction of an airport. They represented a mining company on an arbitration against a construction company for alleged willful misconduct during a bidding process. Clients include Glencore, Petroquim, and Constructora Salvador ING.

Team & differentiation: The dispute resolution team is led by Carlos Aravena and José Baraona. Partner Pedro Zelaya is also an experienced litigator and Víctor Manuel Avilés is an experienced energy and tax lawyer, who advises on litigation matters. The team has had an increasing participation in local and international arbitrations before the ICC and the Santiago Chamber of Commerce.

REYMOND & CIA: EXPERTS IN CONSTRUCTION LITIGATION AND ARBITRATION



Rodrigo Riquelme

Key figures: Rodrigo Riquelme, Camilo Silva Correa and Alfonso Reymond
Established: 1875

Track record: Reymond & Cia is a boutique firm specializing in dispute resolution in infrastructure, construction, public works and mining concessions, in both public and private areas. The firm is currently counseling Vias Chile S.A in a lawsuit against the Ministry of Public Works regarding a bridge-maintenance matter. Their client roster includes Besalco and Icafal Ingeniería y Construcción, among others.

Team & differentiation: The team's renowned experience sees it participate in both national and international arbitration related to infrastructure works and mining projects. Alfonso Reymond and Rodrigo Riquelme are a sharply focused team positioned in construction, private and public infrastructure, arbitration and litigations, as well as in mediations regarding these areas.



DISPUTE RESOLUTION IN CONSTRUCTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Fleischmann & León	Hernán Fleischmann Chadwick, Juan Ignacio León Lira
Gutiérrez, Waugh, Jimeno & Asenjo Abogados	Cristobal Jimeno
2 Molina Ríos	Victor Ríos, Carlos Molina, Rachid Ruiz, Felipe Correa
Reymond & Cía	Rodrigo Riquelme
EXCELLENT	
1 Bulnes Urrutia & Bustamante	Jose Manuel Bustamante, Felipe Bulnes, Enrique Urrutia P., Gonzalo Vial
Claro & Cía	Jose Maria Eyzaguirre B., Felipe Ossa
2 Bofill Mir & Álvarez Jana Abogados	Andrés Jana, Rodrigo Gil, Kren Werner
Larrain & Asociados	Carlos Aravena
Morales & Besa	Carlos Silva, Gonzalo Cordero
Ovalle & Bulnes	Esteban Ovalle
Pellegrini & Cía	Julio Pellegrini
Philippi Prietocarrizosa Ferrero DU & Uria	Cristian Conejero
HIGHLY RECOMMENDED	
Alessandri	Juan Pablo Halpern
Aylwin Mendoza Luksic Valencia	José Manuel Valencia
Barros & Errázuriz	Luis Eduardo Toro, Nicolas Balmaceda
Bofill Escobar Silva Abogados	Sebastian Yanine, Francisco Aninat, Jorge Bofill
Carey	Oscar Aitken
Cariola Diez Pérez-Cotapos	Fernando Urrutia
Gandarillas Montt del Río & Krause	Gabriel Del Río, Cristian Gandarillas
Garrigues Chile	Mónica Van Der Schraff Greve
Grupo Vial Serrano Abogados	Rodrigo Guzmán K., Cristóbal Leighton
Ugarte & Correa	Pablo Correa, José Joaquín Ugarte
Vergara Labarca & Cía	Raimundo Labarca, Alejandro Parodi, José Manuel Concha
Yrarrázaval Ruiz-Tagle Ovalle Salas & Vial	Gerardo Ovalle, Fernando Salas, Aníbal Vial
RECOMMENDED	
Abogabir Miranda	Nicolás Miranda, Diego Abogaabir
Baker McKenzie	Rodrigo Díaz de Valdés
Chaves Awad Contreras & Schürmann Abogados	Esteban Barra
Contreras Velozo	Oscar Contreras, Alvaro Awad
Del Río Izquierdo	Francisco Bañados
Figueroa Illanes Huidobro Salamanca	Juan Eduardo Figueroa, Patricio Figueroa V
Gamboa, Fuenzalida, Sanfeliú & Ugarte	Rodolfo Fuenzalida
Gonzalez & Rioseco	Andrés Rioseco, Francisco Gonzalez
Guerrero Olivos	Sergio Yávar
Loy Letelier Campora	Francesco Campora, Juan Pablo Letelier
Ortúzar Vergara y Boetsch Abogados	Alvaro Ortúzar, Nicolás vergara, Cristian Boetsch
Parraguez & Marín	Gustavo Parraguez G, Francisco del Río

FLEISCHMANN & LEÓN ABOGADOS: TOP-TIER EXPERTISE IN CONSTRUCTION MATTERS



Hernán Fleischmann

Key figures: Hernán Fleischman, Juan Ignacio León and Paulo Roman
Established: 2016

Track record: Specialists in construction and public works concessions dispute resolution, the firm represented Sociedad Concesionaria Aeropuerto Araucanía before the arbitral commission of the law on concession of public works, concerning the suspension of a concession. They advised Constructora Tara Compu on a lawsuit against the state of Chile over elevated construction costs.

Team & differentiation: The team at Fleischmann & León Abogados has extensive experience in arbitration, litigation and mediation related to infrastructure works like penitentiaries, power plants, airports, highways and mines. The firm is led by Hernán Fleischmann, who specializes in civil and administrative law, domestic and international litigation and arbitration.

CHILE



BEST ARBITRATORS

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
Enrique Barros	Enrique Barros & Compañía
Victor Vial Del Río	Professor
Manuel José Vial Vial	Grupo Vial Serrano Abogados
Arturo Yrarrazaval C.	Yrarrazaval, Ruiz Tagle Ovalle Salas & Vial
EXCELLENT	
Andrés Cuneo	Cruz & Cía
Vasco Costa Ramírez	Costa Hrdalo Undurraga & Ureta
Andrés Jana	Bofill, Mir & Álvarez Jana
José María Eyzaguirre G.	Claro & Cía
Jorge Granic L.	Larrain & Asociados Abogados
Luz Maria Jordán	Jordan Barahona & Cia
Francisco Ruiz Tagle D.	Yrarrazaval, Ruiz Tagle Ovalle Salas & Vial
Raúl Tavolari O.	Estudio Tavolari Abogados
HIGHLY RECOMMENDED	
Felipe Bulnes	Bulnes Urrutia & Bustamante
Cristián Conejero	Philippi Prietocarrizosa Ferrero DU & Uría
Rafael Gómez Balmaceda	RGB & Cía
Roberto Guerrero del Río	Guerrero Olivos
Jaime Irarrazabal	Philippi Prietocarrizosa Ferrero DU & Uría
Nicole Nehme	FerradaNehme Abogados
Álvaro Ortúzar	Ortúzar, Vergara & Boetsch
Felipe Ossa	Claro & Cía
Alejandro Romero S.	Mackay & Cia
RECOMMENDED	
Enrique Alcalde	Marinovic & Alcalde Abogados
Jorge Baraona González	Baraona & Cia
Luis Bezanilla Mena	Estudio Pérez Donoso
Hernán Corral T.	Corral & García Abogados
Jorge Del Río Perez	Lopez Escobar Del Río
Juan Eduardo Figueroa	F.I.H.S Abogados
Francisco González	González & Rioseco
Alberto Lyon	Lyon Montero & Cía
Enrique Urrutia P.	Bulnes Urrutia & Bustamante
Juan Carlos Varela M.	Varela Silva & Bascañan
VALUABLE PRACTICE	
Jorge Barahona Sotelo	Jordan Barahona & Cia
Pablo Guerrero Valenzuela	Barros & Errázuriz
Rodrigo Guzmán Karadima	Grupo Vial Serrano
Julio Pellegrini	Pellegrini & Cía
Claudia Schmidt Hott	Sole Practitioner
Mónica Van Der Schraff	Garrigues Chile



MEDIATION

Best Mediators

The mediators are ordered alphabetically

MEDIATOR	FIRM
LEADING	
Benjamin Astete	Sole practitioner
Rodrigo Bordachar	Bordachar & Meneses Abogados
Macarena Figueroa	Montes Olivos Eyzaguirre Aróstegui
Nicolás Frías Ossandón	Frías Lagos Maira & Vial
María Soledad Lagos Ochoa	Sole practitioner
Mónica Ossa	Sole practitioner
Cristian Saieh	Puga Ortiz
Juan Pablo Schaefer	Sole practitioner
María Teresa Vial	Prieto Abogados



METHODOLOGY

The criteria are:

- Recognition & reputation of the firm in its market
- Team size, seniority of partners (or executive officers, managing directors, etc.), managing director, chief executive..., education & training level of the associates (or consultants, investment managers, etc.)
- Volume, nature and quality of the cases dealt by the firm
- Prestige, diversity and internationalization of the firm's client base
- Team expansion and revenue generated by the activity considered in the ranking

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

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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.

CHILE



CONSTRUCTION / ENGINEERING

Best Litigation Support & Expert Witnesses

The firms are ordered alphabetically

FIRM	KEY FIGURES
RECOMMENDED	
BDO Chile	Simon Braithwaite
Buffer Consultores	Aldo Celis
CAA (Contract Administration Associates)	Rodrigo Hernandez
Dictuc	Ramón Schmidt Coke
FK Economics	Erwin Stagno
FTI Consulting	Nelson Gallardo
GEDD Consultores	Ricardo Fierro F.
Gester S.A	Basilio Espildora
HKA	Macarena Díaz
ICA Consultant	Thomas Trebilcock, Juan Pablo Trebilcock
IDIEM	Fernando Yañez
Lermada & Val	Alejandro Val
Navigant	Hector Artze
PRG Consultores	Patricio Retamal
Radovic & Asociados	Marcela Radovic
SPG Consultores	Alfredo Serpell
Varela Ingeniería Contractual	Eduardo Sanhueza
Videla & Asociados	Carlos Videla
Wagemann	Alex Wagemann

FINANCING / VALUATION

Best Litigation Support & Expert Witnesses

The firms are ordered alphabetically

FIRM	KEY FIGURES
RECOMMENDED	
Compass Lexecon	Fernando Coloma
Dictuc	Ramón Schmidt Coke
FK Economics	María Valentina Konow, Jorge Fantuzzi, Juan Pablo Philippi
FTI Consulting	Nelson Gallardo
G Bitrán & Asociados	Gabriel Bitrán
Gester S.A	Alberto Contesse Becker
GNT Consultoría	Juan Pablo Tejerina, Alejandro Tejerina
PRG Consultores	Patricio Retamal
Quant Research	Ramón Delpiano
Quiroz & Asociados	Jorge Quiroz
Navigant	Hector Artze
Quiroz & Asociados	Jorge Quiroz
Jorge tarziján	Sole Practitioner

GEDD CONSULTORES: STRATEGIC SOLUTIONS FOR THE CONSTRUCTION SECTOR



Ricardo Fierro

Key figure: Ricardo Fierro
Established: 2014

Track record: The firm provides consultancy and advisory services in construction management as regards contractual management, conflict prevention, expertise and strategic studies. They have carried out complex expert reports for the courts or for one of the parties in arbitration trials. Their client list includes important companies' contractors and owners.

Team & differentiation: The team is composed of professionals with experience in different companies and areas of the construction industry. Ricardo Fierro has extensive experience handling construction contracts and has held executive positions at a number of the sector's major companies. The team, therefore, knows the industry and its complexities inside out.

FK ECONOMICS: HIGH-LEVEL PROFESSIONALS DELIVERING KEY INFORMATION



Juan Pablo Philippi

Key figures: Juan Pablo Philippi, María Valentina Konow, Jorge Fantuzzi, Felipe Sepulveda and Erwin Stagno
Established: 2012

Track record: FK Economics is a consultancy firm that focuses on solving economic and competition problems but is also active in construction & engineering matters. It delivered a report regarding the acquisition of Guallarauco (a juice producer) by Coca Cola to support the claim that the deal was not going to harm competition. Movistar Arena, Inchcape and Empresas Copec are clients.

Team & differentiation: The team offers services related to litigation and arbitration consultancy, economic and financial consultancy and data-science consultancy. Partner Juan Pablo Philippi focuses on conducting economic and financial analysis, while Jorge Fantuzzi focuses on competition matters. Erwin Stagno recently joined the firm's construction & engineering team.

CHILE

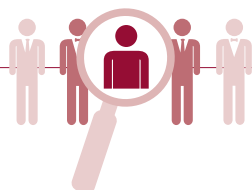


COMPETITION

Best Litigation Support & Expert Witnesses

The firms are ordered alphabetically

FIRM	KEY FIGURES
RECOMMENDED	
Aldo Gonzalez Tissinetti	Sole Practitioner
Butelmann Consultores	Andrea Butelmann
Claudio A Agostini	Sole Practitioner
FK Economics	Jorge Fantuzzi, María Valentina Konow, Juan Pablo Philippi
G Bitrán & Asociados	Gabriel Bitrán
Navigant	Hector Artze
Quiroz & Asociados	Jorge Quiroz
Jorge Tarzján	Sole Practitioner



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 and expert witnesses

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

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



INNOVATION & IP FORUM AND AWARDS

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CHIEF DIGITAL OFFICERS, R&D DIRECTORS AND DIRECTORS OF STRATEGY.

Some of our 2019 speakers:



JEAN-MARC BRUNEL
Head of Intellectual Property
SAFRAN



WENDY PANG
General Counsel,
Intellectual Property & Media
DANONE



JOSEPH SOMMER
VP, Intellectual Property
AT&T



LEONORA HOICKA
Chief Trademark Counsel
IBM



NICLAS MOREY
Director of IP/Trilateral Affairs and
International Organizations
EPO



NATHALIE CHASQUES
Global Brand Protection Director
MOÛT HENNESSY & CHANDON



PHILIPPE CADRE
Chief Operating Officer
INPI



JENNIFER CHUNG
Associate General Counsel
ACCUWEATHER



CHARLOTTA LJUNGDAHL
Group Vice President, Intellectual
Property
AIR LIQUIDE



ANDREW BRADSHAW
Director
ASIAN COALITION AGAINST
COUNTERFEITING & PIRACY



NATHALIE RUFFIN
Global Intellectual Property - Trademarks
FERRING PHARMACEUTICALS



LEE PHAM
Intellectual Property Law & Strategy,
Counsel
AMERICAN EXPRESS



CORINNA SUNDERMAN
Senior Vice President Intellectual
Property Management
FRESENIUS KABI



PIERRE GENDRAUD
Patent Director
PSA GROUP



SONIA COOPER
Senior Patent Attorney,
IP Policy and Strategy
MICROSOFT

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www.innovation-ip-forum.com

INFORMATION & REGISTRATION
Anney Wong Moi Sang

awongmoisang@leadersleague.com
+33 1 45 02 26 52



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COLOMBIA

COLOMBIA



ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Posse Herrera Ruiz Suescun Abogados	Daniel Posse, Carolina Posada Jorge Suescún Melo, Felipe Suescún de Roa
2 Gómez-Pinzón Zuleta Abogados	William Araque, David Araque Eduardo Zuleta
EXCELLENT	
Brigard & Urrutia	Irma Isabel Rivera
Holland & Knight	Alberto Zuleta
Philippi Prietocarrizosa Ferrero DU & Uría	Héctor Hernandez, Julio César González
HIGHLY RECOMMENDED	
Baker McKenzie	Claudia Inés Benavides Galvis
Botero Salazar Tobón Abogados	Bernardo Salazar, Luis Felipe Botero
DLA Piper Martínez Beltrán	Camilo Martínez Beltrán
Esguerra Asesores Jurídicos	Juan Carlos Esguerra Portocarrero
Gamboa Abogados	Ernesto Gamboa Morales
Gamboa & Chalela	Nicolas Gamboa
Garrigues Colombia	Alberto Acevedo
Tobar & Romero Abogados	Jaime Tobar O., Juan Mendoza, Manuel Marín
Vélez Gutiérrez Abogados	Ricardo Vélez Ochoa, Armando Gutiérrez
RECOMMENDED	
Arrieta Mantilla & Asociados	Alvaro Mantilla Padilla
Castro Leiva Rendón Abogados	José Ignacio Leiva
CMS Rodríguez-Azuero	Sergio Rodríguez
Cuberos Cortés Gutiérrez	Gustavo Cuberos, José Gutierrez
Cáez Muñoz Mejía	Guillermo Cáez
Dentons Cárdenas & Cárdenas	Ximena Zuleta
Palacios Lleras	Hugo Palacios, Oscar Gutierrez
Talero Rueda & Asociados	Santiago Talero Rueda

SUESCÚN ABOGADOS: DEFINED BY EXCELLENCE



Jorge Suescún Melo

Key figures: Jorge Suescún Melo and Felipe Suescún de Roa

Established: 2013

Track record: The boutique firm is currently representing Reficar in an ICC international commercial arbitration, seated in New York, under Colombian and New York law, against Chicago Bridge & Iron Company (CB&I), an EPC contractor. It is also representing two subsidiaries of Goldman Sachs in a \$1.65 billion ICC multi-party arbitration, related to the transport of coal through a railway network in Colombia.

Team & differentiation: The team has been involved in some of the largest, most sophisticated domestic and international arbitrations related to Colombia. Jorge Suescún is one of the doyens of Colombian arbitration, and Felipe Suescún handles the defense of clients during arbitration and is considered a rising star of the arbitration world.

GOMEZ PINZÓN: HANDLING COMPLEX CASES WITH EFFORTLESS EFFICIENCY



William Araque

Key figures: William Araque and David Araque
Established: 1992

Track record: The firm represents clients from the infrastructure, oil & gas, construction, telecommunications, mining and banking & finance sectors, among others. They have participated in numerous litigations and arbitrations, representing state-owned and private companies in disputes related to concession and construction contracts in several industries.

Team & differentiation: The dispute resolution team has two partners and 15 other qualified lawyers. William Araque has advised national and foreign companies on complex commercial contracts, while David Araque has represented several national and multinational companies in commercial litigation before national and international arbitration courts.

DLA PIPER MARTÍNEZ BELTRÁN: INNOVATIVE DISPUTE-RESOLUTION STRATEGIES



Camilo Martínez Beltrán

Key figures: Camilo Martínez Beltrán
Established: 1996

Track record: The firm represented the Colombian Sugarcane Growers, a defendant in a constitutional group action against the Colombian sugar industry. The firm is representing QBE in several fiscal liability procedures initiated by the general comptroller of the Republic. Clients include Bolsa de valores de Colombia, Tribeca Asset Management and Ingenio Pichichi, among others.

Team & differentiation: The team has represented local and international clients in complex conflicts, including corporate, commercial, tax, insurance, torts, antitrust and administrative matters. The team has long-standing experience representing clients in both national and international commercial arbitration before well-known domestic and international arbitral institutions.



BEST ARBITRATORS

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
Juan Pablo Cardenas Mejia	Sole practitioner
Fernando Mantilla Serrano*	Latham & Watkins*
Eduardo Silva Romero*	Dechert*
Jorge Suescún Melo	Suescún Abogados
Eduardo Zuleta Jaramillo	Zuleta Abogados Asociados
EXCELLENT	
Ramiro Bejarano Guzmán	Sole Practitioner
José Armando Bonivento Jimenez	Bonivento Abogados Asociados
Gustavo Cuberos Gómez	Cuberos Cortés Gutiérrez
Juan Carlos Esguerra Portocarrero	Esguerra Asesores Jurídicos
Nicolás Gamboa Morales	Gamboa & Chalela
Jorge Enrique Ibañez Najar	Sole practitioner
Hernán Fabio López Blanco	Sole practitioner
Maria Cristina Morales de Barrios	Sole practitioner
William Namén Vargas	Sole practitioner
Maria Teresa Palacio Jaramillo	Palacio, Jouve & Garcia Abogados
Gilberto Peña	Peña Cediell Abogados
Jorge Pinzón Sánchez	Sole practitioner
Daniel Posse Velásquez	Posse, Herrera & Ruiz
Arturo Solarte Rodriguez	Solarte Asesores Jurídicos
HIGHLY RECOMMENDED	
Jaime Alberto Arrubla Paucar	Arrubla Devis
Marcela Castro Ruiz	Sole practitioner
Jorge Cubides Camacho	Sole practitioner
Camila de la Torre	DAC Beachcroft
Andrés Fernández de Soto Londoño	Sole practitioner
Enrique Gómez Pinzón	Holland & Knight
Anne Marie Mürrle Rojas	Sole practitioner
Diego Muñoz Tamayo	Muñoz Tamayo & Asociados
Sergio Muñoz	Sole Practitioner
Hugo Palacios Mejia	Palacios Lleras
Marcela Monroy Torres	Monroy Torres Abogados
Antonio Pabón Santander	Pabón Abogados
Hernando Parra Nieto	Parra Nieto Abogados
Ernesto Rengifo Garcia	Sole practitioner
Santiago Talero Rueda	Talero Rueda & Asociados
Jaime Humberto Tobar	Tobar & Romero
Ricardo Vanegas Beltrán	Vanegas Beltrán Abogados
Juan carlos Varón	Silva Varón & Asociados
Hernando Yepes Arcila	Sole practitioner

*Based in Paris

CÁEZ MUÑOZ MEJÍA: RELENTLESS EXCELLENCE



Guillermo Caéz

Key figures: Alejandro Mejía and Guillermo Caéz
Established: 2012

Track record: The firm has implemented effective communication systems for its clients, such as, for example, weekly reports on the status of each litigation case, which has been recognized as an innovative mechanism that allows clients to making corporate decisions in real time. The client list includes Biomax, Opain (Argos Group) Gradeco and Telefónica.

Team & differentiation: Alejandro Mejía leads the criminal law and compliance department. He regularly provides advisory services and judicial representation to individuals, companies and organizations. Guillermo Caéz has experience in contractual and corporate law, competition and antitrust, as well as in civil and administrative disputes and local arbitrations.

COLOMBIA



ARBITRATION

Best Arbitration Centers

The centers are ordered alphabetically

CENTER	KEY FIGURES
LEADING	
Centro de arbitraje y conciliación de la cámara de comercio de Bogotá	Mauricio González Cuervo
Centro de Conciliación, Arbitraje y Amigable Composición de la cámara de comercio de Cali	Esteban Piedrhita Uribe
Centro de arbitraje y conciliación de la cámara de comercio de Medellín	María Clara Mejía Gonzalez
Centro de conciliación y arbitraje empresarial de la superintendencia de sociedades	Danery Buitrago Gómez

BEST AMIABLE COMPOSITEUR

The experts are ordered alphabetically

EXPERT	SPECIALITY
RECOMMENDED	
Camilo Calderón Rivera	Administrative, commercial, infrastructure
Saúl Flórez Enciso	Administrative, commercial
David Luna Bisbal	Administrative, commercial, infrastructure
Adriana Polanía	Commercial
Alberto Preciado	Infrastructure
Luis Fernando Rincón	Industrial property, copyright
Marcela Romero de Silva	Administrative, infrastructure
Ramiro Saavedra deSilva	Administrative, infrastructure
Fernando Sarmiento	Commercial, infrastructure
Carolina Silva	Financial, economic, commercial
Gonzalo Suarez Beltrán	Administrative, infrastructure
Mario Suarez Melo	Administrative, commercial



CONSTRUCTION / ENGINEERING

Best Litigation Support & Expert Witnesses

The firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arup	Andy Howard
BDO	Simon Braithwaite
Cal y Mayor Asociados	Jaime Salcedo Castro
Carmenza Chahin	Sole Practitioner
FTI Consulting	Andrés Gomez
Global Project Strategy (GPS)	Ricardo Abril, Bernardo Gamboa
HKA	Frank Giunta
Ingetec	Andrés Marulanda, Fabian E. Acuña
Navigant	Hector Artze

FINANCING & ECONOMICS

Best Litigation Support & Expert Witnesses

The firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Berkeley Research Group	Laude José Fernandez
Desarrollo Empresarial	Moises Rubinstein
FTI Consulting	Fernando Niño
Global Project Strategy (GPS)	Ricardo Abril, Carlos E. Sosa
Navigant	Hector Artze
Risk & Return Valuation	Julio Villareal
Sole practitioner	Nestor Carrasco
Valfinanzas	Camilo Soto Franky

FORENSICS

Best Litigation Support & Expert Witnesses

The firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Adalid	Andrés Guzman Caballero
FTI Consulting	Fernando Niño
Global Project Strategy (GPS)	Carlos E. Sosa, Ricardo Abril, Bernardo Gamboa
itrust Consulting	Andrés Sandoval
Navigant	Hector Artze
Ratsel Business Group	Juan David Benavides

GLOBAL PROJECT STRATEGY (GPS): LEADING CONSTRUCTION PROJECT CONSULTING COMPANY



Bernardo Gamboa

Key figures: Bernardo Gamboa
Established: 2005

Track record: GPS has recognized expertise in analyzing and presenting schedule delays, cost impacts and productivity issues. Over the years, GPS has assisted construction attorneys, construction firms, owners, contractors, developers, and sub-contractors in different phases of construction management and dispute resolution. The firm has offices in Colombia, Venezuela and Miami.

Team & differentiation: The team is made up of project managers, engineers, architects, cost estimators, programmers, information analysts and lawyers who contribute their talent, experience and ideas to provide creative and successful solutions to the different challenges the projects pose, including legal, environmental, financial and construction aspects.

FTI CONSULTING: MULTIDISCIPLINARY RESOURCES AND EXPERTISE



Fernando Niño

Key figures: Fernando Niño, Juan Guillermo Velez and Andrés Gómez
Established: 2007

Track record: FTI Consulting has built a multidisciplinary team in Colombia that advises major companies on how to protect, enhance or maintain their business value. They offer advice in strategic communications, forensics and litigation consulting, construction solutions and corporate finance & restructuring.

Team & differentiation: The team is composed of a multidisciplinary group of professionals. Juan Velez is a senior director in the turnaround & restructuring practice, specializing in national and international arbitration, mergers and acquisitions, restructuring, valuation and project finance. Andrés Gomez leads the practice's workshops on crisis management for the Latin America region.



ECUADOR

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ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
EXCELLENT	
Pérez Bustamante & Ponce (PBP)	Juan Manuel Marchán-Maldonado, Rodrigo Jijón-Letort
HIGHLY RECOMMENDED	
1 Carmigniani Pérez Abogados	Eduardo Carmigniani, Hugo Garcia Larriva
Coronel & Pérez Abogados	César Coronel Jones, Hernán Pérez Loose
CorralRosales	Santiago Palacios, Xavier Rosales
Ferrere	Javier Robalino-Orellana
2 Andrade Veloz	Xavier Andrade
Corral Barriga	Fabián Corral Burbano, Helena Barriga
ILP Global - Gallegos, Valarezo & Neira	Edgar Neira
RECOMMENDED	
Falconi Puig Abogados	Sasha Mandakovic
Gonzalez Peñaherrera & Asociados	Blanca Gómez de la Torre
Noboa, Peña & Torres	Gonzalo Noboa B., Patricio Peña, Marcelo Torres
Paz Horowitz Abogados	Jorge Paz, Agustín Acosta Cardenas
Pino/Elizalde	Marco Elizalde
VALUABLE EXPERTISE	
DLL Law office	Leopoldo González, Xavier Sisa Cepeda
Expertise Advisor Abogados	Alberto Peña Moscoso
Quevedo & Ponce Estudio Jurídico	Alejandro Ponce Martínez
Romero Arteta Ponce	Diego Romero, Gabriela Villagómez

PAZ HOROWITZ: STRONG DISPUTE RESOLUTION CAPABILITIES



Jorge Paz

Key figures: Jorge Paz, David García, Leyre Suárez Dávalos, Eduardo Esparza and Agustín A
Established: 1991

Track record: Paz Horowitz is currently representing both national and foreign companies in civil, administrative, constitutional, labor, consumer protection judicial claims, as well as in domestic and international arbitration and mediation. Clients include KLM Cia Real Holandesa de Aviación S.A., Baker Hughes (and subsidiaries) and Quifatex S.A.

Team & differentiation: The dispute resolution team has always been known for its expertise in advising clients on claims of different matters and litigating in different courts, whether they are local or international, arbitration or judicial. It mainly focuses on the aviation, construction, energy, tourism, public procurement and administrative law, pharmaceutical and insurance industries.

PINO/ELIZALDE: AVANT-GARDE LAW FIRM



Marco Valentin Elizalde

Key figures: Marco Valentin Elizalde and Jorge Luis Cedeño
Established: 2017

Track record: The firm has been very busy with different kinds of litigation cases. Among its clients we find AB InBev (Belgium) and Holcim Ecuador (an affiliate of Lafarge Holcim in Ecuador). It has also assisted Cervecería Nacional (an affiliate of AB InBev Ecuador) with several administrative litigation cases. Banks and entertainment companies are among its roster of clients.

Team & differentiation: This new firm from Guayaquil has already earned a name for itself in the Ecuadorian market and abroad. Headed by Marco Elizalde, the team mainly focuses on litigation against arbitrary decisions of the Ecuadorian state. They mainly manage litigations in constitutional and administrative courts, but also have a strong practice in the civil courts regarding contractual matters.

ECUADOR



BEST ARBITRATORS

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
HIGHLY RECOMMENDED	
Armando Serrano Puig	Falconi Puig Abogados
Edgar Neira	ILP Global - Gallegos, Valarezo & Neira
José María Pérez*	Bredin Prat
Rodrigo Jijón-Letort	Pérez Bustamante & Ponce (PBP)
RECOMMENDED	
Alejandro Ponce Martínez	Quevedo & Ponce Estudio Jurídico
Armando Serrano Carrion	Serrano & Asociados
César Coronel Jones	Coronel & Perez Abogados
César Drouet Candel	Sole Practitioner
Corina Navarrete	Professor
Ernesto Albán Ricaurte	CWyA
Fabián Jaramillo Terán	Jaramillo Dávila Abogados
Hernán Pérez Loose	Coronel & Pérez Abogados
Jorge Alvear Macías	Alvear Macías Asesores Legales
Jorge Paz	Paz Horowitz Abogados
Juan Manuel Marchand	Pérez Bustamante & Ponce (PBP)
Marcelo Torres	Noboa, Peña & Torres
Xavier Andrade	Andrade Veloz

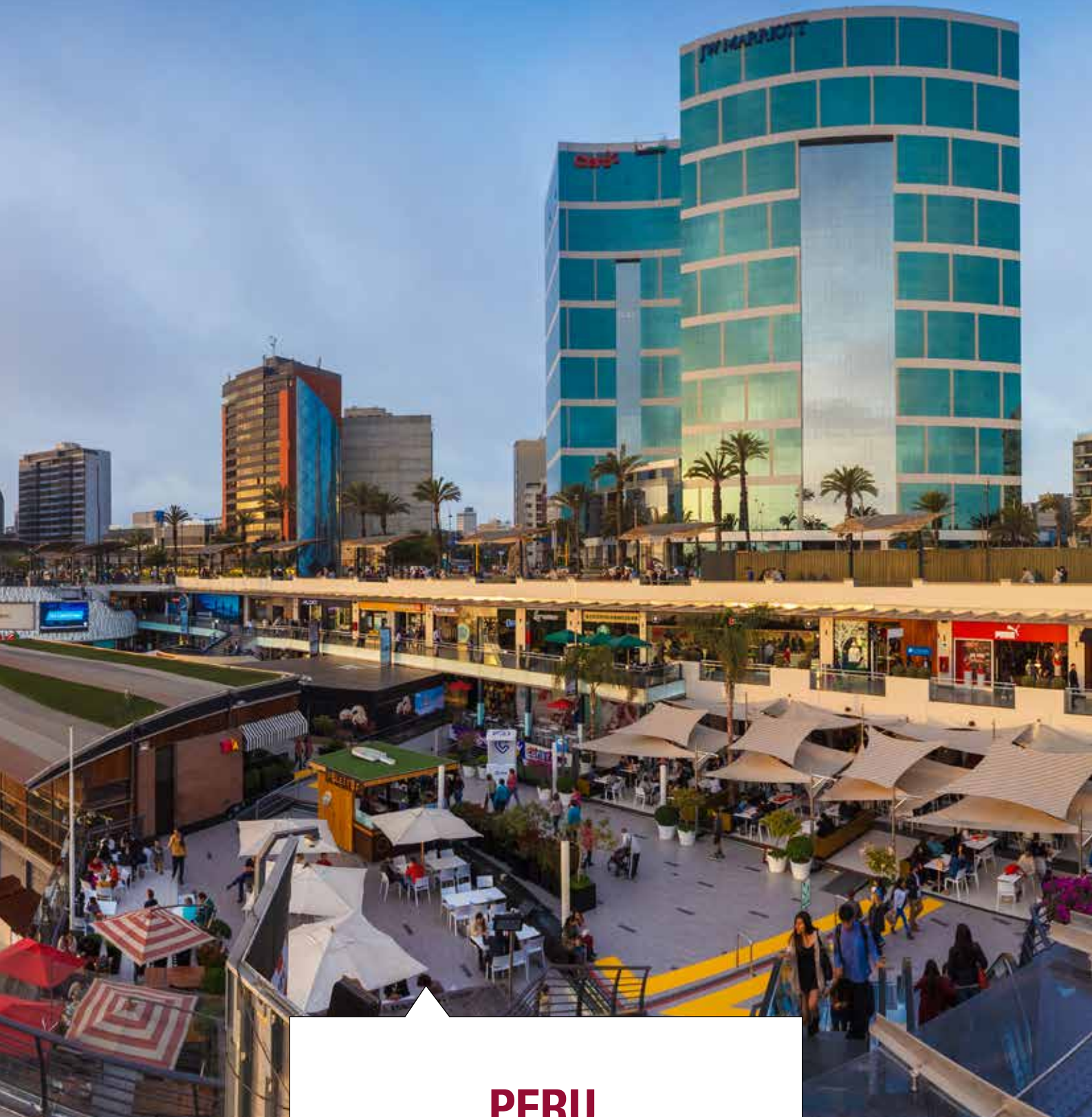
*Based in Paris

ARBITRATION

Best Arbitration Centers

The centers are ordered alphabetically

CENTER	KEY FIGURES
HIGHLY RECOMMENDED	
Centro de Arbitraje y Conciliación de la Cámara de Comercio de Guayaquil	Santiago Velázquez
Centro de Arbitraje y Mediación AMCHAM	Patricia Vera Nieto
Centro de Arbitraje y Mediación de la Cámara de Comercio de Quito (CAM)	Emilia Grijalva
Centro Internacional de Arbitraje y Mediación (CIAM)	Pablo Zambrano Albuja



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PERU

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ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Bullard Falla Ezcurra Abogados	Alfredo Bullard, Huascar Ezcurra
Estudio Echeopar – Member of Baker McKenzie International	Ana María Arrarte, María del Carmen Tovar, Javier De Belaunde
Miranda & Amado Abogados	Mauricio Raffo, José Amado, Cristina Ferraro, Giovanni Priori, Santiago Carrillo
EXCELLENT	
1 Osterling Abogados	Enrique Ferrando, Gabriel Loli, Miguel Delgado
Philippi, Prietocarrizosa Ferrero DU & Uria	Ramiro Portocarrero
Payet, Rey, Cauvi, Pérez Abogados	Mario Reggiardo
Rodrigo Elías & Medrano Abogados	José Tam
Simons Solucion de Controversias	Adrian Simons
2 Aramburú Castañeda Boero	Manuel Diego Aramburú Yzaga, Gustavo Ramos, Fernando Bermejo
Campos / Arbitraje e Infraestructura	Alex Campos
DLA Piper Perú	Carlos Nuñez, Guillermo Hesse
Estudio Paitan & Asociados	Carlos Paitan Contreras
Navarro Sologuren Paredes Gray	Jaime Gray, Gustavo Paredes
HIGHLY RECOMMENDED	
1 Amprimo, Flury, Barboza & Rodríguez Abogados	Carlos Rodriguez, , Natale Amprimo, Eduardo Barboza, Jaime Miranda
Muñiz Olaya Melendez Castro Ono & Herrera Abogados	Fernando Melendez, Edwin Pezo
Navarro & Pazos Abogados	Ricardo Puccio, Aresio Viveros
2 CMS Grau	Luis Alberto Liñan
Escribens, Valdivieso, Vega Soyer & Guerra Abogados - EVVG	Jorge Vega Soyer
Estudio Olaechea	Manuel Villa-Garcia, Carlos Martinez
Miguel Grau Q. Abogados	Miguel Grau Quinteros, Augusto Pereyra
Garrigues Perú	Hugo Forno, Melissa Nuñez
Rebaza, Alcázar & De Las Casas	Roger Zavaleta, Rodrigo Urrutia
Rodríguez Angobaldo Abogados	Enrique Varsi, Jaime Heredia
RECOMMENDED	
Barrios & Fuentes Abogados - Bafur	Luis Puglianini, Raul Barrios
Baxel Consultores	Mario Drago, Juan Chang, Christian Chavez, Raffo Velasquez
C&C Abogados	Fernando Capuñay, Gianfranco Ferruzo, Bryan Cillóniz
Dentons	José Miguel Cárdenas, Claudio Cajina
Hernández & Cia	Ricardo Luque, Jorge Luis Zubiato
Miró Quesada Abogados	Rodolfo Miranda, Gustavo Miro Quesada
Rubio Leguía Normand	Bruno Marchese, Fausto Viale
VALUABLE PRACTICE	
Arbe Abogados	Andrés Alayza, Enrique Ferrari
Benites, Vargas & Ugaz	Diego Martinez, Ricardo Carrillo
Lazo & De Romaña	Richard Allemant
Estudio Arca & Paoli Abogados	Francisco Arca Patiño, Carla Paoli
Linares Abogados	Daniel Linares, Hector Campos
Lourdes Flores Nano Abogados	Lourdes Flores
Torres y Torres Lara Abogados	Alonso Morales



BEST ARBITRATORS

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	KEY FIGURES
LEADING	
Alfredo Bullard	Bullard Falla Ezcurra Abogados
Carlos Cárdenas	Professor
Fernando Cantuarias	Dean Law School Universidad del Pacífico/Professor
EXCELLENT	
1 Elvira Martínez Coco	Estudio Elvira Martínez Coco & Asociados
Hugo Sologuren	Sole practitioner
Mario Castillo Freyre	Estudio Mario Castillo Freyre
Rolando Eyzaguirre	Sole practitioner
Shoschana Zusman	Estudio Zusman
2 Ana María Arrarte	Estudio Eche copar - Baker McKenzie
Guillermo Lohmann	Rodrigo, Elias & Medrano
Luciano Barchi V.	Sole practitioner
HIGHLY RECOMMENDED	
1 Carlos Soto	Carlos Soto & Asociados
Cecilia O'Neill	Deputy Dean Law School Universidad del Pacífico/Professor
Eric Franco	Engie Peru (Legal Counsel)
Enrique Ferrando	Osterling Abogados
Juan Luis Avendaño Valdéz	Miranda & Amado Abogados
Manuel Diego Aramburú	Aramburú Castañeda Boero Abogados
Natale Amprimo	Amprimo, Flury, Barboza & Rodríguez Abogados
2 Eduardo Barboza	Amprimo, Flury, Barboza & Rodríguez Abogados
Huáscar Ezcurra	Bullard Falla Ezcurra Abogados
Alejandro Falla	Bullard Falla Ezcurra Abogados
Baldo Kresalja	Duany & Kresalja
Leysser León	Philippi Prietocarrizosa Ferrero DU & Uria
José Antonio Payet	Payet, Rey, Cauvi, Perez Abogados
Jorge Vega Soyer	Escribens, Valdivieso, Vega Soyer & Guerra Abogados
RECOMMENDED	
Alberto Montezuma	Montezuma Abogados
Carlos Paitán	Estudio Paitán & Asociados
Enrique Palacios	Estudio Enrique Palacios Abogados
Fernando Capuñay	C & C Abogados
Gastón Fernández Cruz	Fernández & Vargas Abogados
Giovanni Priori	Miranda & Amado Abogados
Gonzalo García Calderón	García Calderón Vidal Montero & Asociados
María del Carmen Tovar	Estudio Eche copar - Baker McKenzie
Mario Reggiardo	Payet, Rey, Cauvi, Perez Abogados
Miguel Grau	Grau Abogados
Ricardo Leon Pastor	Leon Pastor Consultores
Rosa Bueno	Fernández - Dávila & Bueno Abogados
Roxana Jimenez Vargas-Machuca	Sole practitioner
Sergio Tafur	Tafur asesores y consultores
VALUABLE PRACTICE	
Alonso Morales Acosta	Estudio Torres y Torres Lara Abogados
Carlos A. Matheus López	Professor
Carlos Torres Morales	Estudio Torres y Torres Lara Abogados
Franz Kundmuller Caminiti	Sole practitioner
Juan Carlos Pinto Escobedo	Sole practitioner
Lourdes Flores	Lourdes Flores Nano Abogados
Oswaldo Hundskopf	Sparrow, Hundskopf & Villanueva Abogados
Rafael Artieda	Casahierro Abogados
Rafael Prado Bringas	Rafael Prado litigio judicial y arbitral
Rafael Torres Morales	Estudio Torres y Torres Lara Abogados
Romulo Morales Hervias	Professor
Walter Albán Peralta	Professor

PERU



DISPUTE RESOLUTION IN CONSTRUCTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Campos / Arbitraje e Infraestructura	Alex Campos
Navarro Sologuren Paredes Gray	Jaime Gray, Gustavo Paredes
EXCELLENT	
1 DLA Piper Peru	Carlos Nuñez, Guillermo Hesse
Estudio Echecopar - Member of Baker McKenzie International	Ana María Arrarte, Javier de Belaunde, Yvo Cuba
Osterling Abogados	Enrique Ferrando, Miguel Delgado
Philippi Prietocarrizosa Ferrero DU & Uría	Ramiro Portocarrero
2 Bullard Falla Ezcurra Abogados	Huascar Ezcurra, Alfredo Bullard
Miranda & Amado Abogados	Mauricio Raffo
Roca Miock & Acosta Abogados	Pedro Roca Miock
HIGHLY RECOMMENDED	
Amprimo, Flury, Barboza & Rodríguez Abogados	Carlos Rodríguez Manrique, Eduardo Barboza, Jaime Miranda
Rodrigo Elías & Medrano Abogados	José Tam
Simons Solucion de Controversias	Adrian Simons
RECOMMENDED	
Aramburú Castañeda Boero	Manuel Diego Aramburu
Barrios & Fuentes Abogados - Bafur	Luis Puglianini, Raul Barrios
Dentons	Claudio Cajina
Miró Quesada Abogados	Gustavo Miro Quesada, Rodolfo Miranda
Navarro & Pazos Abogados	David Flores, Ricardo Puccio
Estudio Olaechea	Cecilia Catacora
Rodríguez Angobaldo Abogados	Adolfo Pinillos Córdova

CAMPOS ARBITRAJE E INFRAESTRUCTURA: SPECIALISTS IN CONSTRUCTION AND PUBLIC WORKS DISPUTE RESOLUTION



Alex Campos

Key figure: Alex Campos
Established: 2014

Track record: The firm is acting for Consorcio Obrainasa Astaldi in five arbitrations against PEIHAP, a division of the regional government of Piura, which is in charge of a significant hydroelectric and irrigation project in northern Peru. It is representing Consorcio Vial Santa Rosa in a trio of arbitrations against the Peruvian government for disputes related to the construction of a 49-mile-long stretch of road.

Team & differentiation: The team has impressive expertise in arbitration, with particular knowledge of proceedings related to construction and foreign investment. They are dedicated to advising on the development of public and private infrastructure projects. Founding partner Alex Campos specializes in national and international arbitration and in alternative dispute resolution mechanisms.

NAVARRO SOLOGUREN PAREDES GRAY ABOGADOS: CONSTRUCTION AND ENGINEERING EXPERTS



Gustavo Paredes

Key figures: Gustavo Paredes, Enrique Navarro and Jaime Gray
Established: 1995

Track record: The firm helps owners, contractors and surveyors in the construction field in Peru. Several clients operate worldwide, which has helped the team get used to working to international standards. Terminales del Perú (GMP S.A. y Oiltanking), Exanco, Cosapi, Caliza Cementos Inca, Consorcio Virgen del Carmen and Harlam Syo Perú are among its clients.

Team & differentiation: One of the few boutiques in Peru dedicated to construction and engineering issues, NPG has the largest team in the field, with three partners and 19 other lawyers. The firm has accrued 24 years of experience in the construction sector. It advises clients at all stages of their projects, and on any related arbitration and litigation.

DLA PIPER: EXCELLENCE IN ALL DISPUTE RESOLUTION AREAS



Carlos Nuñez

Key figures: Carlos Nuñez, Guillermo Hesse and José Marcello Allemant
Established: 2005

Track record: Clients of the construction arbitration team include Construções e Comércio Camargo Corrêa, TMF Perú, Línea Amarilla S.A.C., Aeropuertos del Perú and Metro de Lima Línea 2. Allemant's team represented Odebrecht in the the effective collaboration agreement signed between Brazilian company and the Peruvian public prosecutor, the first such document signed in the history of Peru.

Team & differentiation: The arbitration area is divided into two sub-areas, one concerning projects and construction arbitration, led by Nuñez, and the other handling commercial arbitration, led by Hesse who also does civil and commercial litigation. Allemant is in charge of the white collar and compliance area. His team has had an international experience and exposure, especially in cases linked to Operation Car Wash.



Our analysis

**OSTERLING:
TOP NOTCH LEGAL AND TECHNICAL EXPERTS**



Enrique Ferrando

Key figures: Enrique Ferrando, Gabriel Loli, Miguel Delgado and Kodiak Semsch
Established: 1980

Track record: Over the last 18 months the firm has handled 22 arbitrations and around 50 litigation procedures. Among its clients are insurance (Rimac Seguros y Reaseguros), mining (Volcan Compañía minera) and energy companies (Engie). Los Portales, Inversiones Castelo Branco, Lexmark International Peru, la Derrama Magisterial and Alcon Pharmaceutical are also clients.

Team & differentiation: Not only well known for its capabilities in judicial or arbitral procedures, the team also benefits from deep knowledge in sectors such as insurance, reinsurance, construction & engineering and energy. The knowhow they have gained, as counsel, arbitrators or expert witnesses is a great advantage. Ferrando is a highly regarded arbitrator.

**SIMONS ABOGADOS:
SPECIALIZING IN PROCEDURES AT INTERNATIONAL COURTS**



Adrian Simons

Key figures: Adrian Simons and Veronica de Noriega
Established: 2011

Track record: During the last 18 months, the firm has advised on 21 arbitrations and 170 litigation procedures in diverse areas of law such as civil and commercial, construction and shareholder litigation. The firm's roster of clients includes names such as Depósitos Químicos Mineros, Pluspetrol Norte, América Móvil Perú, TVS Wireless, Unión de Cervecerías Peruanas Backus y Johnston, and Coca Cola – McCann.

Team & differentiation: This boutique specializes in national and international litigation and arbitration, as well as in complex procedures at international courts such as the Inter-American Court of Human Rights. Adrian Simons has over 24 years' experience as counsel and arbitrator in diverse sectors such as medicine, construction, communications, fishing, infrastructure, and energy.

**ARAMBURU, CASTAÑEDA, BOERO ABOGADOS:
COMPREHENSIVE DISPUTE RESOLUTION TEAM**



Manuel Diego Aramburú

Key figures: Manuel Diego Aramburú, Gustavo Ramos and Fernando Bermejo
Established: 1995

Track record: Over the last 18 months the team has participated in 42 arbitrations either as counsel or arbitrator. Manuel Diego Aramburú is one of the most in demand arbitrators in Peru. The firm has successfully defended clients in disputes related to insurance, construction, civil and commercial. Clients include Banco de Crédito del Peru, Pacífico Seguros and Makro Super Mayorista.

Team & differentiation: The dispute resolution team contains three partners and can advise on all kinds of litigation and arbitration. Aramburú has many years of experience as an arbitrator, which has helped him to deliver precision advice to clients as counsel in arbitration procedures. He is also active in dispute resolution in the construction field.

**RODRÍGUEZ ANGOBALDO ABOGADOS:
HIGHLY SPECIALIZED LITIGATION AND ARBITRATION BOUTIQUE**



Enrique Varsi

Key figures: Fernando Rodríguez Angobaldo, Jaime Heredia, Enrique Varsi and Adolfo Pinillos
Established: 1997

Track record: The firm currently handles around 2,000 procedures concerning constitutional and public law disputes, insurance and tax claims, telecoms and regulatory disputes, as well as civil, commercial and real estate matters. Clients include Entel, Scotiabank, Hochschild Mining Corporation and Shougang Hierro Peru. The team is currently working on several national and international arbitrations.

Team & differentiation: This highly specialized litigation and arbitration boutique houses a team of six partners and 25 other qualified lawyers. Heredia and Varsi co-head the arbitration team. Rodríguez Angobaldo is an expert at designing strategies for conflict resolution while Pinillos litigates, in particular, in telecoms, oil and gas, energy, government contract, tax and real estate matters.

**ESTUDIO PAITÁN:
INVESTMENT AND STATE CONTRACTING ARBITRATION EXPERTS**



Carlos Paitán

Key figure: Carlos Paitán
Established: 2001

Track record: During the last decade, the firm has served as head counsel in four ICSID investment arbitrations against the Republic of Peru. Paitán has also handled commercial disputes under ICC and UNCITRAL rules. Clients include Petroperú, Eléctricas de Medellín, the Peruvian department of energy and mining, Savia and Telefónica del Peru.

Team & differentiation: Since opening in 2001, Carlos Paitán's boutique has specialized in dispute resolution. The team has significant experience in international cases notably in ICSID arbitration. The number of international cases they have taken part in as head counsel differentiates them from other Peruvian firms, which participate in investment arbitration, but generally only as local counsel.

**CMS GRAU:
SOLID LOCAL TEAM WITH A KEEN GLOBAL PERSPECTIVE**



Luis Alberto Liñan

Key figure: Luis Alberto Liñan
Established: 1934

Track record: The team has been active in important litigation cases, helping several clients from the mining sector or governmental institutions, such as mining company Las Bambas or ONP (the national pensions office). It has also advised on arbitrations involving Puma Energy SAC (now Repsol Energy SAC), Estructuras Industriales EGA S.A., and Mincetur, the ministry of foreign trade and tourism.

Team & differentiation: The team is composed of specialized lawyers with vast experience in procedural law and arbitration. They act in national and international arbitrations linked to commercial and investment issues. They also benefit from the CMS international platform and experts, allowing them to assist their clients in the resolution of their conflicts in different jurisdictions.

PERU



Our analysis

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS: POTENT TEAM OFFERING DISPUTE RESOLUTION EXPERTISE



Natale Amprimo

Key figures: Natale Amprimo, Eduardo Barboza, Carlos Rodriguez and Jamie Miranda

Established: 2006

Track record: The firm has a solid client list and has advised companies such as the Peruvian state, Lima Vias Express, Profuturo AFP, Grupo El Comercio, Cobra Infraestructuras (Grupo ACS), Grupo Sandoval (Inmobiliaria Koricancha S.A.C.), Disano Iluminazione and Parque Arauco in arbitration procedures. Barboza and Amprimo are frequently appointed as arbitrators and expert witnesses.

Team & differentiation: Amprimo has more than 25 years' experience in litigation and arbitration both as counsel and arbitrator. Barboza is very active in arbitration too, alongside partner Miranda but they also advised in litigation and construction matters. Rodriguez is devoted to administrative litigation, public law and dispute resolution in construction and also handles some arbitrations.

ESTUDIO MUÑIZ: SKILLED OUTFIT WITH IMPRESSIVE CLIENT LIST



Fernando Melendez

Key figures: Fernando Melendez and Edwin Pezo

Established: 1981

Track record: Clients the firm has advised in arbitrations include Empresa Agraria Azucarera Andahuasi, Winner Systems and British American Tobacco. On the litigation side the clients' list include several banks such as Interbank and Citibank del Perú, and companies such as Telefónica del Perú, Transportadora de Gas del Perú, Corporación EW, Enel Distribución and Pesquera Exalmar.

Team & differentiation: With more than 25 years' experience senior partner Fernando Melendez heads the dispute resolution practice and co-heads the arbitration practice with partner Edwin Pezo, who has more than 18 years' experience including time spent working in the US. The team has a third partner, Ericka Angulo, plus around 10 other lawyers dedicated to providing the full range of dispute resolution services.

EVVG – ESCRIBENS VALDIVIESO VEGA SOYER & GUERRA: YOUNG BOUTIQUE WITH TOP TIER PROFESSIONALS



Jorge Vega Soyer

Key figure: Jorge Vega Soyer

Established: 2018

Track record: Jorge Vega Soyer has worked on around 100 cases during his 15 years as an arbitrator, where he has been president or member of an arbitral tribunal, but he has also been sole arbitrator. His practice also includes acting as lawyer in commercial litigation cases for clients from diverse sectors.

Team & differentiation: Jorge Vega Soyer and three other founding partners launched the firm in 2018. He has many years of experience in dispute resolution, and he is recognized by peers and clients as an expert in arbitration. He also handles civil and commercial litigation cases. His target: solving clients' problems by avoiding litigation or, even, arbitration.

RAD – REBAZA, ALCÁZAR & DE LAS CASAS: COMPREHENSIVE DISPUTE RESOLUTION TEAM



Roger Zavaleta

Key figures: Augusto Loli, Roger Zavaleta and Rodrigo Urrutia

Established: 2004

Track record: Among the clients the team has represented in arbitration are Banco Agropecuario, Corporación Financiera de Desarrollo (COFIDE), Empresa Minera los Quenuales, Cascade Hydro Power and Sacyr Saceem II. The list of clients advised in litigation is also impressive, and includes Financiera Qapaq, Sigma Safi, Tecnología de Alimentos and Altima Global Special Situation Master Fund Limited.

Team & differentiation: The team grew in 2019 with the addition of a new partner, Rodrigo Urrutia, who previously headed the dispute resolution team at Benites, Vargas y Ugaz. The team focuses on providing advisory services and representation in highly complex and sensitive judicial processes, administrative litigation and arbitration.

NAVARRO PAZOS ABOGADOS: 70 YEARS OF TRADITION AND EXPERTISE



Ricardo Puccio

Key figures: Ricardo Puccio, Aresio Viveros, Oscar Pomar, David Flores and Oswaldo Lozano

Established: 1950

Track record: The firm has successfully represented the Republic of Perú as co-council in four ICSID investment arbitrations worth, respectively, \$7bn (Banco del Nuevo Mundo Case), \$49bn (Gremcitel Case) \$62m (Perupetro case) and \$585m (Bear Creek Case). Other clients include Sedapal, Los Portales, Cosapi, Inversiones Centenario and Consorcio Minero Horizonte.

Team & differentiation: Arbitration experts Ricardo Puccio and Aresio Viveros advise on local, international and investment arbitration. On civil and commercial litigation, Oscar Pomar and David Flores are the expert partners, while Oswaldo Lozano and Flores handle administrative litigation cases. They are best known for winning complex cases that became precedents in diverse areas of law.

C&C ABOGADOS: YOUNG YET SPECIALIZED ARBITRATION TEAM



Fernando Capuñay

Key figures: Fernando Capuñay, Gianfranco Ferruzo and Bryan Cilloniz

Established: 2015

Track record: In the last 18 months, the firm has taken part in more than 30 arbitrations, some as counsel and others where Fernando Capuñay acted as arbitrator. It is representing a leading hydrocarbon company on a breach of contract matter against a distribution company. They are also representing a construction group on an infrastructure breach of contract against a construction consortium.

Team & differentiation: The team, led by Fernando Capuñay, has two associates, Gianfranco Ferruzo and Bryan Cilloniz, fully dedicated to private arbitration and also arbitrations linked to public procurement and contracts. The firm's lawyers, depending on their seniority, participate as counsel, arbitrators and arbitral secretaries.

PERU



ARBITRATION

Best Arbitration Centers

The centers are ordered alphabetically

CENTER	KEY FIGURES
LEADING	
Arbitration and experts center of the Lima Cousil of Peruvian engineers' profesional association	Manuel Carrasco Angulo
Center of Analysis and Dispute Resolution (CARC) of the Pontificia Universidad Católica del Perú	César Guzmán-Barron Sobrevilla
Construction Arbitration and Conciliation Center CAPECO	Jesús Elías Plaza Parra Morzán
International Arbitration Center Amcham Peru	Eduardo Ferrero Costa
Lima Chamber of Commerce's Arbitration Centre	Rosa Bueno de Lercari
National Arbitration System of the Supervisory Body of State Contracting (OSCE)	Isaias Reategui

FINANCING & ECONOMICS

Best Litigation Support Firms

The firms are ordered alphabetically

FIRM	KEY FIGURES
HIGHLY RECOMMENDED	
Alonso & Muñoz	Italo Muñoz, Jorge Alonso
Apoyo Consultores	Vincent Poirier
Compass Lexecom	Ariel Medvedeff
EA Consultores	Santiago Davila, Guillermo Diaz
EY Peru	Cecilia Melzi, Rafael Huaman,
Enzo Defilippi	Sole Practitioner
FK Economics	Juan Pablo Philippi, Jorge Fantuzzi
Intelfin estudios & consultoria	Carlos Paredes, Vianella De Marzo, Miguel Angel Luque
Macroconsult	Alvaro Monge, Gonzalo Ruiz
Valoriza	Carlo Mario Dioses

CONSTRUCTION / ENGINEERING

Best Litigation Support Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Guillermo Vega Ingenieros	Guillermo Vega
Jenny Guerrero Aquino	Sole practitioner
LLV Consultores	Carlos López Avilés
Maria Rivarola	Sole practitioner
QDR Claims	Carlos Alberto Daga, Antonio Irribarren Catalan

EY: LOCAL EXPERTISE ALLIED TO THE POWER OF AN INTERNATIONAL CONSULTANCY FIRM



Cecilia Melzi

Key figures: Rafael Huamán, Cecilia Melzi and Joaquín Valdivia.
Established: 1960

Track record: The team has been active in damages and compensation calculation, determination of amounts in claims to insurance companies, active valuation, e-discovery, electronic data validation. Recent activities include acting in a process concerning the revision of costs of an oil & gas project, and another linked to expropriation of land process and damage determination.

Team & differentiation: The integrity risk services team handles diverse issues concerning corporate ethics & compliance, investigations, litigation support and forensics. Litigation support services include intervening directly as experts at tribunal but the firm is also hired directly by companies for expert opinion and its lawyers are adept at cross examination as well as defending their own reports.

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INFORMATION & REGISTRATION:

IP-related topics
Anney Wong Moi Sang
awongmoisang@leadersleague.com
 +33 (0)1 45 02 26 52

Corporate-related topics
Maïmouna Koné
mkone@leadersleague.com
 + 33 (0)1 45 02 25 34



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LEADERS LEAGUE



URUGUAY

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URUGUAY



ARBITRATION

Best Law Firms

The arbitrators are ordered alphabetically

ARBITRATOR	KEY FIGURES
LEADING	
Ferrere	Sandra González, Alejandro Pintos
Guyer & Regules	Carlos Brandes
EXCELLENT	
Hughes & Hughes	Alfredo Taillard, Bernardo Porras
Paul F. Arrighi Abogados	Paul F. Arrighi, Ignacio Martínez Corral
HIGHLY RECOMMENDED	
Bergstein	Leonardo Melos, Jonas Bergstein, Silvina Vila
Dentons Jiménez de Aréchaga, Viana & Brause	Nicolás Brause
Echevarría Leunda & Echevarría Petit	José Luis Echevarría Petit
Olivera Abogados	Nicolás Paseyro
Posadas, Posadas & Vecino	Luis Nin
RECOMMENDED	
Bragard	María Capalbo, Jean Jacques Bragard
Mantero & Santi	Alejandro Santi
Pescadere Peri & Pezzutti	Diego Pescadere, Gregorio Cerdeña
Rueda Abadi Pereira	Santiago Pereira
Blanco & Etcheverry	Carlos Rodríguez

BEST ARBITRATORS

The arbitrators are ordered alphabetically

ARBITRATOR	FIRM
RECOMMENDED	
Paul Arrighi	Paul F. Arrighi Abogados
Augusto Durán Martínez	Bragard
Hebert Gatto	Molinari Gatto Cuneo
Sandra González	Ferrere
Fernando Jiménez de Aréchaga	Jiménez de Aréchaga, Viana & Brause
Mercedes Jiménez de Aréchaga	Guyer & Regules
Luis Nin	Posadas Posadas & Vecino
Ricardo Olivera García	Olivera Abogados
Leslie Van Rompaey	Sole practitioner
Eduardo Vescovi	Sole practitioner

BRAGARD: EXPERT SOLUTIONS TO COMPLEX SITUATIONS



Jean Jacques Bragard

Key figures: Jean Jacques Bragard and María Capalbo
Established: 2004

Track record: The firm's litigation area represents clients on civil and social cases before national courts. The department aids clients such as creditors in bankruptcy cases, by verifying their credits. Clients are also counseled when it comes to declaring bankruptcy. Their client list includes Megal S.A, Nimotil S.A, and Kurnata holdings.

Team & differentiation: The team is composed of five partners and six other qualified lawyers. Founding partner Jean Jacques Bragard has participated on international arbitrations as a lawyer representing the Uruguayan government in conflicts. Partner María Capalbo recently joined the firm, she specializes in litigation, private international law and arbitration.

BERGSTEIN ABOGADOS: SOLID LITIGATION REPUTATION



Leonardo Melos

Key figure: Leonardo Melos
Established: 1957

Track record: The firm acted in a millionaire claim regarding oil distribution contract infringement, as well as in the negotiation of a settlement of a litigation between real estate developers and a construction company. The team's dispute resolution activities' includes civil actions, enforcement of foreign judgments and arbitration awards, product liability, shareholders' claims, unfair competition and protection of trademarks.

Team & differentiation: Leonardo Melos, head partner of the dispute resolution practice, is widely experienced in complex litigation and antitrust matters, with special emphasis on telecoms and the credit card market. Melos has acted as a judge in Uruguay and has also gained international experience having worked at Wilmer Hale in London.



EUROPE



LITIGATION FUNDING – EUROPE*

Best Litigation Funders

In each tier, the funders are ordered alphabetically



FIRM	KEY FIGURES
EXCELLENT	
Omni Bridgeway**	Wieger Wielinga
Therium	Christoph Kuzaj, Henrik Jensen
Vannin Capital	Anastasia Bondarenko, Yasmin Mohammad
HIGHLY RECOMMENDED	
IVO Capital Partners	Michael Israel, Roland Vigne, Sidney Oury
Nivalion	Thomas Kohlmeier, Marcel Wegmueller
Redbreast Litigation Finance	Rein Philips
RECOMMENDED	
Claims Funding Europe	Martin Hyde, Oscar McLaren
Foris AG	Volker Knoop, Hanns-Ferdinand Müller
Legial	Dirk Böttger
Profile Investment	Alain Grec, Iain McKenny
Profina Prozessfinanzierung	Christian Schmid

*Excludes UK

** Recently merged with IMF Bentham



AUSTRIA

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AUSTRIA



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Dorda	Florian Kremsehner, Veit Öhlberger
Knoetzl	Florian Haugeneder
Wolf Theiss	Stefan Riegler, Venus Valentina
Zeiler.Partners	Gerold Zeiler, Lisa Beisteiner, Alfred Siwy
EXCELLENT	
Cerha Hempel	Irene Welser
Freshfields Bruckhaus Deringer	Boris Kasolowsky, Thomas Kustor
HIGHLY RECOMMENDED	
Baier	Erhard Böhm
Baker McKenzie	Alexander Petsche, Filip Boras
Binder Grösswang	Christian Klausegger, Michael Kutschera
Schoenherr	Christoph Lindinger
Vavrovsky Heine Marth	Anne-Karin Grill, Nikolaus Vavrovsky
RECOMMENDED	
CMS	Johannes Reich-Rohrwig, Daniela Karollus-Bruner
Graf & Pitkowitz	Nikolaus Pitkowitz
Hauser Partners	Wulf Gordian Hauser
Saxinger, Chalupsky & Partners (SCWP Schindhelm)	Markus Fellner

DORDA: CLIENT SERVICE AND EXPERTISE AT ITS BEST



Florian Kremsehner

Key figure:
Florian Kremsehner
Established: 1976

Track record: The firm's dispute resolution team has acted for clients in various corporate and commercial arbitration proceedings under ICC, UNCITRAL, LCIA and Vienna Rules in cases have been related to distribution, post-M&A disputes and trade agreements. Clients include Austrian and international banks, insurance companies (AIG in a D&O coverage dispute) and auction houses or creative industries (Arenaria).

Team & differentiation: Co-editor of the Austrian Yearbook on International Arbitration, Florian Kremsehner, heads the firm's dispute resolution department. The Vienna-based team, which comprises 20 lawyers including five partners, have proven experience handling complex matters of an international and cross-border nature.



BELGIUM

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BELGIUM



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Hanotiau & Van den Berg	Bernard Hanatiau, Albert Jan van den Berg, Pascal Hollander, Paul Lefebvre
EXCELLENT	
1 Allen & Overy	Werner Eyskens, Joost Everaert
Loyens & Loeff	Hakim Boularbah, Olivier van der Haegen
Linklaters	Françoise Lefèvre
2 Daldewolf	Marc Dal, Patrick De Wolf
Matray, Matray & Hallet	Didier Matray
Omega Law	Johan Verbist
Quinz	Benoît Allemeersch
Strelia	Jean-Pierre Fierens
Tossens Goldman Gonne	Jean-François Tossens, Sophie Goldman
HIGHLY RECOMMENDED	
Altius	Alexander Hansebout
Contrast	Luc Demeyere, Frank Wijckmans
DMDB	Dirk De Meulemeester
Everest	Herman Verbist
Janson	Cédric Alter, Dominique Blommaert
Liedekerke	Aimery De Schoutheete
NauthaDutilh	Marc van der Haegen
Olivier Caprasse	Olivier Caprasse
Philippe & Partners	Denis Philippe
Simont Braun	Rafaël Jafferali
Stibbe	Nicolas Résimont
Willkie Farr & Gallagher	Xavier Dieux
RECOMMENDED	
Arcas Law	Joost Verlinden
DLA Piper	Martin Lebbe
Fieldfisher	Maxime Berlingin
Jones Day	Vanessa Foncke
Petillion	Flip Petillion
Schoups	Marco Schoups
White & Case	Nathalie Colin

DALDEWOLF: LONGSTANDING EXPERIENCE IN ARBITRATION



Marc Dal

Key figures: Marc Dal and Patrick De Wolf
Established: 1958

Track record: The firm's partners have been involved in numerous arbitration proceedings (administrated by CEPANI, ICC, UNICITRAL and ad hoc) both as counsel and arbitrators for both private companies and public bodies. The firm has extensive experience in complex civil and commercial litigation, developing ADR with a pioneer's approach in order to promote the culture of mediation in the market.

Team & differentiation: Marc Dal is member of board of directors of CEPANI and a former joint chairman of CEPANI 40, while Patrick De Wolf is recognized for his deep knowledge of the African market and OHADA law. Both are often appointed as arbitrators. Patrick Van Leynseele and Fabian Tchékémian are both mediation experts. The firm has offices in Brussels and Kinshasa.

TOSENSS GOLDMAN GONNE: FIRST CHOICE FOR COMPLEX ARBITRATION



Jean-François Tossens

Key figures: Jean-François Tossens and Sophie Goldman
Established: 2016

Track record: The niche firm has a strong specialization in arbitration and business law. It represented a leading French air cargo group in an ICC arbitration procedure concerning the dismissal of the manager of an affiliated company and the breach of a no-compete commitment. The partners have been involved in more than hundred arbitration proceedings and are, in parallel, very active as arbitrators.

Team & differentiation: Both founding partners have extensive experience in the arbitration field and are highly respected practitioners in the market. Jena-François Tossens is member of the ICC's arbitration committee and teaches national and international arbitration at Université Catholique de Louvain. Sophie Goldman is co-chair if Capani 40, which provides a forum for young people interested in arbitration.



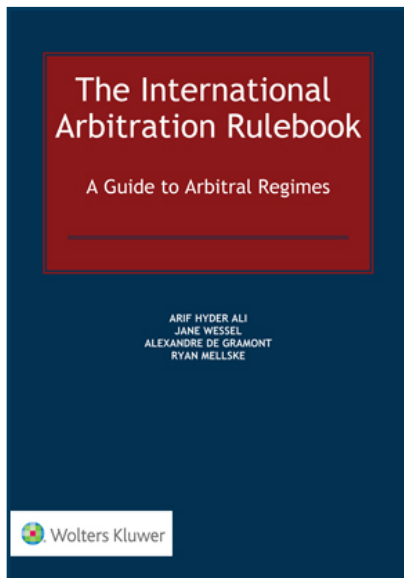
ARBITRATORS

Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
1 Olivier Caprasse	Olivier Caprasse
Bernard Hanotiau	Hanotiau & Van den Berg
Pascal Hollander	Hanotiau & Van den Berg
Albert Jan van den Berg	Hanotiau & Van den Berg
2 Hakim Boularbah	Loyens & Loeff
Marc Dal	Daldewolf
Patrick De Wolf	Daldewolf
Jean-Pierre Fierens	Strelia
Paul Lefebvre	Hanotiau & Van den Berg
Françoise Lefèvre	Linklaters
Didier Matray	Matray Matray Hallet
Jean François Tossens	Tossens Goldman Gonne
Hans Van Houtte	Sole Practitioner
Vera Van Houtte	Sole Practitioner
Johan Verbist	Omega Law
EXCELLENT	
Cedric Alter	Janson
Jean-Pierre Buyle	Buyle Legal
Luc Demeyer	Contrast
Aimery De Schoutheete	Liedekerke
Johan Erauw	Professor
Yves Herinckx	Herinckx Avocat Solicitor
Dirk De Meulemeester	DMDB
Flip Petillion	Petillion
Denis Philippe	Philippe & Partners
Koen Van den Broeck	Allen & Overy
Herman Verbist	Everest
RISING STARS	
Maxime Berlingin	Fieldfisher
Maarten Draye	Hanotiau & Van den Berg
Vanessa Foncke	Jones Day
Sophie Goldman	Tossens Goldman Gonne
Olivier van der Haegen	Loyens & Loeff

The International Arbitration Rulebook: A Guide to Arbitral Regimes



Dechert's International Arbitration practice is pleased to announce the publication of the book ***The International Arbitration Rulebook: A Guide to Arbitral Regimes***, co-authored by the practice's Co-Chair Arif Hyder Ali and partner Alexandre de Gramont.

The *Rulebook* — first of its kind to undertake a comparative review of the different rules and approaches of major international arbitral regimes — is designed as a practical guide for practitioners (including in-house counsel) who have to draft arbitration agreements and handle arbitration disputes. The authors also anticipate that the *Rulebook* will be useful to arbitrators and institution staff, as well as parties and their counsel, in providing a single volume that presents a variety of different ways to approach.

The *Rulebook* provides a comprehensive and comparative analysis of nine of the world's leading international arbitration regimes:

- The American Arbitration Association/International Centre for Dispute Resolution (AAA/ICDR);
- The China International Economic and Trade Arbitration Commission (CIETAC);
- The Hong Kong International Arbitration Centre (HKIAC);
- The International Court of Arbitration of the International Chamber of Commerce (ICC);
- The International Centre for Settlement of Investment Disputes (ICSID);
- The London Court of International Arbitration (LCIA);
- The Arbitration Center of the Stockholm Chamber of Commerce (SCC);
- The Singapore International Arbitration Centre (SIAC); and
- The Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

The *Rulebook* was published by Wolters Kluwer on October 22, 2019. For additional details, please visit their website: <https://lrus.wolterskluwer.com/store/>.

Authors



Arif Hyder Ali

Partner

T: +1 202 261 3307

arif.ali@dechert.com



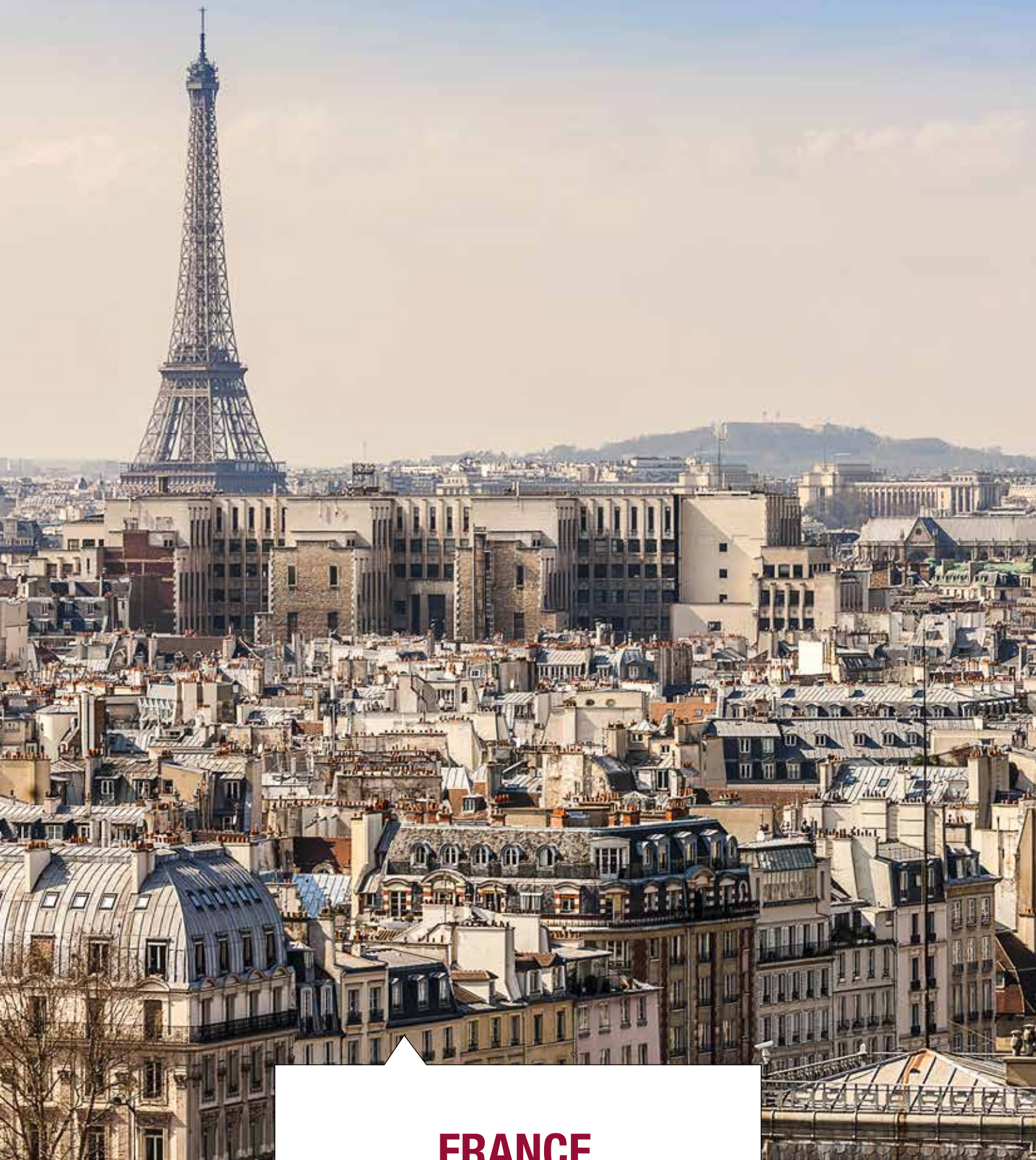
Alexandre de Gramont

Partner

T: +1 202 261 3320

alexandre.deGramont@dechert.com

Dechert
LLP



FRANCE

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FRANCE



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Dechert	Eduardo Silva Romero, José Manuel Garcia Represa, Philip Dunham, Xavier Nyssen, Erica Stein
Shearman & Sterling	E. Gaillard, Y. Banifatemi, C. Darrigade, J. Younan, M. Lebois, B. Siino, M. Shelbaya
White & Case	M. Polkinghorne, N. Bouchardie, C. Von Krause, A. de Lotbinière McDougall, C. Nairac, K. Odynski, E. Oger-Gross, J. Willems, N. Davies, C. Seppälä (<i>of counsel</i>)
2 Bredin Prat	Raëd Fathallah, José María Pérez, Tim Portwood, Louis Christophe Delanoy
Freshfields	Noah Rubins, Ben Juratowitch, Peter Turner, Christophe Seraglini
Quinn Emanuel Urquhart & Sullivan	Isabelle Michou, Thomas Voisin, Michael Young, Philippe Pinsolle
Three Crowns	Georgios Petrochilos, Todd Wetmore, Kathryn Khamisi, Simon Elliot
EXCELLENT	
1 Cleary Gottlieb Steen & Hamilton	Claudia Annacker, Jean-Yves Garaud
Clifford Chance	Jason Fry, Simon Greenberg
Derains & Gharavi	Yves Derains, Bertrand Derains, Hamid Gharavi, Mélanie van Leeuwen, Nada Sader, Marie-Laure Bizeau
Fierville Ziadé	Marie-Aude Ziadé, Jérémie Fierville
Jones Day	Jean-Pierre Harb, Elie Kleiman
Linklaters	Pierre Duprey, Roland Ziadé, Arnaud de La Cotardière
Teynier Pic	Éric Teynier, Pierre Pic, Raphael Kaminsky, Shaparak Saleh
2 Allen & Overy	Marie Stoyanov, Christopher Mainwaring-Taylor
Betto Perben Pradel Filhol	Jean-Georges Betto, Dominique Perben, Gaëlle Filhol, Alexandre Reynaud
Clyde & Co	Nadia Darwazeh, Gildas Rostain, David Brown, David Méheut
Darrois Villey Maillot Brochier	Laurent Aynès, Carine Dupeyron, Jean-Michel Darrois, Emmanuel Brochier, Cyril Bonan
Foley Hoag	Hery Frédéric Ranjeva, Andrea Pinna, Diana Paraguacuto-Mahéo
Gide	Carole Malinvaud, Christian Camboulive, Alexandra Munoz, Rupert Reece, Michel Pitron
Grandjean Avocats	Jean-Pierre Grandjean, Marguerite Aynès, Thomas Lambard
Herbert Smith Freehills	Thierry Tomasi, Andrew Cannon, Laurence Franc-Menget
Hogan Lovells	Laurent Gouiffès, Thomas Kendra
Jeanetet	Ioana Knoll-Tudor, Xavier Pernot, Thierry Lauriol
King & Spalding	James Castello, Ken Fleuriet, Laurent Jaeger, Marc-Olivier Langlois, Amy Frey, Vanessa Benichou
Latham & Watkins	Fernando Mantilla-Serrano, Fabrice Fages, John Adam (<i>counsel</i>)
Le 16 Law	Julie Spinelli, Jean-Luc Larribau
Mayer Brown	Dany Khayat, Alejandro Lopéz Ortiz, José Caicedo
Orrick Rambaud Martel	Charles Kaplan, Michael Bühler, Nicole Dolenz
HIGHLY RECOMMENDED	
1 Altana	Caroline Duclercq, Christophe Lapp, François Muller
APG Avocats	Gilbert Parleani, Jean-Marie Gazagnes, Olivier Parleani
Curtis Mallet-Prevost Colt & Mosle	Geoffroy Lyonnet, Peter M. Wolrich
De Gaulle Fleurance & Associés	Louis de Gaulle, Charles-Édouard Renault, Samantha Nataf, Pierrick Le Goff
Dentons	Barton Legum, Jean-Christophe Honlet
DLA Piper	Alexander Brabant, Michael Ostrove, Théobald Naud
Eversheds Sutherland	David S. Sellers, Wesley Pydiamah, Gaëlle Le Quillec, Julien Fouret
Lazareff Le Bars	Benoit Le Bars
Normand & Associés	Xavier Normand-Bodard, Ralph Boussier, Charlotte Cret
Squire Patton Boggs	Carole Sportes, Antoine Adeline, José Feris, Stephan Adell
Willkie Farr & Gallagher	Dominique Mondoloni, Grégoire Bertrou
2 Ashurst	Emmanuelle Cabrol
August Debouzy	Marie Danis
Bird & Bird	Jalal El Ahdab
Brown Rudnick	Sébastien Bonnard, Nicholas Tse, Hervé Le Lay
Hughes Hubbard & Reed	Anne Gaustad
Meyer Fabre Avocats	Damien Devot, Nathalie Meyer Fabre
Proskauer	Ana Vermal, Peter Sherwin



3	Aceris Law	William Kirtley
	Baker McKenzie	Éric Borysewicz, Karim Boulmelh (<i>counsel</i>)
	Castaldi Partners	Valentine Chessa, Marina Matousekova
	Debevoise & Plimpton	Antoine Kirry
	FTPA	Serge-Antoine Tchekhoff, Rajeev Sharma Fokeer, Robert Corcos
	HFW	Vincent Bénézech, Timothy Clemens-Jones, Stanislas Lequette, Olivier Purcell, Stéphanie Schweitzer
	K&L Gates	Louis Degos, Charlotte Baillot
	Kennedys	Christian Bouckaert, Alexis Valençon, Nicolas Bouckaert
	Laurence Kiffer Avocate	Laurence Kiffer
	Simmons & Simmons	Philippe Cavalieros
	Steering Legal	Mathias Audit, Sébastien Fleury
	Winston & Strawn	Maria Kostytska, Gilles Bigot, Anne-Carine Ropars-Furet, Sara Susnjar, Mathilde Lefranc-Barthe
RECOMMENDED		
1	Bernard-Hertz-Béjot	Patrick Bernard
	Bryan Cave Leighton Paisner	Kathie D. Claret, Constantin Achillas
	D'Alverny Avocats	Henri-Joseph Trémolet de Villers
	DWF	Romain Dupeyré
	Fidal	Bruno Berger-Perrin, Isabelle Vaugon
	FLV & Associés	Serge Gravel, Anne Granger, Bastien Mathieu
	FTMS Avocats	Cédric Fischer, Marc Henry, Silvestre Tandeau de Marsac
	Gibson Dunn	Jean-Pierre Farges, Eric Bouffard, Pierre-Emmanuel Fender
	HMN & Partners	Gérard Honig, Simon Ndiaye, Caroline Derache, Sophie Cochery (of counsel)
	Kuckenburg Bureth Boineau et Associés	Joachim Kuckenburg, Alexander Blumrosen
	Ngo Jung & Partners	Gérard Ngo, Marion Ngo
	Pinsent Masons	Frédéric Gillion
	Stephenson Harwood	Barthélemy Cousin, Nicolas Demigneux
2	BMH Avocats	Detlev Kühner, Martin Hauser, Stéphane Dassonville
	Boken	Franck Poindessault, Antoine Beauquier
	Coblence avocats	Benjamin Magnet
	DS Avocats	Philippe Sarraïhe, Benoît Charrière-Bournazel, Yvon Martinet, Jean-Marie Salva
	Enjea Avocats	Jérôme Barbet
	Grenier Avocats	Patrice Grenier
	Kramer Levin	Alexander Marquardt, Antoine Paszkiewicz, Reid Feldman
	Laude Esquier Champey	Olivier Laude, Richard Esquier, Victor Champey
	Lerins & BCW	Laurent Bernet, Arnaud Picard, Elsa Rodrigues
	Lmt Avocats	Christian Connor
	LPA - CGR Avocats	Karim Nassif, Xavier Clédat, Alexia Eskinazi
	Meridian Avocats	Olivier Delsupexhe
	Racine	Bruno Cavalié, Antoine Diesbecq
	Reed Smith	Ana Atallah, Peter Rosher
	Reinhart Marville Torre	Louis-Marie Absil, Antoine Dérot, Jérôme Marsaudon
	Selene Avocats	Laurent Archambault
	Stehlin & Associés	Frédéric Lecomte, Diane Dumas (of counsel)
	Tessler Avocats	Jean-François Tessler
VALUABLE PRACTICE		
	BCTG Avocats	Augustin Nicolle, Séverin Kullmann, Catherine Dupuy-Burin des Roziers
	Bersay	Jérôme Bersay, Frédéric Flatrès
	Bosco Avocats	Patrick Marès
	Fiducial Legal by Lamy	Yves Reinhard, Christoph Martin Radtke
	Carmichael Lemaire	Gillian Carmichael Lemaire*
	Dolidon Partners	Guillaume Dolidon
	Ginestié Magellan Paley-Vincent	Philippe Ginestié, Pierre de Montalembert, Yves Ardaillou
	Herald	Jean Castelain, Olivier Binder, Bertrand Pébrier, Bruno Quint
	Hertslet Wolfer & Heintz (HW&H)	Béatrice Deshayes
	Kalliopé	Nicolas Contis
	Lewis & Co	Lars Lewis, Peter Iglkowski, Leïla Esnard, Guillaume de Bascher
	Morgan Lewis	Alexandre Bailly, Xavier Haranger
	Paul Hastings	Nicolas Faguer, Dominique Borde (senior counsel)

* London based

FRANCE



Our analysis

CASTALDI PARTNERS: AS CLOSE TO CUSTOMERS AS POSSIBLE



Valentine Chessa

Key figures:
Valentine Chessa and
Marina Matousekova
Established: 1996

Track record: The firm's lawyers are involved in major international arbitration and litigation cases, particularly in the construction, energy and automotive sectors, as well as in post-arbitration litigation. The team has developed real expertise in commercial lease litigation and follows with interest issues related to major infrastructure projects in the Greater Paris area.

Team & differentiation: In addition to their position between France and Italy, the lawyers, with their complementary skills, are directly involved in the cases. Several members of the firm are regularly appointed as arbitrators, enabling the team to benefit from a comprehensive and efficient approach when acting as counsel.

DERAINS & GHARAVI: STARS OF ARBITRATION



Hamid Gharavi

Key figures:
Hamid Gharavi
and Yves Derains
Established: 2009

Track record: The firm recently distinguished itself counseling an Iraqi company against a French one in an ICC arbitration concerning the breach of a distribution agreement, as well as a European international organization in a multi-million dollar ad hoc arbitration against a Chilean company for alleged breach of a road construction contract.

Team & differentiation: Derains & Gharavi has offices in Paris, Washington and Beirut with lawyers seamlessly able to handle cases with a global dimension involving a variety of languages. They regularly act as arbitrators, counsel and consultants before arbitral tribunals and supranational courts. Also of note, the recent arrival of Thomas Bevilacqua as senior counsel.

CURTIS, MALLET-PREVOST, COLT & MOSLE: EXCELLENCE IN INTERNATIONAL ARBITRATION



Geoffroy Lyonnet

Key figures:
Geoffroy Lyonnet
and Peter Wolrich
Established:
1970 (Paris office)

Track record: The range of services provided by Curtis' lawyers includes drafting arbitration clauses, handling pre-arbitration negotiations and representing clients before arbitral tribunals. They represent private sector companies and sovereign states or state-owned entities in international disputes in a variety of fields.

Team & differentiation: The Paris office is staffed by a multidisciplinary team that includes French and American lawyers, many of whom are admitted to practice in both Paris and New York. Paris managing partner, Geoffroy Lyonnet serves as arbitrator, sole arbitrator and party-appointed arbitrator and as an expert witness in French and international arbitration law before US courts.

SQUIRE PATTON BOGGS: AT THE HEART OF INVESTMENT ARBITRATION



Carole Sportes

Key figure: Carole Sportes
Established: 1995

Track record: The firm assists states and major international companies in investment and commercial arbitrations before the main institutions (ICC, Uncitral, LCIA). In particular, the team successfully defended the Republic of Kosovo in a €380 million investment arbitration against a German private investor.

Team & differentiation: Made up of multilingual lawyers with international backgrounds, the team stands out for its in-depth knowledge of its clients' business sectors, which allows for a strategic approach to the cases entrusted to it. It regularly intervenes in ad hoc arbitrations, particularly in reinsurance matters, and has developed a significant mediation practice.

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 and expert witnesses

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

TEYNIER PIC: A FIRM IN CONSTANT DEVELOPMENT



Eric Teynier

Key figures:
Eric Teynier, Pierre Pic,
Raphael Kaminsky and
Shaparak Saleh
Established: 2004

Track record: Teynier Pic is representing a leading French-industrial engineering group in an ICC arbitration, as well as a leading Algeria-based real estate developer, in an ICC arbitration against a Turkish construction group. It also acting on behalf of the State of Cameroon in a pending proceeding.

Team & differentiation: Recent key milestones in the firm's development include the signing in 2016 of a strategic alliance with Griffin Litigation. In early 2017, Raphael Kaminsky joined the partnership and in 2018, the firm welcomed its fifth partner, the French Iranian national Shaparak Saleh. In 2019, the firm promoted Anne-Sophie Tonin to counsel and hired Sara Nadeau-Séguin, also as a counsel. The firm now has a total of four partners, two counsel and seven other lawyers.



ARBITRATORS

Best Arbitrators

In each tier, the firms are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
1 Daniel Cohen	Professor
Yves Derains	Derains & Gharavi
Emmanuel Gaillard	Shearman & Sterling
Pierre Mayer	Professor emeritus
Alexis Mourre	President of the CCI
Jan Paulsson	Honorary solicitor
2 Laurent Aynès	Darrois Villey Maillot Brochier
Ibrahim Fadlallah	Professor emeritus
Philippe Pinsolle	Quinn Emanuel Urquhart & Sullivan
Raéd Fathallah	Bredin Prat
Charles Jarrosson	Professor
Brigitte Stern	Professor emeritus
Éric Teynier	Teynier Pic
EXCELLENT	
1 Bernard Audit	Professor Emeritus
Yas Banifatemi	Shearman & Sterling
Thomas Clay	Professor - Clay Arbitration
W. Laurence Craig	Honorary solicitor
Jalal El Ahdab	Bird & Bird
Paul A. Gélinas	Paul A. Gélinas
Hamid Gharavi	Derains & Gharavi
Laurent Jaeger	King & Spalding
Christophe Lapp	Altana
Carole Malinvaud	Gide
Fernando Mantilla-Serrano	Latham & Watkins
Nathalie Meyer Fabre	Meyer Fabre Avocats
Nicolas Molfessis	Professor
Georgios Petrochilos	Three Crowns
Christopher Seppälä	White & Case
Christophe Seraglini	Freshfields Bruckhaus Deringer
Eduardo Silva Romero	Dechert
Philippe Stoffel Munck	Professor
Mélanie van Leeuwen	Derains & Gharavi
Todd Wetmore	Three Crowns
Roland Ziadé	Linklaters
2 Matthieu de Boissésou	Boissésou Arbitration
Louis Degos	K&L Gates
Pierre Duprey	Linklaters
Jason Fry	Clifford Chance
Marc Henry	FTMS Avocats, President of the French Arbitration Association
Jean-Christophe Honlet	Dentons
Charles Kaplan	Orrick Rambaud Martel
Dany Khayat	Mayer Brown
Elie Kleiman	Jones Day
Michael Polkinghorne	White & Case
Tim Portwood	Bredin Prat
Peter Turner	Freshfields Bruckhaus Deringer
Peter M. Wolrich	Curtis, Mallet-Prevost, Colt & Mosle
HIGHLY RECOMMENDED	
Georges Affaki	Affaki Avocats
Denis Bensaude	Bensaude
José Caicedo	Mayer Brown
Eliseo Castineira	Castineira
Caroline Duclercq	Altana
José Feris	Squire Patton Boggs
Laurent Gouiffès	Hogan Lovells
Jean-Pierre Grandjean	Grandjean Avocats
Simon Greenberg	Clifford Chance
Ioana Knoll-Tudor	Jeantet
Le 16 Law	Julie Spinelli
Benoît Le Bars	Lazareff Le Bars
Barton Legum	Dentons
Bruno Leurent	Honorary solicitor

FRANCE



Alejandro López Ortiz	Mayer Brown
Jean-Claude Magendie	Former magistrate
Carmen Núñez-Lagos	Núñez-Lagos Arbitration
Diana Paraguacuto-Mahéo	Foley Hoag
Jacques Salès	Honorary solicitor
Annet van Hooft	Van Hooft Legal
Ana Vermal	Proskauer

RECOMMENDED

Mathias Audit	Steering Legal
Jérôme Barbet	Enjea
Sylvain Bollée	Professor
Sébastien Bonnard	Brown Rudnick
Xavier Boucobza	Professor
Philippe Cavalieros	Simmons & Simmons
Damien Devot	Meyer Fabre Avocats
Alain Féneón	Honorary solicitor
Jean-Pierre N. Harb	Jones Day
Gérard Honig	HMN & Partners
Laurence Kiffer	Laurence Kiffer Avocate
Joachim Kuckenbourg	Kuckenbourg Bureth Boineau et Associés
Sigvard Jarvin	Jarvinarb
Gérard Ngo	Ngo Jung & Partners

MEDIATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Altana	Christophe Lapp, Julien Balensi
Bird & Bird	Marion Barbier
Cloix & Mendès-Gil	Sébastien Mendès-Gil
Fidal	Bruno Berger-Perrin, Isabelle Vaugon
Freshfields Bruckhaus Deringer	Stéphane Bénouville
RSDA	Hirbod Dehghani-Azar
Winston & Strawn	Anne-Carine Ropars-Furet, Mathilde Lefranc-Barthe, Jérôme Herbet
EXCELLENT	
August Debouzy	Benjamin Van Gaver
Betto Perben Pradel Filhol	Dominique Perben
Cdavocats	Carine Detre
Chatain & Associés	Antoine Chatain
Feral-Schuhl / Sainte-Marie	Christiane Féral-Schuhl
Fierville Ziadé	Marie-Aude Ziadé, Jérémie Fierville
Foley Hoag	Diana Paraguacuto-Mahéo
Grandjean Avocats	Jean-Pierre Grandjean
Hertslet Wolfer & Heintz (HW&H)	Dominique Heintz
Hoche Avocats	Catherine Ottaway
Hogan Lovells	Laurent Gouiffès, Thomas Kendra
Lerins & BCW	Elsa Rodrigues
Squire Patton Boggs	Antoine Adeline
Szpinier Toby Ayela Semerdjian (STAS)	Christophe Ayela
White & Case	Michael Polkinghorne, Andrew de Lotbinière McDougall
HIGHLY RECOMMENDED	
Amadio Parleani Gazagnes	Gilbert Parleani, Jean-Marie Gazagnes, Olivier Parleani
Ayache Salama	Michel Ayache
BGB & Associés	Daphné Bès de Berc
BMH Avocats	Martin Hauser
Bosco Avocats	Patrick Marès
Coblenche Avocats	Benjamin Magnet
DLA Piper	Vonnick Le Guillou, Fabienne Panneau, Bruce Mee
Dolidon Partners	Guillaume Dolidon
FLV & Associés	Xavier Thouvenin
FTMS	Silvestre Tandeau de Marsac
Gilles Buis Avocat	Gilles Buis
Gowling WLG	Frédéric Dereux
Jeantet	Ioana Knoll-Tudor, Xavier Pernot
King & Spalding	Vanessa Benichou, Joëlle Herschtel, Laurent Jaeger
K&L Gates	Louis Degos
Kramer Levin	Guillaume Forbin
Laurence Kiffer Avocate	Laurence Kiffer
Ngo Jung & Partners	Pierre Jung
Quinn Emanuel Urquhart & Sullivan	Benoît Javaux (<i>counsel</i>)
Reinhart Marville Torre	Louis-Marie Absil, Antoine Dérot, Jérôme Marsaudon
Stehlin & Associés	Marc Pierre Stehlin, Diane Dumas



GERMANY

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GERMANY



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Jörg Risse, Günter Pickrahn
Freshfields Bruckhaus Deringer	Rolf Trittmann, Boris Kasolowsky
EXCELLENT	
Allen & Overy	Wolf Bussian
Clifford Chance	Michael Kremer
CMS Hasche Sigle	Dorothee Ruckteschler, Torsten Lörcher
Gleiss Lutz	Stefan Rützel, Stephan Wilske
Hengeler Mueller	Markus Meier, Henning Bälz
Hogan Lovells	Karl Pörnbacher
Latham & Watkins	Sebastian Seelmann-Eggebert
HIGHLY RECOMMENDED	
Borris Hennecke Kneisel	Christian Borris, Rudolf Hennecke
DLA Piper	Daniel Sharma, Frank Roth
Hannefeld	Inka Hannefeld
Haver & Mailänder	Gert Brandner
Heuking Kühn Lüer Wojtek	Wolfgang Kühn, Ulrike Gantenberg
Linklaters	Alexandros Chatzinerantzis
Luther	Richard Happ
McDermott Will & Emery	Arne Fuchs
Noerr	Anke Meier, Michael Molitoris
White & Case	Markus Burianski
RECOMMENDED	
Beiten Burkhardt	Holger Peres
Cleary Gottlieb	Richard Kreindler
Herbert Smith Freehills LLP	Patricia Nacimiento, Thomas Weimann
Kantenwein	Alexander Kröck
King Spalding	Jan Schäfer
Oppenhoff & Partner	Peter Klappich
Orrick, Herrington & Sutcliffe	Siegfried Elsing
Pinsent Masons	Ulrich Lohmann
Taylor Wessing	Wolfgang Gruber, Philipp Behrendt
Thümmel, Schütze & Partner	Roderich Thümmel
Wach + Meckes	Karl Wach, Frank Meckes

FRESHFIELDS BRUCKHAUS DERINGER: EXPERIENCED TEAM AT THE SERVICE OF TOP COMPANIES



Boris Kasolowsky

Key figures: Boris Kasolowsky and Rolf Trittmann
Established: 2000

Track record: The firm is advising Volkswagen in several jurisdictions on civil and regulatory issues concerning its diesel engines. It has obtained in *Crossley v Volkswagen AG*, the right to decline to order the disclosure of submissions and pleadings in foreign proceedings, a decision which is welcomed by defendants engaged in multi-jurisdictional litigation.

Team & differentiation: The market-leading team is recognized for representing clients and helping them find clarity in cross-border matters. The firm benefits from an extensive international network. Co-heads of the litigation and arbitration practice in Germany, Boris Kasolowsky and Rolf Trittmann, are widely praised for their absolute dedication to cases.

HEUKING KÜHN LÜER WOJTEK: RISING FORCE IN DISPUTE RESOLUTION



Ulrike Gantenberg

Key figure: Ulrike Gantenberg
Established: 1971

Track record: The firm covers all types of alternative dispute resolution mechanisms (e.g. arbitration, mediation, dispute adjudication boards, expert determination). Several specialties have emerged which also receive praise from competitors, e.g. energy, capital market disputes and insurance. They are currently defending VW against claims by consumers related to the VW diesel scandal.

Team & differentiation: The DR practice contains over 40 partners. Ulrike Gantenberg heads the practice and is the most prominently positioned lawyer with a growing reputation for high-quality intervention in arbitrations. The firm has an internationally experienced arbitration practice specializing in post-M&A.



ARBITRATORS

Best Arbitrators

In each tier, arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
Klaus Peter Berger	University of Köln
Karl-Heinz Böckstiegel	Sole practitioner
Inka Hanefeld	Hanefeld
Peter Heckel	Hengeler Mueller
Stefan Kröll	Sole practitioner
Torsten Lörcher	CMS Hasche Sigle
Klaus Sachs	CMS Hasche Sigle
Rolf Trittmann	Freshfields Bruckhaus Deringer
EXCELLENT	
Christian Borris	Borris Hennecke Kneisel
Daniel Busse	Busse Disputes
Siegfried Elsing	Orrick, Herrington & Sutcliffe
Klaus Gerstenmaier	Haver & Mailänder
Wolfgang Kühn	Heuking Kühn Lüer Wojtek
Rolf Schütze	Thümmel, Schütze & Partner
Volker Triebel	Sole practitioner
HIGHLY RECOMMENDED	
1 Ulrike Gantenberg	Heuking Kühn Lüer Wojtek
Mathias Habersack	Ludwig Maximilian University of Munich
Sabine Konrad	Morgan Lewis
Alexander Kröck	Kantenwein
Hilmar Raeschke-Kessler	Ziemons & Raeschke-Kessler
Jörg Risse	Baker McKenzie
Dorothee Ruckteschler	CMS Hasche Sigle
Karl Wach	Wach + Meckes
2 Stephan Rützel	Gleiss Lutz
Jan Schäfer	King & Spalding
Roderich Thümmel	Thümmel, Schütze & Partner



ITALY

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INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 BonelliErede	Antonio Crivellaro, Andrea Carlevaris, Laurence Shore, Paolo Di Giovanni
2 Arblit	Luca Radicati Di Brozolo, Michele Sabatini, Massimo Benedettelli
Cleary Gottlieb	Ferdinando Emanuele, Carlo Santoro
EXCELLENT	
De Berti Jacchia Franchini Forlani	Michelangelo Cicogna
Legance	Cecilia Carrara
Gattai, Minoli, Agostinelli & Partners	Alberto Mazzoni
Greenberg Traurig Santa Maria	Alberto Santa Maria
HIGHLY RECOMMENDED	
CastaldiPartners	Valentine Chessa, Marina Matousekova
Giliberti Triscornia e Associati	Enrico Giliberti
Hi.Lex	Maurizio Traverso
NCTM	Alberto Toffoletto, Angelo Anglani
Pedersoli Studio Legale	Antonio Pedersoli, Andrea Magliani
Studio avv. prof. Giorgio De Nova	Giorgio De Nova
Studio Mariconda	Vincenzo Mariconda
RECOMMENDED	
Chiomenti	Andrea Bernava, Silvio Martuccelli
Fivelex	Alfredo Craca, Vittorio Pisapia, Claudio Tatozzi
Giovanardi Pototschnig & Associati	Paolo Pototschnig, Valeria Mazzoletti
LCA	Gian Paolo Coppola
Pavia e Ansaldo	Marina Santarelli
Studio Carbone e D'Angelo	Sergio Maria Carbone
Squire Patton Boggs	Galileo Pozzoli
Visconti & Associati	Giuseppe Visconti

LEGANCE: SHARP FOCUS ON CORPORATE MATTERS



Cecilia Carrara

Key figure:
Cecilia Carrara
Established: 2007

Track record: The dispute resolution team at Legance has significant experience in domestic and international arbitration and commercial and investment arbitration proceedings. It has been counsel to UCI (the Italian national insurance bureau) against VVO (the Austrian national insurance bureau) in arbitration proceedings in connection with certain insurance indemnities arising from a cross-border accident.

Team & differentiation: Composed of some of the most promising young international arbitration practitioners in the Italian market, the Legance team is headed by Cecilia Carrara, who focuses on transactional corporate matters and commercial contracts. Carrara is also responsible for the Legance's German desk, which deals with German speaking countries and Eastern Europe.

ITALY

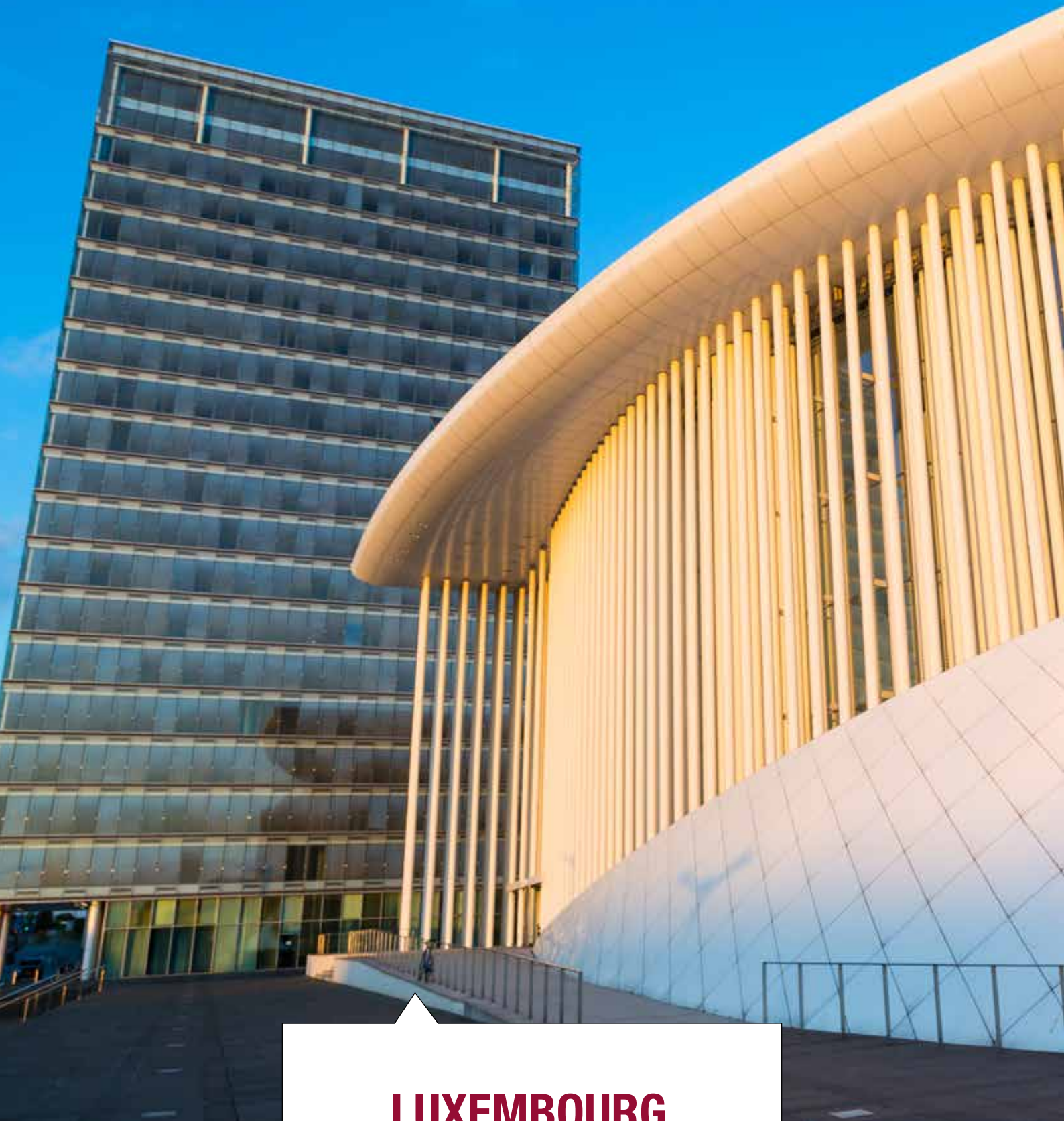


ARBITRATORS

Best Arbitrators

In each tier, the firms are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
Piero Bernardini	Ughi e Nunziante
Antonio Crivellaro	BonelliErede
Natalino Irti	Studio Legale Irti
Vincenzo Mariconda	Studio Mariconda
Alessandro Pedersoli	Pedersoli Studio Legale
Giorgio Sacerdoti	CBN & Partners
EXCELLENT	
Giorgio De Nova	Studio Legale De Nova
Enrico Giliberti	Giliberti Triscornia e Assocaiti
Riccardo Luzzatto	Studio Legale dell'Avvocato Prof. Luzzatto
Alberto Mazzoni	Gattai, Minoli, Agostinelli & Partners
Giuseppe Portale	Portale Purpura Studio Legale
Luca Radicati di Brozolo	Arblit
Alberto Santa Maria	Greenberg Traurig Santa Maria
HIGHLY RECOMMENDED	
Guido Alpa	Sole practioner
Massimo Benedettelli	Arblit
Andrea Carlevaris	BonelliErede
Cecilia Carrara	Legance
Michelangelo Cicogna	De Berti Jacchia Franchini Forlani
Massimo Datrino	Studio Legale Datrino
Ugo Draetta	Sole practioner
Ferdinando Emanuele	Cleary Gottlieb
Luigi Fumagalli	Studio Prof. Luigi Fumagalli
Laurence Shore	BonelliErede
Alberto Toffoletto	NCTM
Maurizio Traverso	Hi.Lex



LUXEMBOURG

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LUXEMBOURG



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Arendt & Medernach	François Kremer
BSP	Fabio Trevisan
Elvinger, Hoss & Prussen	Marc Elvinger
Kleyr Grasso	Marc Kleyr
EXCELLENT	
Bonn & Schmitt	Alex Schmitt, Armel Waisse
Clifford Chance	Albert Moro
Loyens & Loeff	Véronique Hoffeld
Molitor Avocats à la Cour	Paulo Lopes Da Silva
HIGHLY RECOMMENDED	
B&F Avocats	Vincent Bolard
Brucher Thieltgen & Partners	Marie Bena, Nicolas Thieltgen
DSM Avocats à la Cour	Mario Di Stefano, Alban Colson
NautaDutilh	Vincent Wellens, Antoine Laniez
Thewes & Reuter	Pierre Reuter
Turk & Prum	François Prum



NETHERLANDS

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INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 De Brauw Blackstone Westbroek	Marnix Leijten
NautaDutilh	Rutger Kalsbeek
2 Allen & Overy	Marieke van Hooijdonk
Houthoff	Dirk Knottenbelt
EXCELLENT	
1 Freshfields Bruckhaus Deringer	Jeroen van Hezewijk
Loyens & Loeff	Tom Claassens
Pels Rijcken & Droogleever Fortuijn	René Kiers, Martijn Scheltema
2 Clifford Chance	Jeroen Ouwehand, Juliette Luycks*
DLA Piper	Michiel Coenraads
Linklaters	Daniella Strik
Van Doorne	Jasper Leedeckerken, Rogier Schellaars
Van Oosten Advocaten	Jurjen de Korte, Geert Wilts
HIGHLY RECOMMENDED	
Baker McKenzie	Frank Kroes
Bureau Brandeis	Louis Berger
CMS	Peter Soede, Jeroen Berlage
De Groot Law	Diederik de Groot
Dentons Boekel	Michel Deckers
Eversheds Sutherland	Yuri Wehrmeijer
Norton Rose Fulbright	Yke Lennartz
Stibbe	Jeroen Fleming

*Counsel

DE BRAUW BLACKSTONE WESTBROEK: EXPERTISE AND NUMBERS

Marnix Leijten

Key figure: Marnix Leijten
Established: 1971

Track record: With a client roster including large corporations based in the Netherlands, De Brauw Blackstone Westbroek is renowned for its international arbitration and litigation expertise. The group advises on complex disputes across a wide range of industry sectors. Previously, Marnix Leijten and his team represented Shell in numerous international arbitrations.

Team & differentiation: De Brauw Westbroek has of late continued its impressive expansion across the entire range of its practice areas. The recent appointment of commercial litigation expert Kees Saarloos as counsel and the hire of two new competition partners are further examples of the firm's dedication to bolstering its dispute resolution presence.



POLAND

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POLAND



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Clifford Chance	Marcin Ciemiński
CMS	Małgorzata Surdek, Anna Cudna-Wagner, Joanna Mlot, Katarzyna Kucharczyk
Dentons	Wojciech Kozłowski, Anna Maria Pukszo, Michał Jochemczak, Patrick Radzimierski
Sołtysiński Kawecki & Szlęzak	Stanisław Sołtysiński, Dariusz Skuza, Jacek Siński, Rafał Waszkiewicz
EXCELLENT	
Domanski Zakrzewski Palinka	Jozef Palinka, Paweł Lewandowski
DWF Poland	Maciej Jamka, Rafał Morek
Greenberg Traurig Grzesiak	Paweł Pietkiewicz, Andrzej Wysokiński
Kubas Kos Galkowski	Andrzej Kubas, Rafał Kos
Linklaters	Zbigniew Kruczkowski, Cezary Wisniewski
Wardynski & Partners	Monika Hartung Tomasz Wardyński
HIGHLY RECOMMENDED	
Drzewiecki Tomaszek & Partners	Jarosław Kolkowski, Zbigniew Drzewiecki
Gide Loyrette Nouel	Piotr Sadownik, Krzysztof Ciepłiński
Łaszczuk & Partners	Maciej Łaszczuk, Justyna Szpara
Röhrenschef	Marcin Radwan-Röhrenschef
White & Case	Michał Subocz, Piotr Bytnerowicz
RECOMMENDED	
Kochanski & Partners	Marek Jezewski
SPCG Studnicki Pleszka Cwiąkański Górski	Krzysztof Radłowski
Weil, Gotshal & Manges	Andrzej Miklas
WKB Wierciński Kwieciński Baehr	Bartłomiej Jankowski, Tomasz Kwieciński



PORTUGAL

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PORTUGAL

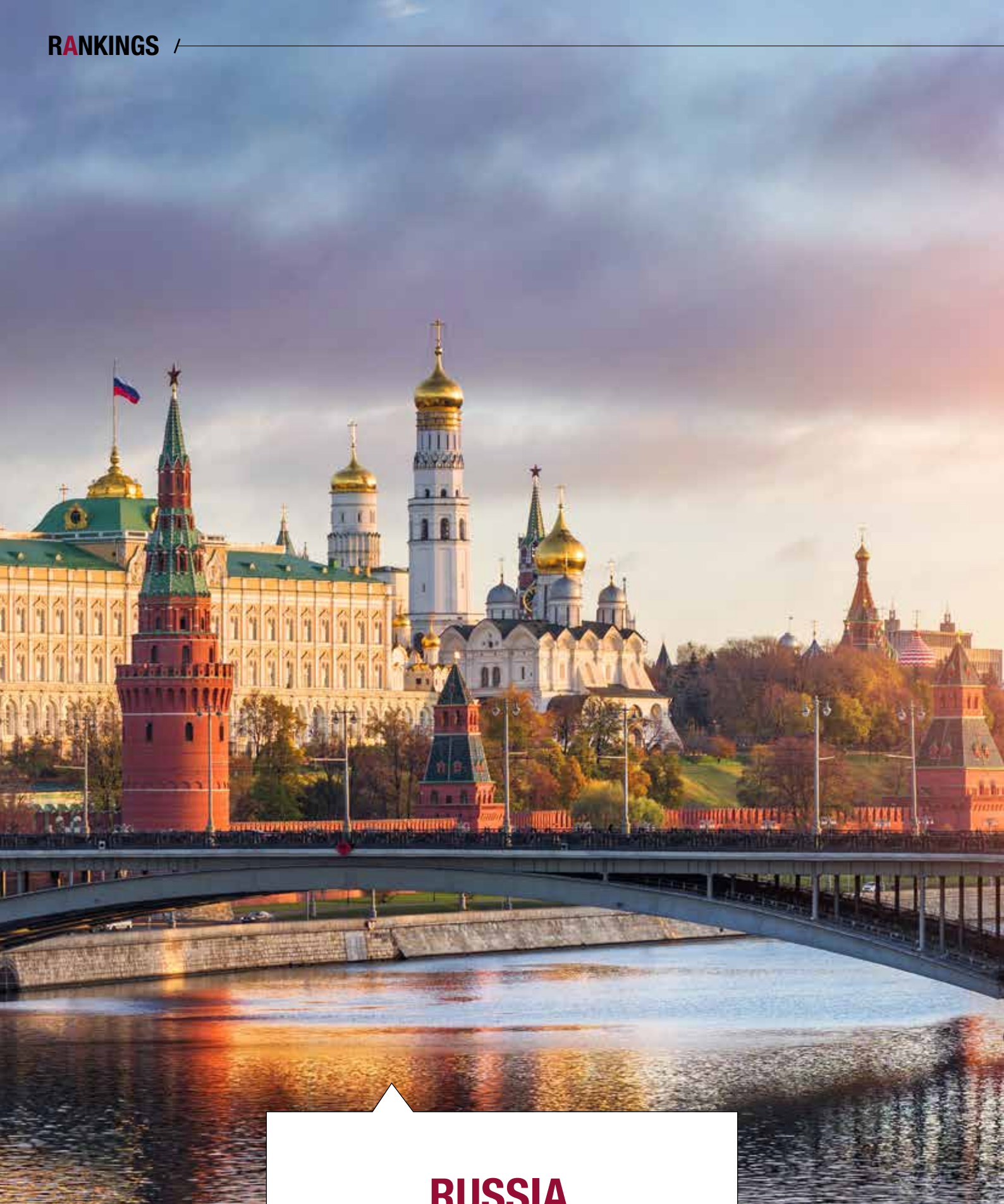


ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Morais Leitão, Galvão Teles, Soares da Silva & Associados	António Pinto Leite
PLMJ	Filipa Cansado Carvalho, Mariana França Gouveia, Pedro Metello de Nápoles
EXCELLENT	
Cuatrecasas	Frederico Bettencourt Ferreira, Miguel de Almada
Linklaters	Nuno Ferreira Lousa, Ricardo Guimarães
Sérvulo & Associados	João Saúde, Rui Medeiros
SLCM - Serra Lopes, Cortes Martins & Associados	Luís Miguel Cortes Martins
Uría Menéndez - Proença de Carvalho	Fernando Aguilar de Carvalho, Tito Arantes Fontes
VdA	Frederico Gonçalves Pereira, Miguel Pinto Cardoso
HIGHLY RECOMMENDED	
AAA Advogados	José Jácome
DLA Piper	Armando Ribeiro Mendes
Miranda & Associados	Sofia Martins
Raposo Bernardo & Associados	Nelson Raposo Bernardo
Rui Pinto Duarte & Associados	Rui Pinto Duarte
SRS Advogados	José Carlos Soares Machado



RUSSIA

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RUSSIA



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Baker McKenzie	Vladimir Khvalei
Clifford Chance	Timur Aitkulov
EXCELLENT	
Egorov Puginsky Afanasiev & Partners	Dmitry Dyakin, Evgeny Raschevsky
White & Case	Julia Zagonek
HIGHLY RECOMMENDED	
Bryan Cave Leighton Paisner	Roman Khodykin, Julia Romanova
Dentons	Mikhail Ivanov
DLA Piper	Yaroslav Moshennikov
Freshfields Bruckhaus Deringer	Noah Rubins, Dmitry Surikov
Herbert Smith Freehills	Alexei Panich
Hogan Lovells	Alexei Dudko
KK&P (Kulkov, Kolotilov & Partners)	Maxim Kulkov
Norton Rose Fullbright	Yaroslav Klimov, Andrey Panov
RECOMMENDED	
KIAP, Attorneys at Law	Anna Grishchenkova
Linklaters	Vladimir Melnikov
Monastyrsky Zyuba Stepanov & Partner	Yuri Monastyrsky
Morgan, Lewis & Bockius	Dmitry Ivanov



SPAIN

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SPAIN



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Antonio Vazquez-Guillen
Clifford Chance	Jose Antonio Caínzos, Ignacio Diaz
Cuatrecasas	Alfonso Iglesia, Alberto Fortún, Alfonso Gómez-Acebo, Álvaro Mendiola, César Rivera, Íñigo Quintana
Garrigues	Carlos de los Santos, Francisco M. Serrano
Uría Menéndez	Jesús Remón Peñalver, Álvaro López de Argumedo, Gabriel Bottini, José Miguel Fatás
EXCELLENT	
Baker McKenzie	Antonio Morales
CMS Albiñana & Suárez de Lezo	Carlos Aguilar
Gómez-Acebo & Pombo	Juan Viaño Lara, Gonzalo Ardila Bermejo, Miguel Temboury, Inés Vázquez García
Herbert Smith Freehills	David Arias, Paulino Fajardo
Linklaters	Borja Fernandez de Troconiz, Francisco Malaga
Pérez-Llorca	Guillermina Ester, Félix J. Montero, Fernando Bedoya, Mercedes Romero
HIGHLY RECOMMENDED	
Araoz & Rueda	Alejandro Fernández de Araoz, Ángel S. Freire
Ashurst	María José Menéndez, José Antonio Rodríguez
B. Cremades y Asociados	Bernardo M Cremades, Bernardo M Cremades Jr, David J. A. Cairns
Freshfields Bruckhaus Deringer	Rafael Murillo
Hogan Lovells	Jose Luis Huerta, Alba Briones
Jones Day	Mercedes Fernández
King & Wood Mallesons	Alfredo Guerrero
Roca Junyent	Marlen Estévez
Samaniego Law	Javier Fernández-Samaniego, Blas Piñar Guzmán
White & Case	Ignacio Madalena
RECOMMENDED	
AGM Abogados	Julio Rocafull
Andersen Tax & Legal	Íñigo Rodríguez-Sastre, Elena Sevilla
Antuña & Partners	Antolín Fernández Antuña
Bird & Bird	Pablo Berenguer
Broseta	Manuel Broseta, Jesús Carrasco
Cases & Lacambra	Luis Cerdón
RCD	Alfonso Maristany
TKL Abogados	Samuel Rivero
Ventura Garcés	Juan Pablo Correa

SPAIN



ARBITRATORS

Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
José María Alonso	José María Alonso Abogados
David Arias	Herbert Smith Freehills
Jose Antonio Caínzos	Clifford Chance
Manuel Conthe	Manuel Conthe Arbitrator
Bernardo Cremades	B. Cremades y Asociados
Juan Fernández-Armesto	Armesto & Asociados
Miguel Ángel Fernández-Ballesteros	Independent arbitrator
Carlos González-Bueno	González-Bueno
Clifford J. Hendel	Hendel IDR
Antonio Hierro	Hierro Estudio Legal
Jesús Remón Peñalver	Uría Menéndez
EXCELLENT	
Jesús Almuquera	Jesús Almuquera Abogados
Carlos de los Santos	Garrigues
Mercedes Fernández	Jones Day
Alfonso Iglesia	Cuatrecasas
Javier Fernández-Samaniego	Samaniego Law
Gonzalo Stampa	Stampa Abogados
Juan Viaño Lara	Gómez-Acebo & Pombo
Deva Villanúa	Armesto & Asociados
Miguel Virgós	Uría Menéndez
HIGHLY RECOMMENDED	
Victor Bonnin	VBArbitration
Marco de Benito	Marco de Benito Estudio de Arbitraje
Alfonso Gómez-Acebo	Cuatrecasas
Elena Gutiérrez García de Cortázar	Independent arbitrator
Javier Íscar de Hoyos	Iscar Arbitraje
Patricia Saiz	Independent arbitrator

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INFORMATION & REGISTRATION:

IP-related topics
Anney Wong Moi Sang
awongmoisang@leadersleague.com
 +33 (0)1 45 02 26 52

Corporate-related topics
Maïmouna Koné
mkone@leadersleague.com
 + 33 (0)1 45 02 25 34



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SWEDEN

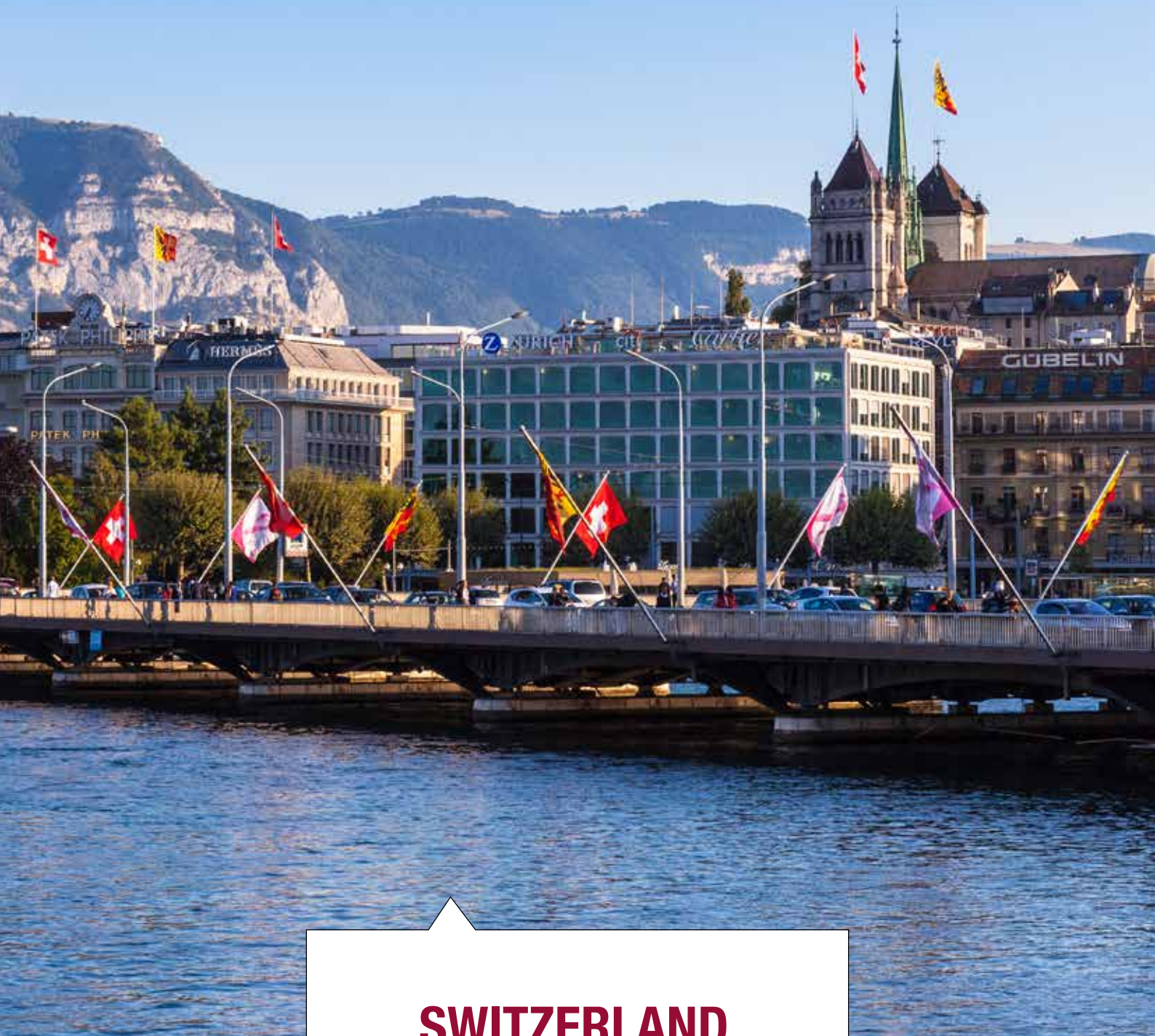


INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Mannheimer Swartling	Fredrik Andersson, Olle Flygt, Kristoffer Löf, Robin Oldenstam
Vinge	Mikael Broomé, James Hope
EXCELLENT	
Gernandt & Danielsson	Charlotta Falkman, Björn Tude
Setterwalls	Johannes Ericson, Johan Strömbäck
White & Case	Niklas Forsmark Helmer, Anders Reldén
HIGHLY RECOMMENDED	
Baker McKenzie	Jonas Benedictsson, Stefan Bessman
Cederquist	Svante Hultqvist, Johan Lundberg
Frank	Marcus Axelryd, Linda Landén
Kastell	Magnus Eriksson
Roschier	Johan Sidklev, Rikard Wikström-Hermansen
Westerberg & Partners	Bo G H Nilsson, Jesper Tiberg
Wistrand	Christian Bergqvist
RECOMMENDED	
A1 Advokater	Tomas Pleiner, Torgny Wetterberg
Danowsky & Partners	Peter Danowsky, Andreas Eriksson
Delphi	Emil Andersson, Sverker Bonde
DLA Piper	Mats Borgström
Hamilton	Olof Nilsson
Hannes Snellman	David Acebo, Anna-Maria Tamminen
Madsen	Finn Madsen
Norburg & Scherp	Pontus Scherp, Fredrik Norburg, Kristina Ljungström



SWITZERLAND

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INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
1 Lalive	Matthias Scherer, Michael E. Schneider, Veijo Heiskanen, Marc D. Veit, Domitille Baizeau, Bernd Ehle, Noradèle Radjai, Joachim Knoll, Teresa Giovannini, Melissa Magliana
2 Bär & Karrer	Pierre-Yves Gunter, Daniel Hochstrasser, Cesare Jermini, Michele Bernasconi, Matthew T. Reiter, Saverio Lembo, Alexandra Johnson, Nadja Jaisli Kull
Homburger	Balz Gross, Felix Dasser, Gabrielle Nater-Bass, Mariella Orelli
Lenz & Staehelin	Harold Frey, Xavier Favre-Bulle, Daniel Tunik, Thierry Calame, Martin Aebi, Fadri Lenggenhager, Hanno Wehland
Schellenberg Wittmer	Elliott Geisinger, Philippe Bärtsch, Christopher Boog, Nathalie Voser
EXCELLENT	
LKK - Lévy Kaufmann-Kohler	Sébastien Besson, Antonio Rigozzi
Niederer Kraft & Frey	Ernst F. Schmid, Peter C. Honegger, Daniel Eisele, Tamir Livschitz, András Gurovits, Thomas Sprecher, Valérie Meyer Bahar, Lukas Beeler
Pestalozzi	Laurent Killias, Thomas Legler, Michael Kramer, Florian Mohs, Thomas Rohner
Tavernier Tschanz	Pierre-Yves Tschanz, Frank Spoorenberg
Walder Wyss	Dieter Hofmann, Rodolphe Gautier, Micha Bühler, Maurice Courvoisier, Peter Straub, Michael Cartier, Michael Feit
HIGHLY RECOMMENDED	
Froiep	Jean Marguerat, Jean-Marie Vulliemin, Franz X. Stirnimann Fuentes, Lucien W. Valloni
Kellerhals Carrard	Bernhard Berger, Martin Molina, François Kaiser, Henry M. Peter
Nater Dallafior	Roberto Dallafior, Manuel Arroyo, Hans Nater
Patocchi & Marzolini	Paolo Michele Patocchi, Paolo Marzolini
Peter & Kim	Wolfgang Peter, Christoph Brunner
Sidley Austin	David Roney, Dorothée Schramm
Thouvenin Rechtsanwälte	Hansjörg Stutzer, Michael Bösch, Patrick Rohn
Vischer	Daniele Favalli
Wenger & Vieli	Urs Weber-Stecher, Daniel Girsberger
White & Case	Anne Véronique Schlaepfer
RECOMMENDED	
Aceris Law	William Kirtley
Akikol, Béguin & Richa	Diana Akikol
Archipel	Guillaume Tattevin
Baker McKenzie	Urs Zenhäusern, Richard Gassmann, Lucas Beffa
Bratschi Wiederkehr & Buob	Sandra De Vito Bieri
CMS Von Erlach Poncet	Christian Lüscher, Philipp J. Dickenmann, Jodok Wicki, Olivier Carrard, Bernhard Lötscher, Reto Hunsperger, Pierre Ducret, Niklaus Zaugg
Gabriel Arbitration	Simon Gabriel, Axel Buhr
HMP Hartmann Müller Partners	Marco Colombini, Markus Aeschbacher
Hirsch	Laurent Hirsch
Lustenberger Rechtsanwälte	Monika McQuillen, Michael Lazopoulos, Christoph M. Pestalozzi, Claudius Triebold
Meyerlustenberger Lachenal	Marcel Lustenberger
Orrick	Vanessa Liborio De Sousa, Charles Adams, Jr.
Python	Homayoon Arfazadeh
TIMES Attorneys	Andrea Mondini
Wartmann & Merker	Andrea Meier

Our analysis

BÄR & KARRER:
HIGH-CALIBER ARBITRATION PRACTICE



Pierre-Yves Gunter

Key figures: Pierre-Yves Gunter, Daniel Hochstrasser, Cesare Jermini and Michele Bernasconi
Established: 1969

Track record: The firm is involved in leading commercial and investment arbitrations. They act both as counsel and arbitrator in varied arbitration proceedings (ICC, Swiss Rules Arbitration, LCIA, DIS etc), notably in construction, energy, distribution and infrastructure. Recent cases include a huge arbitration dispute in which Pierre-Yves Gunter is representing the National Iranian Gas Company (NICG).

Team & differentiation: Pierre-Yves Gunter and Daniel Hochstrasser lead a team of 19 partners, three counsel and 35 qualified lawyers across four offices. Co-head Pierre-Yves Gunter is Geneva-based, where he reinforces the arbitration practice, along with Alexandra Johnson, co-chair ASA Geneva group. Cesare Jermini and Michele Bernasconi are also names to remember.

LENZ & STAEHELIN:
PLAYING A LEAD ROLE IN HIGH PROFILE CASES



Xavier Favre-Bulle

Key figures: Xavier Favre-Bulle and Harold Frey
Established: 1917 (Zurich), 1951 (Geneva)

Track record: The arbitration team deals with disputes arising from M&A transactions, and in the fields of construction, energy, luxury, distribution and sports law. It acted in an UNCITRAL arbitration for Hidroelectrica in a dispute with energy trader EFT and an ad hoc arbitration where Lenz & Staehelin successfully represented the French Republic in setting aside proceedings before the Swiss Supreme Court.

Team & differentiation: With offices in Zurich, Geneva and Lausanne, Lenz & Staehelin advises and defends states, state-owned entities and private clients on every aspect of business law. The arbitration team is headed respectively by Xavier Favre-Bulle in Geneva, who also sits as an arbitrator, and Harold Frey in Zurich, highly praised in the pharmaceutical, construction and telecoms industries.

NIEDERER KRAFT & FREY:
DIVERSE AND VIGOROUS DISPUTE RESOLUTION PRACTICE



Daniel Eisele

Key figures: Daniel Eisele, Ernst F. Schmid, Peter C. Honegger and Tamir Livschitz
Established: 1936

Track record: The team has recently handled varied arbitration cases, ranging from the defense and construction industries to commodities, post M&A and the pharmaceutical sector. They also often work on sports arbitration cases and handle foreign litigation in circumvention of arbitration. The team has in-depth expertise in arbitrations related to complex banking and investment vehicle matters.

Team & differentiation: The Zurich-based firm's dispute resolution team has seven partners and 20 qualified lawyers. They are involved in arbitrations in Switzerland and abroad and can advise in 13 languages. Ernst F. Schmid is a renowned arbitrator in the banking, M&A and commercial disputes fields. Tamir Livschitz's arbitration experience in civil law and common law jurisdictions is particularly appreciated.

PESTALOZZI:
SOUGHT-AFTER ARBITRATION EXPERTISE



Thomas Legler

Key figures: Thomas Legler, Laurent Killias and Michael Kramer
Established: 1911

Track record: The firm is known for its experience in arbitration in the commodities business and the pharmaceutical industry. It is adept at cross border and complex commercial disputes. They also intervened in a landmark case where the Swiss Federal Tribunal set aside an arbitral award and on the largest arbitration case pending before the Swiss Chambers.

Team & differentiation: The arbitration team has 11 partners and 30 lawyers. It acts in arbitration and state court proceedings. Geneva team leader Thomas Legler is highly praised in arbitration related to complex legal issues in the field of IP law, whilst Laurent Killias, Zurich-based, is a member of the Arbitration Committee of the ICC Switzerland and the Swiss Commission on Arbitration of the ICC Switzerland.

ACERIS LAW:
TOP MULTILINGUAL LAWYERS



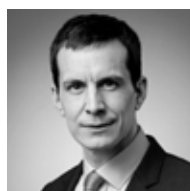
William Kirtley

Key figure: William Kirtley
Established: 2015

Track record: International arbitration experts Aceris Law is advising Malaysian engineering group KNM in a SCC claim worth \$96 million against a subsidiary of Russia's Lukoil for unpaid works at gas-condensate fields in Uzbekistan. The firm is counselling the ministry of an African state in UNCITRAL arbitration proceedings under Angolan law, in a dispute regarding a World Bank financed project.

Team & differentiation: Led by William Kirtley, the team is made up of multilingual lawyers working from offices in Paris, Geneva, London and Singapore, and via shared documents, since they travel frequently. Aceris Law is highly focused on offering top-quality advice and providing clients with a fair price that they can anticipate through the firm's comprehensive cost projection system.

ARCHIPEL:
A STRONG AND GROWING REPUTATION



Guillaume Tattevin

Key figure: Guillaume Tattevin
Established: 2015 (Geneva office)

Track record: The firm offers the complete range of arbitration services. The lawyers practice both as counsel or arbitrators under most international rules (ICC, UNCITRAL, Swiss Rules, CPA, NAI, ICSID, CAS, etc.) and under a variety of applicable laws and seats. The firm recently intervened on arbitrations related to suspicious contracts of agents, as well as on shipping law related disputes, with demurrage issues.

Team & differentiation: Archipel recently merged with Vecchio Avocats in Geneva and its founding partner, Sandro Vecchio, specializes in corporate litigation and white-collar crime. The firm also welcomed Giulio Palermo, an acclaimed sports law expert. The Geneva office is particularly praised for its expertise in complex cross-borders cases, notably in relation to international arbitration proceedings.

ARBITRATORS

Best Arbitrators

In each tier, arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
1 Gabrielle Kaufmann-Kohler	LKK - Lévy Kaufmann-Kohler
Laurent Lévy	LKK - Lévy Kaufmann-Kohler
2 Martin Bernet	Bernet Arbitration / Dispute Management
Elliott Geisinger	Schellenberg Wittmer
Pierre-Yves Gunter	Bär & Karrer
Philipp Habegger	Habegger Arbitration
Daniel Hochstrasser	Bär & Karrer
Henry M. Peter	Kellerhals Carrard
Matthias Scherer	Lalive
Michael E. Schneider	Lalive
Pierre Tercier	Professor
Pierre-Yves Tschanz	Tavernier Tschanz
Markus Wirth	Homburger
EXCELLENT	
Domitille Baizeau	Lalive
Bernhard Berger	Kellerhals Carrard
Sébastien Besson	LKK- Lévy Kaufmann-Kohler
Xavier Favre-Bulle	Lenz & Staehelin
Teresa Giovannini	Lalive
François Knoepfler	KGG & Associés
Christoph Müller	Professor, University of Neuchâtel
Paolo Michele Patocchi	Patocchi & Marzolini
Charles Poncet	Poncet Law
Anne-Véronique Schlaepfer	White & Case
Ernst F. Schmid	Niederer Kraft & Frey
Frank Spoorenberg	Tavernier Tschanz
Hansjörg Stutzer	Thouvenin Rechtsanwälte
Urs Weber-Stecher	Wenger Vielli
HIGHLY RECOMMENDED	
Michele Bernasconi	Bär & Karrer
Dominique Brown-Berset	Brown & Page
Christoph Brunner	Peter & Partners
Bernd Ehle	Lalive
Daniel Eisele	Niederer Kraft & Frey
Daniel Girsberger	Wenger & Vieli
Veijo Heiskanen	Lalive
Cesare Jermini	Bär & Karrer
Christopher Koch	Landolt & Koch
Nathalie Voser	Schellenberg Wittmer
RECOMMENDED	
Manuel Arroyo	Nater Dallafior
Roberto Dallafior	Nater Dallafior
Alexandra Johnson	Bär & Karrer
Vanessa Liborio Garrido de Sousa	Orrick
Tamir Livschitz	Niederer Kraft & Frey
Jean Marguerat	Froriep
Martin Molina	Kellerhals Carrard
Dorothee Schramm	Sidley Austin
Franz X. Stirnimann	Froriep
Guillaume Tattevin	Archipel
Jean-Marie Vulliemin	Froriep



UK

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UK



ARBITRATION FUNDING

Best Litigation Funders

In each tier, the funders are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Burford Capital	Craig Arnott
Therium Capital Management	Neil Purslow
EXCELLENT	
Harbour Litigation Funding	Ellora MacPherson
IMF Bentham	Jeremy Marshall
HIGHLY RECOMMENDED	
Augusta Ventures	James Foster
Balance Legal Capital	Robert Rothkopf
Bench Walk Advisors	Adrian Chopin
Woodsford Litigation Funding	Steven Friel
RECOMMENDED	
Vannin Capital	Rosemary Ioannou, Yasmin Mohammad

Therium Capital Management: An Enormously Proficient Funder



Neil Purslow

Key figures: Neil Purslow
Established: 2008

Track record: The innovative Therium Capital Management is well versed in high-stakes international arbitration. Now 12 years old, the funder has raised over \$1 billion to commit to a wide range of major disputes around the world; both its UK and US offices regularly work on international arbitration.

Team & differentiation: Therium has a lean team, but its investments are major and its strategy sharp; Neil Purslow is the key contact. Therium is also notable for its not-for-profit arm, Therium Access; Mr. Purslow talked to us about it for the Leaders section of this guide. Investment officer James Dobias joined Therium from Slaughter and May in October 2019.

Vannin Capital: A Lean, Mean Team



Rosemary Ioannou

Key figures:
Rosemary Ioannou
Established: 2010

Track record: Having aimed to float on the stock exchange in 2018, Vannin ended up being bought in 2019 by its former chief lender, Fortress Investment Group. The ten-year-old funder handles international arbitration out of its Paris office. Though the funder does handle portfolio cases, it is particularly active on single cases and class actions.

Team & differentiation: With billions of dollars of dry powder at its disposal, Vannin Capital remains strong in the UK even as its US counterpart was fully absorbed by the new parent company. Former Allen & Overy litigator Rosemary Ioannou is the key UK contact, though Vannin's international arbitration department is led by the Paris-based Yasmin Mohammad.



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Skadden, Arps, Slate, Meagher & Flom	Karyl Nairn , David Kavanagh, Daniel Gal, David Herlihy
WilmerHale	Gary Born, Steven Finizio, Franz Schwarz
EXCELLENT	
Debevoise & Plimpton	Peter Goldsmith, Wendy Miles
Freshfields Bruckhaus Deringer	Nigel Rawding, Sylvia Noury, William Thomas
Three Crowns	Constantine Partasides, Gaëtan Verhoosel , Reza Mohtashami
White & Case	Phillip Capper, David Goldberg
HIGHLY RECOMMENDED	
Allen & Overy	Kate Davies, Mark Levy, Richard Smith
Clifford Chance	Audley Sheppard, Robert Lambert
Gibson, Dunn & Crutcher	Cyrus Benson, Penny Madden, Jeffrey Sullivan
Herbert Smith Freehills	Paula Hodges, Craig Tevendale, Nicholas Peacock
Hogan Lovells	Markus Burgstaller, Michael Davison, Kieron O'Callaghan
Kirkland & Ellis International	Christopher Colbridge, Rajinder Bassi
Latham & Watkins	Charles Claypoole, Philip A Clifford, Sophie Lamb
Linklaters	Matthew Weiniger
Quinn Emanuel Urquhart & Sullivan	Stephen Jagusch, Anthony Sinclair
RECOMMENDED	
Ashurst	Matthew Saunders
Baker Botts UK	Alejandro Escobar, Jay Alexander
Baker McKenzie	Steve Abraham, Edward Poulton
Boies Schiller Flexner	Dominic Roughton
Bryan Cave Leighton Paisner	George Burn
Clyde & Co	Peter Hirst, Ben Knowles
CMS	Guy Pendell
DLA Piper	Philip Chong
Eversheds Sutherland	Jonathan Leach
Jones Day	Sylvia Tnova
King & Spalding	Tomas Sprange
Mayer Brown International	Raid Abu-Manneh
Norton Rose Fulbright	Sherina Petit
Orrick, Herrington & Sutcliffe	Mark Beeley
Pinsent Masons	Mark Roe
Reed Smith	Belinda Paisley
RPC	Jonathan Wood
Shearman & Sterling	Alexander Uff
Simmons & Simmons	Stuart Dutson
Squire Patton Boggs	Ben Holland
Stephenson Harwood	Louis Flannery
Stewarts	Philippa Charles

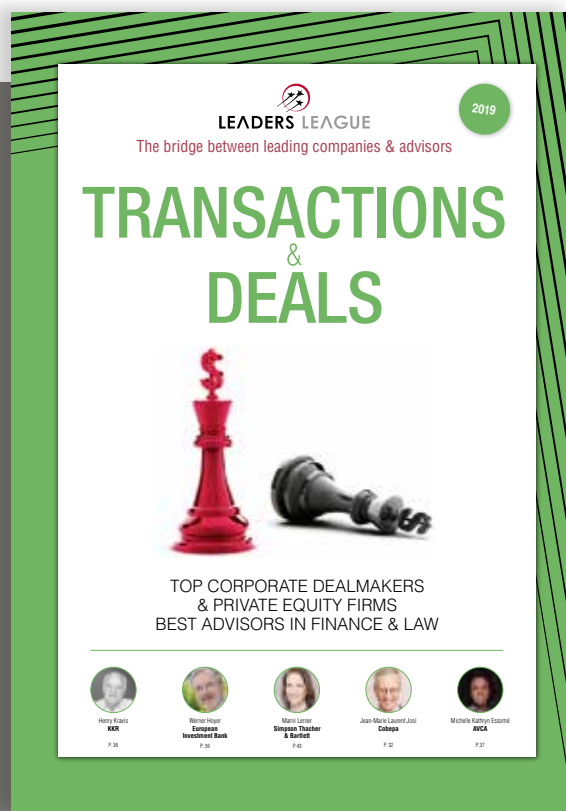


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CHINA

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CHINA



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Fangda Partners	Ming Kang, Helen H Shi, Benjamin Miao, Daniel Huang
King & Wood Mallesons	Ariel Ye, Thao Huang
Zhong Lun Law Firm	Lijun Cao, Huawei Sun, Wilson Wei Huo
EXCELLENT	
Commerce & Finance Law Offices (Tongshang)	Jialu Wang, Hongji Li
Global Law Office	Yifeng Gao, Xiusong Xing, Zhao Li, Jiuguang Zhao
Huizhong Law Firm	Ning Fei, Xinguang Cao
Jingtian & Gongcheng	Chungang Dong, Sanqiao Xu, Ke Hu
JunHe	Luming Chen
TianTong & Partners Law Firm	Chen Yaoquan, Jiang Yong
HIGHLY RECOMMENDED	
Allbright Law Offices	Rui Guo, John Liu
Jincheng Tongda & Neal	Yuan Wei, Wang Yong
Llinks Law Offices	Peiming Yang, Vincent Mu
RECOMMENDED	
AnJie Law Firm	Arthur Dong
Beijing Kangda Law Firm	Lian Yan, Yang Rongkuan
Beijing Rainmaker Law Firm	Eric Liu, Andy Liao, Will Huang
DaHui Lawyers	Arthur Ma, Lin Bai
DeHeng Law Office	Li Guifang
Dentons China	Jiangtao Ma, Zhiqiang Zou
FenXun Partners	Honghuan Liu
Guantao Law Firm	Sheng Leiming
Haiwen & Partners	Denning Jin, Jie Tao
Tian Yuan Law Firm	Xu Mei

KING & WOOD MALLESONS: MARKET LEADING EXPERTISE



Ariel Ye

Key figures:
Tao Huang and Ariel Ye
Established: 2012

Track record: The firm has participated in highly significant litigation and arbitration cases, representing leading multinational corporations, major state-owned enterprises, private companies and financial institutions in important litigation and arbitration proceedings before courts, arbitration institutes and administrative agencies throughout China. It handles tax disputes, corporate governance as well with commercial disputes.

Team & differentiation: King & Wood Mallesons is a genuine market leader in domestic and overseas litigation and arbitration. The 70-partner team is led by Beijing-based Tao Huang, who is particularly experienced in international, commercial and maritime litigation and arbitration. Ariel Ye has significant experience in representing domestic and foreign clients in CIETAC and ICC arbitrations.



HONG KONG

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INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Allen & Overy	Matthew Gearing
Clifford Chance	Cameron Hassall
Herbert Smith Freehills	Justin D'Agostino
EXCELLENT	
Freshfields Bruckhaus & Deringer	John Choong
King & Wood Mallesons	Paul Starr
Latham & Watkins	Ing Loong Yang
Skadden, Arps, Slate, Meagher & Flom	Rory McAlpine
HIGHLY RECOMMENDED	
Bird & Bird	Ted Chwu
Hogan Lovells	James Kwan
Mayer Brown	Menachem Hasofer, John Hickin
Norton Rose Fulbright	Camille Jojo
Shearman & Sterling	Nils Eliasson
RECOMMENDED	
CMS	Nicolas Wiegand
DLA Piper	Ernest Yang
Ince & Co	Max Cross
Jingtian & Gongcheng	Gary Yin
King & Spalding	Peter Chow
Reed Smith Richards Butler	Asha Sharma



INDIA

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INDIA



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Agarwal Law Associates	Maresh Agarwal
Bharucha & Partners	M.P. Bharucha
Karanjawala & Company	Ruby Singh Ahuja, Nandini Gore, Raian Karanjawala
Shardul Amarchand Mangaldas	Tejas Karia, Pallavi Shroff
EXCELLENT	
Advani & Co	Hiroo Advani
AZB & Partners	Rajendra Barot
Cyril Amarchand Mangaldas	Gauri Rasgotra
DSK Legal	Anand Desai
J Sagar Associates	Amar Gupta
Kachwaha & Partners	Dharmendra Rautray
Khaitan & Co.	Chakrapani Misra
L&L Partners	Vijay Sondhi, Bobby Chandhoke
Rashmikant and Partners	C Rashmikant
Trilegal	Sitesh Mukherjee
Wadia Ghandy & Co	Bindi Dave
HIGHLY RECOMMENDED	
Aarna Law	Shreyas Jayasimha
Dhir & Dhir Associates	Rohit Kochhar, Krishna Vijay Singh, Gautam Bhatikar
Dua Associates	Shiraz Patodia
Economic Laws Practice	Naresh Thacker
IndusLaw	Srinivasa Raghavan
Kachwaha & Partners	Sumeet Kachwaha
Mulla & Mulla & Craigie Blunt & Caroe	YP Dandiwala
Nishith Desai Associates	Vyapak Desai
RECOMMENDED	
AK Law Chambers	Anirudh Krishnan
Bhasin & Co	Lalit Bhasin
Jerome Merchant + Partners	Vishnu Jerome, Murtaza Somjee, Kalpana Merchant
Juris Corp	Shubhabrata Chakraborti
Link Legal India Law Services	Atul Sharma, Nusrat Hassan, Milanka Chaudhury
Majmudar & Partners	Fraser Alexander, Neerav Merchant
Parekh & Co	Sameer Parekh
Samvad Partners	Poornima Hatti



JAPAN

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JAPAN



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Anderson Mori & Tomotsune	Yoshimasa Furuta, Hiroki Wakabayashi, Kenichi Sadaka
Nagashima Ohno & Tsunematsu	Hisaya Kimura, Yoshimi Ohara
EXCELLENT	
Atsumi & Sakai	Kunihiro Sumida, Guohui Fan
Mori Hamada & Matsumoto	Mugi Sekido, Kana Manabe
Nishimura & Asahi	Akihiro Hironaka, Hiroyuki Tezuka
Orrick, Herrington & Sutcliffe	Yoshi Takatori
Vanguard Lawyers Tokyo	Kazuki Okada
HIGHLY RECOMMENDED	
Baker McKenzie (Gaikokuho Joint Enterprise)	Yoshiaki Muto
Hibiya Park Law Offices	Hideaki Kubori
Momo-O Matsuo & Namba	Junya Naito
O'Melveny & Myers	Yoji Maeda
TMI Associates	Hidetoshi Masunaga, Tomoki Yanagisawa
Tobimatsu Law	Junichi Tobimatsu
Ushijima & Partners	Shin Ushijima

NAGASHIMA OHNO & TSUNEMATSU: ARBITRATION THOUGHT-LEADERS



Yoshimi Ohara

Key figure: Yoshimi Ohara
Established: 2000

Track record: The firm's international arbitration team has been representing both domestic and foreign clients in international arbitration for years, both ad hoc and institutional, under the rules of various institutions, including the ICC, AAA/ICDR, SIAC, LCIA, CIETAC and JCAA and UNCITRAL rules.

Team & differentiation: The team works closely with experts from other practices within the firm in order to fine-tune the service it provides clients. Nagashima Ohno & Tsunematsu is 100% dedicated to attaining the client's objectives and provides them with tailor-made solutions.



SINGAPORE

SINGAPORE



INTERNATIONAL ARBITRATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Herbert Smith Freehills	Alastair Henderson
King & Spalding	Wade M. Coriell, Elodie Dulac
EXCELLENT	
Clifford Chance	Nish Shetty
Drew & Napier	Cavinder Bull, Jimmy Yim
Freshfields Bruckhaus Deringer	Nicholas Lingard
Rajah & Tann	Tan Chuan Thye
WongPartnership	Alvin Yeo
Allen & Gledhill	Chong Yee Leong
Clyde & Co Clasis Singapore	Prakash Pillai, Sapna Jhangiani
Norton Rose Fulbright	KC Lye
HIGHLY RECOMMENDED	
Allen & Overy	Sheila Ahuja
Ashurst	Rob Palmer
Baker McKenzie Wong & Leow	Nandakumar Ponnaya
Davinder Singh Chambers	Davinder Singh
Dentons Rodyk	Philip Jeyaretnam
Eversheds Harry Elias	Rodman Bundy
Hogan Lovells Lee & Lee	Kent Phillips
Jones Day	Matthew J. Skinner
K&L Gates	Raja Bose
Pinsent Masons MPillay	Mohan Pillay
RECOMMENDED	
HFW	Paul Aston
Mayer Brown	Yu-Jin Tay
Oon & Bazul	Bazul Ashhab, Suresh Divyanathan
Shearman & Sterling	Daryl Chew
Watson Farley & Williams	Dan Thompson
White & Case	Matthew Secomb

DREW & NAPIER: EVERLASTING CHAMPIONS OF ARBITRATION



Cavinder Bull

Key figure:
Cavinder Bull (Jimmy Yim)
Established: 1889

Track record: Drew & Napier's arbitration practice is recognized as one of the Asia Pacific region's leading practices. Its specialist arbitration lawyers practice in a diverse set of sectors, including but not limited to energy & utilities, construction, finance and intellectual property. The firm represents clients from all industries and sectors such as financial institutions, foreign governments and multinational corporations.

Team & differentiation: Drew & Napier's renowned arbitration practice is led by prestigious partners such as Jimmy Yim and Cavinder Bull. While Jimmy Yim serves as Chairman of Drew & Napier, Cavinder Bull is the firm's CEO since August 2017. He also serves as a Vice-President of the Court of Arbitration, a member of the Governing Board of the ICCA and Vice President of the Asia Pacific Regional Arbitration Group.

WONGPARTNERSHIP: KEY PLAYER IN SINGAPORE'S ARBITRATION ARENA



Alvin Yeo

Key figure: Alvin Yeo
Established: 1995

Track record: With globally respected expertise commercial arbitration, excellent advocacy skills and an international approach, WongPartnership is indisputably one of Singapore's leading firms for arbitration. WongPartnership has settled numerous high-stakes investment treaty cases. The firm represented Swissbourgh Diamond Mines against the Kingdom of Lesotho in an investment treaty arbitration last year.

Team & differentiation: WongPartnership has over 140 experienced lawyers, including four senior counsel practising international arbitration across various sectors and industries. Alvin Yeo, senior counsel, chairman and senior partner at the firm, has been involved in a large number of high-value disputes. He is also a member of the Court of the Singapore International Arbitration Center (SIAC) and the ICC Commission.



ARBITRATORS

Best Arbitrators

In each tier, the arbitrators are ordered alphabetically

ARBITRATOR	FIRM
LEADING	
Alvin Yeo	WongPartnership
Cavinder Bull	Drew & Napier
Christopher Lau	3VB
David Bateson	39 Essex Chambers
Gary Born	WilmerHale
Judith Gill	20 Essex Street
Lawrence Boo	The Arbitration Chambers
Michael Hwang	Michael Hwang Chambers
Michael Pryles	Michael Pryles
EXCELLENT	
Alan Thambiayah	The Arbitration Chambers
Andrew G Moran	The Arbitration Chambers
Chelva Rajah	Tan Rajah & Cheah
Michael Lee	20 Essex Street
Stuart Isaacs	King & Spalding
Benjamin Hughes	Hughes Arbitration



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Best Law Firms

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FIRM	KEY FIGURES
LEADING	
Çakmak	Mesut Çakmak
Coşar	Utku Coşar
EXCELLENT	
Erdem & Erdem	Ercüment Erdem
Esin	Ismail Esin
GKC Partners	Yalin Akmenek
Göksu Aydın	Kurtcebe Göksu
Gün + Partners	Mehmet Gün
Kolcuoğlu Demirkan Koçaklı	Okan Demirkan
HIGHLY RECOMMENDED	
Akinci	Ziya Akinci
Balcioğlu Selçuk Akman Keki (BASEAK)	Özgür Akman
Çağa	Erdem Değerli
Cerrahoğlu	Fadlullah Cerrahoğlu
Hergüner Bilgen Özeke	Ayşe Hergüner Bilgen
Moroğlu Arseven	Orçun Çetinkaya
Paksoy	Serdar Paksoy
RECOMMENDED	
Ercin Bilgin Bektaşoğlu	Feyzi Ercin
Gürkaynak	Gönenç Gürkaynak
Pekin & Bayar	Meral Arabaci Seyfe
Turunç	Noyan Turunç





MOROCCO

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MOROCCO



DISPUTE RESOLUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Kettani Law Firm	Azzedine Kettani, Rita Kettani
EXCELLENT	
1 Naciri & Associés Allen & Overy	Yassir Ghorbal
2 Bassamat & Laraoui	Asmâa Laraoui-Hossini, Bassamat Fassi-Fihri
Benzakour Law Firm	Abdelaziz Benzakour, Rachid Benzakour
Cabinet Hamid Andaloussi	Hamid Andaloussi
Kettani Associés	Ali Kettani
Mernissi - FIGES	Mohamed El Mernissi
HIGHLY RECOMMENDED	
Bennani & Associés	Abdellah Moustaid
Boulalf & Mekkaoui	Abdelatif Boulalf, Ahlam Mekkaoui
Dentons Sayarh & Menjra	Omar Sayarh, Mohamed Ali Sayarh, Mohamed Amine Menjra
DLA Piper	Mehdi Kettani, Saad El Mernissi
Elkhatib Law Firm	Fayçal El Khatib, Hatim El Khatib
HB Law Firm - Bakouchi & Habachi	Salima Bakouchi
Lahlou - Zioui & Associés	Mohamed Lahlou, Ali Zioui
Nawel Ghaouti Avocat	Nawal Ghaouti
RECOMMENDED	
AB Avocats & Associés	Said Benjelloun, Anis Mahfoud
Afrique Advisors	Laila Slassi, Talal Belrhiti
BFF Law Firm - Belouchi & Fassi-Fihri	Abdelouhab Belouchi, Bouchra Belouchi, Fatima-Zahra Fassi-Fihri
HHH Avocats	Ahmad Hussein
LPA-CGR	Hind Belhachmi
Mossadek & partners	Tarik Mossadek
Sekkat & Sekkat	Abdelhai Sekkat, Abbes Sekkat
VALUABLE PRACTICE	
Adyel Avocats	Abdelkrim Karim Adyel
Amin Chérif, Cabinet	Amin Chérif
Amraoui Law Office	Abdelaziz Amraoui
Brahma Avocats	Mohamed Amine Brahma
Chakouri Lawyers Firm	Belkacem Chakouri
Hamzi Law Firm	Zineb Idrissia Hamzi
Naou & Associates	Bouchaib Nadir, Abdallah Ayaou, Said Ouadrhiri



TUNISIA

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TUNISIA



DISPUTE RESOLUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURES
LEADING	
Boussayene Knani & Associés	Mehrez Boussayene, Youssef Knani, Amine Knani
El Ajeri Lawyers	Mohamed Lotfi El Ajeri
Ferchiou & Associés	Noureddine Ferchiou, Nasr Kemicha*
EXCELLENT	
Eversheds Sutherland El Heni	Farès Koussay El Heni, Mohamed Raouf El Heni
Houerbi Law Firm	Sami Houerbi
Malouche Avocats & Associés	Elyes Malouche, Slim Malouche
Meziou Knani & Khlif	Sarhane Khlif
HIGHLY RECOMMENDED	
Cabinet Donia Hedda Ellouze	Donia Hedda Ellouze
Caïd Essebsi & Ben Salem	Slah Eddine Caïd Essebsi, Fakher Ben Salem
JurisMed	Borhane Boureghda
Kallel & Associates	Sami Kallel
Mamoughli & Mamoughli Avocats	Abdellatif Mamoughli, Mourad Mamoughli
VALUABLE PRACTICE	
Abdelly & Associés	Samir Abdelly
Achour Law Firm	Abdelmonêm Achour
A.O. Ouerfelli Attorneys & Counsels	Ahmed Ouerfelli
ATR	Walid Ben Amor, Inès Karaborni, Najla Laabidi
Ben Mahmoud	Mohamed Ben Mahmoud
Chafter Raouadi Law Firm	Zine El Abidine Chafter
Lamloum Law Firm	Malek Lamloum

*Senior associate, head of litigation

EL AJERI LAWYERS (EAL): RENOWNED EXPERTISE AND VALUABLE EXPERIENCE



Mohamed Lotfi El Ajeri

Key figures:
Mohamed Lotfi El Ajeri
and Mohamed Abragh
Established: 1999

Track record: The dispute-resolution team has recently worked on cases that have set precedent in international arbitration. They took part in the first investment treaty arbitration case in Tunisia, as well as in an arbitration award-enforcement case. The team of six deals with a wide variety of cases related to mining, infrastructure and consumer law.

Team & differentiation: Newly minted members of the DLA Piper network, EAL offers services in litigation, arbitration and mediation. The esteemed Mohamed Lotfi El Ajeri currently chairs the Centre de conciliation et d'arbitrage in Tunis. Since early 2018, he has been the national representative for Tunisia at the International Association of Lawyers (UIA).

BOUSSAYENE KNANI & ASSOCIÉS: SIGNIFICANT EXPERTISE IN COMPLEX CROSS-BORDER ISSUES



Mehrez Boussayene

Key figures:
Mehrez Boussayene
and Youssef Knani
Established: 2002

Track record: Boussayene Knani & Associés is a multi-service corporate law firm with a strong dispute resolution practice for the most part related to commercial, employment, real estate and white-collar crime issues. The team is active in banking, construction, tourism and telecoms industries. The firm regularly assists international companies, SMEs as well as individuals.

Team & differentiation: In addition to acting for clients before state courts, Boussayene Knani & Associés also assists them in arbitrations – both institutional and ad hoc procedures – in Tunisia as well as abroad. Before joining the bar, Mehrez Boussayene was an arbitrator and a judge. Youssef Knani holds a doctoral degree in private law.

EXTERNAL

CONTRIBUTORS



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We need more well-trained arbitrators By Partner & Co-Chair of International Arbitration, Dechert	P.174
Investment arbitration: What challenges in 2020? By Gaëlle Filhol, Managing Partner, Betto Perben Pradel Filhol	P.176

“Our aim is to be the bridge between Africa and Europe”



Interview with

MEHREZ BOUSSAYENE
Managing Partner,
**BOUSSAYENE KNANI
& ASSOCIÉS**

“The goal of the Germela BK partnership is to have specialized local experts with international professional standards”

A former magistrate, Mehrez Boussayene has been practising for more than 30 years in several disciplines of business, judicial and real estate law, both in litigation and arbitration. He shares his insights on these matters and on the Tunisian legal market with Leaders League.

LEADERS LEAGUE. What were the key factors in BK's rise as an Arbitration Leader?

Mehrez Boussayene. The key to our success is without a doubt our experience in the judiciary and the bar for almost 40 years in addition to the academic experience of our team, indeed, the competence of our associates, lawyers and arbitrators, together with their perfect proficiency in foreign languages to the extent that languages are no longer a barrier, plays a major role in the quality of the work we provide. Another key to our success is that we have the ability to create flexible teams with different backgrounds and approaches to issues which gives us a clear coverage and vision of the cases treated, this method has proved its efficiency since the first trial and became a part of our way of treating cases.

How important is the M&A practice in your law firm and what are the trends in the Tunisian market?

Mergers and acquisitions are one of Boussayene Knani & Associés' core activities. The firm has assisted international groups and SMEs in cross-border transactions in a variety of sectors. Our firm has dealt with the most important transactions of this year in Tunisia, we advised the French bank Cr dit Mutuel –CIC on the buy-out of the Tunisian State's stake in Tunisian bank Banque de Tunisie and on the acquisition of a stake in Tunisian insurance company ASTREE. Additionally we advised many other foreign and multinational clients on their M&A operations such as the German logistics company IPSEN LOGISTICS, the Spanish company Cementos Portland Valderivas, the retail leader MONOPRIX etc... we also assisted one of the most important German groups in their acquisition of two hotels located in the touristic region of Djerba.

Regarding the market trends for M&A in Tunisia, there is a clear focus of investments in the tourism sector, specifically in the acquisition of Tunisian Hotels by International Companies, for instance we advised Palm Beach hotels in the sale of three of their hotels to a TUI group company, we also assisted a Tunisian investor in the acquisition of the Movenpick h tel Sousse and hotel owners in the sale of their

hotel. This trend is going to continue especially with the continuous political and security stability that Tunisia has been entertaining for the past couple of years, the recent smooth and peaceful elections were a real testament of the country's strength and its people's evolution, therefore, Tourism investment in Tunisia represent the best business opportunity and it's luckily to grow in the coming years.

You recently partnered with a German law firm to create a Consulting Group, can you tell us more about it and about the selection of the partner ?

Germela Boussayene Knani (Germela BK) is the first African-German business and investment consulting group, our aim is to be the bridge between Africa and Europe.

This new venture is the result of the partnership between the German firm WZR Rechtsanwälte Partnerschaft mbB, Germela Group and the Tunisian firm Boussayene Knani & Associés.

We decided to put our expertise accumulated over 40 years of practice, our extensive experience in international business relations and transactions, our solid know-how and our unfailing reputation at the national, regional and international levels, to support industry leaders through consulting services, arbitration, conciliation and mediation in various fields.

The goal of this partnership is to have specialized local experts with international professional standards to provide the most reliable and professional services for our clients, and that is how we decided to partner with WZR Rechtsanwälte Partnerschaft mbB because they share our work ethic and dedication to high standards complimented with their various areas of expertise.

Besides our vast geographical reach in Europe, Africa, the Middle East and Asia, Germela BK stands out because of its specialized, multidisciplinary and multicultural team with over 500 experts from various industries who are committed to assisting its clients with all-round solutions and local market expertise in all stages of their activities and investments from market entry and company incorporation to dissolution and liquidation. ♦

“South America is a priority – many European companies operate there”



Interview with
EDUARD SAURA
Managing Partner Spain,
ACCURACY

Accuracy's Eduard Saura discusses why the business is focusing on advisory and dispute resolution in regulated markets and how the firm is building bridges between Iberia and Latin America.

LEADERS LEAGUE. Why is the Spanish market of importance for a global company such as Accuracy?

Eduard Saura. Spain is the fourth largest economy in the eurozone. It has leading international companies in construction, banking and utilities and a strong network of best-in-class mid-sized companies in areas like the automotive, tourism, agro or aeronautic sectors. These are sectors of predilection for Accuracy and having an office in Spain allows us to be credible at a worldwide level. Finally, many students choose Spanish as a second language: being able to spend time in Madrid or Barcelona for a project or as a temporary transfer is definitely a way to retain talent.

What bridges have you developed (or wish to develop) between Spain and South America?

South America is strategic for us, but it is also the sum of many different unconnected markets. We are focusing on advisory and dispute resolution in regulated markets for two reasons: one, because many Spanish and European companies are operating there; and two, because this is where we can bring added value compared to local firms. As such, we have been involved in some of the most prominent infrastructure projects in countries like Panama, Colombia, Peru and Guatemala. Our objective is to continue growing our ties with the top law firms of each country as well as with the relevant regulatory bodies in order to consolidate our position as a reference firm in the region.

What makes Accuracy unique?

We have a very strong culture of stewardship, collaboration and excellence. We mix people from different academic, business and personal background. Our difference is therefore to be broad-minded when addressing our clients'

stay-awake issues in order to offer bespoke, sharp advice and reports. We make sure everybody embodies these values, as we strongly believe they translate into better service for our clients and into more interesting careers for our people.

What are the biggest challenges that lie ahead?

Spain is an expanding economy, which is good for professional services firms, but it is also a very competitive market. We want to be known for being able to intervene in very complex issues that require a variety of skills. In Latam, we are still not as known as other consultancies. We want our brand to soon enjoy the same reputation and positioning as in the rest of geographies where we have offices.

“Spain is an expanding economy, which is good for professional services firms, but it is also a very competitive market”

What are indispensable qualities someone doing what you do needs?

Nowadays, any manager of any age and experience needs to remain an example for those who work around him or her. That means being technically up to date, listening, accepting criticism, adding tangible value to the firm, coaching people so that they know they are learning and so on.

For clients, not only do you need to not only be technically impeccable but you also need to have social skills. Since it is practically impossible to be excellent in all of these areas, the most important quality is to know your weak spots and surround yourself with colleagues that complement you. ♦

“We need more well-trained arbitrators”



Interview with:

ARIF ALI

Partner & Co-chair of International Arbitration

DECHERT

“It used to be that international arbitration led to a faster and cheaper resolution of a dispute, but that is no longer a universal proposition”

LEADERS LEAGUE. What led you to choose the field of international arbitration for your practice?

Arif. Ali. While in law school at NYU, I had the good fortune of working as a research assistant for Professor Andreas Lowenfeld, one of the giants of international law in the United States. He introduced me to the world of international arbitration and encouraged me to pursue a career in the field in light of my academic interests in international economic and public international law, and my personal background. I was born in Bangladesh, had the good fortune of living and studying in many countries around the world, have a good facility with languages (English, Spanish, French, Portuguese, Urdu, Bengali, Hindi) and have a multicultural perspective. International arbitration as a practice area was thus a natural fit.

What do you feel differentiates you as an international arbitration practitioner and arbitrator?

Mainly, my training in and experience with civil, common and Shari'a law, my professional work in the area of commercial, construction, investor-state and state-to-state disputes, and my openness to different legal cultures and approaches. I don't believe that any one system of law or business culture is superior to another. I believe in being procedurally innovative and that dispute resolution procedures should be designed to fit the specifics of a dispute, as well as the legal cultures of the parties.

What are the main benefits of international arbitration?

It used to be that we could say that international arbitration leads to a faster and cheaper resolution of a dispute. That is no longer a universal or blanket proposition, even for smaller or medium-sized disputes. But there are still many benefits of using international arbitration as the dispute resolution mechanism of choice for cross-border contracts and investments. These include procedural flexibility, a level playing field for parties that come from different business and legal cultures,

culturally sensitive and multi-jurisdictionally trained decision-makers, and regional and international treaty regimes to facilitate the recognition and enforcement of arbitral awards.

“I don't believe that any one system of law or business culture is superior to another; I believe in being procedurally innovative”

Given the wide range of arbitral centres and regimes that are available, what challenges does this pose for parties seeking to negotiate an arbitration agreement?

I suppose that one could view the multiplicity of arbitral regimes that are available as a challenge, but I actually feel that having as many options as we do today is a good thing. What parties need to understand is that while many arbitral systems look similar at first, there are in fact numerous differences that can be outcome determinative and that are consequential for how an arbitration procedure is run. The challenge is to understand what these differences are and their implications. Parties also need to understand how different arbitral institutions are governed, how they select and appoint arbitrators and how cases are administered. If you're not immersed in the practice of international arbitration it's hard to get this type of inside information.

What are some of the key differences between international arbitral regimes in terms of the rules they follow and the approaches they take?

There are so many, it would take a 700-page book to describe them; in fact, I've just co-authored one! The International Arbitration Rulebook, published by WoltersKluwer. But, to pick a few: there are



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certain arbitral rules, like the ICC's rules, that provide for the scrutiny of an arbitral award by the ICC Court of Arbitration. There are circumstances when an institution has to decide how many arbitrators to appoint, if the parties have not agreed on the number of arbitrators. Some institutions have a presumption of a sole arbitrator, others for three. If the parties have not agreed on the place of arbitration, a rule regime like the LCIA provides that the place of arbitration will be London, subject to later confirmation by the tribunal. Some rules, like the AAA's International Centre for Dispute Resolution's rules, are very didactic and detailed, and address such issues as the type of discovery that may be ordered in an international arbitration. The rules promulgated by CIETAC in China are unique in that they make special mention of the requirement that the parties arbitrate in good faith. These are only a few examples. They key is for the parties to study the rules in order to understand what they are negotiating and what the implications are for the arbitral regime they ultimately agree upon.

What are the main challenges and opportunities for international arbitration as a mechanism for cross-border dispute resolution?

As the number of users of international

arbitration and the number of participants has increased globally, the main challenge I see today is growing the pool of qualified arbitrators who are well-trained procedurally and substantively. The paucity of arbitrators is contributing to the delays we are witnessing in the issuance of awards, as parties and arbitral institutions continue to appoint the same familiar faces. We also need to diversify the pool of arbitrators, whether from a gender, ethnic or multi-cultural perspective.

“Arbitral institutions need to be more pro-active in case management and arbitrators need to be bolder in designing dispute resolution procedures”

Arbitral institutions need to be more pro-active in case management and arbitrators need to be bolder in designing dispute resolution procedures that fit the DNA of the dispute before them. And, having crafted an appropriate procedure, they need to ensure that they and the parties are focused on efficiency and speed, without sacrificing the parties' right to present their respective cases fully and fairly. ♦

Investment arbitration: what challenges in 2020?



Interview with

GAËLLE FILHOL,
Managing Partner,
**BETTO PERBEN PRADEL
FILHOL**

Leaders League met with international arbitration specialist Gaëlle Filhol, the managing partner of Betto Perben Pradel Filhol. Filhol is currently representing a businessman against the Russian Federation in one of the most important pending investment arbitration cases, with a sum of €12 billion in dispute. She gives us her thoughts on the main challenges in investor-State arbitration.

LEADERS LEAGUE. Are the new generation of free trade agreements that are coming into force and the investment protection treaties that are being modernized likely to change the current landscape of arbitration?

Gaëlle Filhol. Several so-called “new generation” free trade agreements have either partially entered into force (the CETA in 2017, the JEUFTA and the EUSFTA in 2019) or are about to be ratified (in particular the EU-Mercosur and the EU-Vietnam Trade Agreements signed in June 2019). The content of these agreements has been greatly influenced by a number of criticisms levelled against investment arbitration. These new agreements tend to establish a more balanced dispute resolution system with better defined protection standards, such as “fair and equitable treatment” or “indirect expropriation”, and highly restricted mechanisms such as the most-favored-nation clause, which no longer allows investors to “import” substantive provisions from more favourable international agreements.

“The future of investment arbitration between European parties remains to be written”

These treaties also give a prominent place to social and environmental considerations.

Other older treaties that are regularly invoked by foreign investors in the energy sector, in particular in the renewable energy sector, are also being renegotiated. Within the European Union, the Energy

Charter Treaty (ECT), adopted in 1994 and which counts fifty-five Contracting Parties, is being modernised. Current proposals tend to (i) modify its scope by including new categories of protected investments and by imposing new criteria to foreign investors and (ii) better define the standards of protection afforded to investors in order to improve legal certainty.

The first investment disputes based on these treaties could soon be brought to arbitration, which will provide an opportunity to analyse their application by arbitral tribunals. While these new agreements undeniably improve the existing dispute resolution system, it is unlikely that they will have a significant effect on the number of investment arbitrations brought against States.

After two years of intense criticism against investment arbitration, mostly spearheaded by the European Union, where does the investor-state dispute resolution system currently stand?

2018 has been a tumultuous year for investment arbitration, especially within the EU with the Achmea decision of the CJEU, followed by the opposite position of numerous arbitral tribunals upholding jurisdiction. 2019 was just as tumultuous with the decision of the EU Member States to denounce the intra-European investment protection treaties and to put an end to new and pending arbitrations under these agreements and the now recurring European initiative to set up a permanent court dedicated to the resolution of these disputes. Although proposals to replace investment arbitration as it currently exists may seem appealing (in particular with regard to increased transparency), none of them allows for now to secure the efficien-

KEY POINTS:

- Entry into force and first application of the so-called “new generation” free trade agreements
- Modernisation of the most commonly used treaties (ECT) and arbitration rules (ICSID)
- Increased guarantees for the preservation of social and environmental legislation
- New era post-Achmea for the settlement of disputes between investors and European States
- Investor-State arbitration, an accelerator of the economic attractiveness of the African continent



cy and success of the current system.

In its current form, the European Commission's proposal to establish a permanent court does not seem to ensure the same benefits as arbitration, starting with an adequate specialization of the judges. Moreover, a number of sensitive disputes require a certain level of confidentiality, which seems less easy to guarantee with a permanent court such as the one envisaged by the EU. 2020 thus marks the beginning of a new paradigm for the settlement of disputes between investors and European States. Besides the legality of intra-European treaties, the CJEU should also rule on the compatibility of the ECT arbitration clause with European law, which could challenge the arbitration opportunities it provides. This suggests that the future of investment arbitration between European parties remains to be written.

Investment arbitration institutions such as the ICSID (International Centre for Settlement of Investment Disputes) are not left behind and also respond to criticism by amending their arbitration rules, in particular regarding the challenge procedure

against arbitrators in case of doubt as to their independence and/or impartiality. The 2019 proposal for amendment also aims at reducing procedural costs and the environmental footprint of the proceedings.

Is this perception of investment arbitration the same in all regions of the world, particularly in Africa?

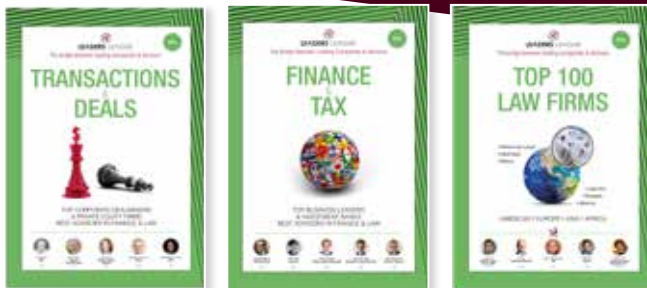
Africa is a very attractive continent for investment arbitration. Almost all African States are signatories to the 1965 ICSID Convention and can therefore be brought before an arbitral tribunal. In 2019, about a quarter of the cases registered by the ICSID involved African States.

While investment arbitration may be seen as a way to challenge public, social and environmental policies, it also helps promote economic attractiveness by reassuring investors. Africa has a wide legal culture and a real tradition of alternative dispute resolution. As such, it is naturally predisposed for this development. If it succeeds, this will further promote business while considerably consolidating legal certainty on the continent. ♦

“A new generation of treaties offer better protection to States adopting social and environmental measures”

TOP ADVISORS DIRECTORY

2019-2020



To be present in this directory next year, or in other Intelligence Reports that will soon be released, please contact:

Laurent Hayat - +33 (0)1 43 92 93 81 - lhayat@leadersleague.com

Elizabeth De Sevo - +34 664 779 836 - edesevo@leadersleague.com

Jandira Salgado - +51 947 156 577 - jsalgado@leadersleague.com

Frédéric Chateauvieux - +55 21 99843 5921 - fchateauvieux@leadersleague.com

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180 ARBITRATION CENTERS**180 BRAZIL**

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181	CAMARB.....	+55 11 3443 6278

182 ARBITRATION FUNDERS**182 LATIN AMERICA (based in Switzerland)**

182	Carpentum Capital.....	+41 792 789 567
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183 UNITED KINGDOM

183	Therium.....	+44 20 3327 3460
184	Vannin Capital.....	+44 1624 615 111

185 USA

185	Therium.....	+1 212 951 0570
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186 LITIGATION SUPPORT FIRMS**186 BRAZIL**

186	Aequitas Mediação e Consultoria.....	+55 11 3583-0092
187	Ética Serviços de Engenharia.....	+55 31 3227 2596
188	FTI Consulting.....	+55 11 3165 4535
189	HKA.....	+55 21 3554 1543
190	Hormigon HECT Consultoria.....	+55 31 3245 1945
191	IDEAC.....	+55 11 3500 3240
192	Mercatto Assessoria e Avaliações.....	+55 11 5090 6020
193	Porto & Reis, Freire, Gorrão.....	+55 11 2365 6325
194	Simonaggio Certeza Técnica.....	+55 11 3513 3500

195 CHILE

195	FK Economics.....	+56 2 2583 2643
196	GEDD Consultores.....	+56 2 2929 3609

197 COLOMBIA

197	FTI Consulting.....	+57 1 319 8400
198	GPS Consult.....	+57 1 7 02 1773

199 PERU

199	EY.....	+511 411 4444
-----	---------	---------------

200 SPAIN

200	Accuracy.....	+34 91 406 73 00
-----	---------------	------------------

201 LAW FIRMS**201 BELGIUM**

201	Daldewolf.....	+32 2 627 10 10
202	Tossens Goldman Gonne.....	+32 2 895 30 70

203 BRAZIL

203	Correia, Fleury, Gama e Silva Advogados.....	+55 11 5180 5700
204	Ferro, Castro Neves, Daltro & Gomide.....	+55 11 3053 3300
205	Justen, Pereira, Oliveira & Talamini.....	+55 11 3706 1500
206	Leite, Tosto e Barros Advogados.....	+55 11 3847 3939
207	L.O. Baptista Advogados.....	+55 11 3147 0800
208	Macedo Garcia Advogados.....	+55 11 3074 7925
209	Mannheimer, Perez e Lyra Advogados.....	+55 21 2215 1733
210	Muriel Medici Franco Advogados.....	+55 11 3016 1888
211	PVS Advogados.....	+55 21 2232 7279
212	Salusse Marangoni Advogados.....	+55 11 3146 2400
213	Souto Correa Advogados.....	+55 11 3530 8400
214	Warde Advogados.....	+55 11 3065 8207
215	Wongtschowski & Zanotta Advogados.....	+55 11 3818 5555

216 CHILE

216	Abogabir Miranda.....	+56 232 452 701
217	Baraona y Cia.....	+56 229 511 957
218	Bofill Mir & Alvarez Jana Abogados.....	+56 227 577 600
219	Correa Squella.....	+56 225 910 100
220	Del Río Izquierdo.....	+56 225 918 800
221	Fleischmann & León Abogados.....	+56 232 209 600
222	Gandarillas, Montt, Del Río & Krause.....	+56 232 233 180
223	González & Rioseco Abogados.....	+56 228 400 400
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225	Gutiérrez, Waugh, Jimeno & Asenjo.....	+56 223 792 000
226	Larrain y Asociados Abogados.....	+56 22 463 5800
227	Ovalle & Bulnes Abogados.....	+56 222 456 850
228	Parraguez & Marín.....	+56 226 171 610
229	Reymond & Cía.....	+56 224 416 300
230	Yrarrázaval, Ruiz-Tagle, Ovalle, Salas y Vial.....	+56 232 469 700

231 COLOMBIA

231	DLA Piper Martínez Beltran.....	+57 1317 4720
232	Gómez-Pinzón Abogados.....	+571 319 2900
233	Suescún Abogados.....	+57 1 540 0232

234 ECUADOR

234	Paz Horowitz.....	+593 2 398 2900
235	Pino Elizalde.....	+593 4 380 3790

236 FRANCE

236	Betto Perben Pradel Filho.....	+ 33 1 40 55 38 77
237	Brown Rudnick.....	+33 1 85 56 82 20
238	CastaldiPartners.....	+33 1 40 73 16 40
239	Curtis, Mallet-Prevost, Colt & Mosle.....	+33 1 42 66 39 10
240	Derains & Gharavi International.....	+33 1 40 55 51 00
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244	Teynier Pic - Griffin.....	+33 1 53 45 97 00

246 MEXICO

246	Facha y Soledad.....	+52 55 5979 0660
247	FloresRueda Abogados.....	+52 55 4632 3199
248	Jáuregui y Del Valle.....	+52 55 5267 4500
249	Malpica, Iturbe, Buj y Paredes.....	+52 55 5280 1551
250	Solcarga.....	+52 55 5062 0050

251 PERU

251	Amprimo, Flury, Barboza, Rodríguez Abogados.....	+511 208 0130
252	Aramburú Castañeda Boero Abogados.....	+511 610 6161
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254	Campos / Arbitraje e Infraestructura.....	+ 511 681 6688
255	CMS Grau.....	+511 513 9430
256	DLA Piper Peru.....	+511 616 1200
257	Estudio Muñiz.....	+51 1 611 7000
258	Estudio Navarro & Pazos Abogados.....	+511 442 9714
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264	Rebaza, Alcázar & De Las Casas.....	+511 442 5100
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267 PORTUGAL

267	AAA.....	+351 213 309 300
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268 SPAIN

268	Lener.....	+34 913 912 066
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269 SWITZERLAND

269	Aceris Law.....	+41 22 819 18 12
270	Archipel.....	+41 22 722 05 40
271	Bär & Karrer.....	+41 58 261 50 00
272	Lenz & Staehelin.....	+41 58 450 70 00
273	Niederer Kraft & Frey.....	+41 58 800 80 00
274	Pestalozzi.....	+41 22 999 96 00

275 TUNISIA

275	Boussayene Knani & Associés.....	+216 71 288 688
276	El Ajeri Lawyers.....	+216 71 288 251

277 UNITED KINGDOM

277	Brown Rudnick.....	+44 20 7851 6000
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278 URUGUAY

278	Bragard.....	+598 2600 4447
-----	--------------	----------------

279 USA

279	Coolley.....	+1 212 479 6000
280	Dechert.....	+1 202 261 3300
281	Freshfields.....	+1 212 277 4000
282	Jenner & Block.....	+1 312 222 9350

 Top Advisors Directory
ARBITRATION CENTERS

 Country
BRAZIL



 Rua Pará, nº 50, cj. 91
Higienópolis, 01243-020
São Paulo, Brazil
Phone: +55 11 3258 2139
caesp@caesp.org.br
www.caesp.org.br



Cássio Telles Ferreira Netto



Ana Claudia Pastore

 **POSITIONING**

CAESP - Arbitration Council of the State of São Paulo is an independent and non-profit institution with national operation, founded in 1998. Its main purpose is to apply the MESC's - Extrajudicial Methods of Conflict Resolution to resolve disputes in all areas where these institutes are applicable.

Since its birth, the institution has been permanently dedicated to the dissemination, teaching, and good application of Mediation and Arbitration, adopting ethical and moral principles necessary to the good results for the parties.

In the use of Mediation and Arbitration CAESP is committed to speed, competence, impartiality and technical rigor.

The specialized service and the excellence in the development of the work have resulted in consistent and consolidated growth. With extensive experience and with significant number of cases processed, the institution has been constantly improving its services, reverting to success in the administration of controversies.

The board of directors has renowned jurists, with deep knowledge of MESC's and extremely active both as arbitrators and collaborating to develop and improve the application of the Arbitration Law.

 **BUSINESS**

- Franchising
- Public Law
- Business Contracts
- Civil Engineering
- Commercial Representation

 **CONTACTS**

Cássio Telles Ferreira Netto, President: cassio@caesp.org.br
Ana Claudia Pastore, Administrative Vice-presidente: anaclaudia@caesp.org.br
Adriana Pucci, Vice-President of Institutional Relations: adriana@caesp.org.br
Sylvia Regina Sabino, Legal Director: sylvia.sabino@caesp.org.br
Kátia Pinheiro Pereira, Financial Assistant: katia@caesp.org.br

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ARBITRATION CENTERS

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CAMARB
CÂMARA DE MEDIAÇÃO E
ARBITRAGEM EMPRESARIAL - BRASIL

 Av. Brigadeiro Faria Lima, 3.729,
5º andar, Itaim Bibi, SP, CEP
04538-905
São Paulo, SP, Brazil
Phone: +55 (11) 3443-6278
camarb@camarb.com.br
www.camarb.com.br



Augusto Tolentino



Raquel Marangon

POSITIONING

Founded in 1998, CAMARB has an intrinsic history with the development of Alternative Dispute Resolution methods in Brazil, namely arbitration, mediation, and dispute boards. Since the enactment of the Brazilian Arbitration Act in 1996, CAMARB has managed more than 283 arbitral proceedings and prides itself on taking active measures to support the continuous development of ADRs, now increasingly referred to as Adequate Dispute Resolution methods.

Over the course of twenty-one years, CAMARB has positioned itself as a non-profit completely independent institution, being regarded as one of the top arbitration centers in Brazil. In its structure, CAMARB has a Board of Directors, composed by more than twenty-nine nation-wide professionals, a Board of Officers – formed by its President, Augusto Tolentino, and eleven experienced professionals in arbitration, mediation and dispute boards. The Board of Officers is responsible for the Chamber's decisions during the procedures, reflecting the experience of its professionals and ensuring its technical quality.

Lead by the Secretary-General, Raquel Marangon, the Secretariat is composed by highly capable lawyers and professionals, trained to offer its clients, including arbitrators and parties' counsels, quality and trustworthy service, all in a carefully crafted space.

CAMARB has also offices in São Paulo/SP, Rio de Janeiro/RJ, Belo Horizonte/MG, Recife/PE and Brasília/DF, also being able to manage cases in other cities.

BUSINESS

- Civil Engineering, Construction, Infrastructure
- Corporate law disputes
- Energy sector disputes
- Business contracts in general
- Public Law, Public Entities and Government Agencies (including PPP contracts)

OFFICES

- São Paulo
- Rio de Janeiro
- Belo Horizonte
- Recife
- Brasília

CONTACT

Augusto Tolentino, President: presidencia@camarb.com.br
Raquel Marangon, Secretary-General: raquel.marangon@camarb.com.br

Board of Officers:
Augusto Tolentino, President
Felipe Moraes
Flávio Campos
Flávio Ribeiro
Gilberto Vaz
Lucila Carvalho
Marlus Alves
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POSITIONING

Carpentum Capital is the first Swiss based company that is specialised in arbitration finance for Latin America. As a third party funder we are looking to finance arbitrations (or litigations) of cases connected with Latin America .

In exchange for carrying the risk inherent in each legal dispute, Carpentum Capital will be reimbursed with an agreed percentage of any award or a multiple of our financial contribution or a combination of both. We are pretty flexible in that respect. Always provided our client wins the arbitration or settles favourably. If the case fails, we will lose our investment. In short: no win – no fee.

Carpentum Capital is set-up particularly for the attractive Latin American market, where arbitration finance is a new tool for claimants, businesses as well as law-firms.

Our services allows individuals and businesses to pursue the enforcement of their rights by way of arbitration. But this is just one aspect. In addition, outsourcing legal costs can be a highly attractive instrument of capital optimisation.

Law-firms or larger businesses may value the possibility of Portfolio Financing, which means that several risks can be bundled into one single financing agreement. As a result a law firm can capitalize for example on a portfolio it handles and that is driven by success fee arrangements. Larger businesses can outsource their legal costs for a whole portfolio of disputes, thus being able to better allocate their working capital while still benefitting from the aggregate success of such portfolio.

We can even help well before your dispute ends up in arbitration or litigation. For selected cases we offer Settlement Strategy Funding, a unique product used to finance your settlement strategy and any legal costs, expert work or investigations required.

BUSINESS

- Arbitration Finance
- Litigation Finance
- Portfolio Finance
- Settlement Strategy Funding
- Law Firm Finance

CONTACTS

Dr. Detlef A. Huber, Managing Director: d.huber@carpentum-capital.com
Maria Beatriz Burghetto, Director Investment: m.burghetto@carpentum-capital.com
Pedro Lorenti, Director Investment: p.lorenti@carpentum-capital.com

Kristoffer Verbeken, LL.M, Director Investment: k.verbeken@carpentum-capital.com
Guido Cajacob, Director Investment: g.cajacob@carpentum-capital.com

 Top Advisors Directory
ARBITRATION FUNDERS

 Country
UK

THERIUM.

 11 Staple Inn,
London, WC1V 7QV
United Kingdom
Phone: +44 (0) 20 3327 3460
contact@therium.com
www.therium.com



Neil Purslow



John Byrne



Tim Mayer



Nick Moore



Jeunesse Mensier



Elly Brindle

POSITIONING

Therium is a leading global provider of litigation, arbitration and specialty legal finance, active in England and Wales and internationally since 2009. Over that period, Therium has funded claims with a total value exceeding £34 billion including many of the largest and most high profile funded cases. The firm has investment teams in the UK, USA, Australia, Spain, Germany, Italy and Oslo, supplementing its resources in its corporate headquarters in Jersey, Channel Islands.

Therium has established a track record of success in litigation finance in all forms including single case litigation and arbitration funding, financing law firms and investing in portfolios of litigation and arbitration claims. This track record enabled the firm to raise the then single largest investment into litigation finance of £200 million in 2015. Having deployed that investment fully by the end of 2017, in February 2018, Therium announced the first close of its next major fundraise of £200 million with a further round expected in 2019.

Therium has consistently been at the forefront of innovation in litigation finance, pioneering the combined use of insurance tools alongside funding vehicles, and introducing portfolio funding products into the UK. The firm's ability to develop innovative funding arrangements and bespoke financial solutions for litigants and law firms complements its unmatched experience and rigorous approach to funding a wide range of commercial disputes throughout the world.

Therium has been ranked in the most prestigious directories in 2018, and Neil Purslow was named a leading individual in the litigation funding industry. Therium is a founder member of the Association of Litigation Funders of England and Wales.

In November 2018, Therium won the "Insolvency Litigation Funder of the Year Award" at the 2018 "Turnaround, Restructuring and Insolvency" awards in London. The award was made in recognition of Therium's innovative approach to litigation funding, the geographical diversity of cases funded and client satisfaction. The Judges said: "In a strong field, judges were impressed by the significant scale and range of this global business. Therium set itself apart by a series of powerful and persuasive testimonials, demonstrating a commitment to their clients and the wider industry."

LITIGATION FINANCING PRODUCTS

- Litigation finance
- Arbitration funding
- Funding for group litigation and class actions
- Financial markets litigation funding
- Portfolio funding with law firms
- Law firm funding
- De-risking and monetising claims, judgments and awards

CASE TYPES

- Banking and financial markets cases
- Securities and shareholder disputes
- International arbitration
- Professional negligence
- Competition and anti-trust
- Trust litigation
- Intellectual property
- Insolvency
- Insurance
- Tax
- Group and class actions
- General commercial disputes
- Fraud
- Shipping and international trade
- Enforcement of judgments and awards

CONTACTS

Neil Purslow: neil.purslow@therium.com

John Byrne: john.byrne@therium.com

Tim Mayer: tim.mayer@therium.com

Nick Moore: nick.moore@therium.com

Jeunesse Mensier: jeunesse.mensier@therium.com

Elly Brindle: elly.brindle@therium.com



Yasmin Mohammad



Anastasia Bondarenko

POSITIONING

Established in 2010, Vannin is a pioneer of the rapidly evolving market of legal finance, providing tailored funding solutions and expert support to corporations and law firms involved in high value commercial and investment treaty arbitrations. Recently acquired by funds managed by affiliates of Fortress Investment Group – who since 2013 have committed over \$2.4 billion to the legal finance sector – we are able to deploy capital quickly and efficiently for the right investment opportunities.

Our strategic and entrepreneurial approach sets us apart, combining global resources and local expertise from our offices in London, Jersey, Paris and Sydney.

A market leader, we are a member of the Association of Litigation Funders of England and Wales (ALF), conducting our business to the highest standards in line with its code of conduct. A market leader, we are a member of the Association of Litigation Funders of England and Wales (ALF), conducting our business to the highest standards in line with its code of conduct.

OFFICES

- London
- Paris
- Sydney
- Isle of Man
- Jersey

BUSINESS

From single case funding to portfolio finance to enforcement arrangements, we tailor our solutions to each scenario, working collaboratively with our clients and their advisors towards the successful resolution of high-value arbitration claims.

Single-case funding

We provide financing arrangements in which we agree to pay a client's legal fees in connection with a claim in accordance with an agreed budget. If the claim is unsuccessful, the client will not have to pay anything and Vannin loses its investment. If the claim is successful, Vannin will be repaid its investment as well as a return on that investment in accordance with the financing agreement.

Portfolio funding

We provide financing arrangements against portfolios of cases. Returns are paid from the proceeds of all cases. Successful cases can "subsidise" unsuccessful ones, and diversified risk can result in lower pricing. This can be arranged in relation to multiple claims by one party or, in certain jurisdictions, by multiple claims being pursued by one law firm.

Law firm financing

Vannin may enter into agreements with law firms to provide standing funding for cases that meet certain pre-agreed criteria, in keeping with applicable regulatory and ethical regimes.


CONTACTS

Yasmin Mohammad, Head of International Arbitration | Global: yasmin.mohammad@vannin.com
Anastasia Bondarenko, Associate Director | Paris: anastasia.bondarenko@vannin.com

 Top Advisors Directory
ARBITRATION FUNDERS

 Country
USA

THERIUM.

 1460 Broadway
New York, NY 10036
United States
Phone: +212 951-0570
contact@therium.com
www.therium.com



Eric Blinderman



Patrick Dempsey



William Weisman



Elizabeth Korchin



Robert Dwyer



Stephen Akers



Neil Purslow

POSITIONING

Therium is a leading global provider of litigation finance and has been funding litigation and arbitration in the United States since 2010. It was the first European funder to launch a permanent presence in the U.S. when it opened in New York, in 2016. Since then, Therium has funded more than \$10.2 billion worth of litigation and arbitration claims in the U.S., as well as claims for U.S. clients in various jurisdictions such as the UK, Spain, Germany, Netherlands, South Africa and Australia.

Therium's U.S. operations include a full-time investment team in New York, supported by the broader Therium team internationally, which includes senior members of the firm in London (who are also represented on the U.S. Investment Committee) and the corporate headquarters in Jersey, Channel Islands. The U.S. team actively participates in discussion on the law and practice of litigation finance both amongst their peer firms in the U.S. and also at a policy level amongst academics and the U.S. judiciary. With respect to Therium's U.S. based investments, origination, negotiation of terms, due diligence, documentation and case management are all undertaken from the U.S.

Therium has established a global track record of success in litigation finance in all forms, including single case litigation and arbitration funding, funding law firms, and funding portfolios of litigation and arbitration claims. Unlike some of its peers, Therium's U.S. activities focus both on portfolio funding to law firms and also single case funding, leveraging Therium's experience in this technique in the UK and elsewhere. This funding is provided both into U.S. litigation and arbitral matters enabling Therium to work with many top tier U.S. law firms and arbitration practices that may not typically offer full contingency fee arrangements with clients.

This track record enabled the firm to raise the then single largest investment into litigation finance of £200 million in 2015. Having deployed that investment fully by the end of 2017, in February 2018, Therium announced the first close of its next major fundraising of £200 million with a further round expected in 2019.

In November 2018 Therium won an award for Insolvency Funder of the Year at the Turnaround, Restructuring and Insolvency Awards, in recognition of its funding activity in insolvency across multiple jurisdictions including in the U.S. Further, Therium's US CEO was recently named by Law Dragon Magazine as one of the "100 Leading Legal Consultants and Strategists of 2018."

BUSINESS

- Single case client financing
- Arbitration funding
- Portfolio funding with law firms
- Law firm funding
- Corporate financing
- Judgment monetization
- Acquisition financing

OUR CLIENTS

- Companies and institutions
- Individuals and groups
- Law firms
- Accountants
- Trustees
- Public bodies
- Charities

OFFICES

- St. Helier, Jersey
- London, United Kingdom
- New York, United States
- Dusseldorf, Germany
- Oslo, Norway
- Melbourne, Australia

CONTACTS

Eric Blinderman: eric.blinderman@therium.com
Patrick Dempsey: patrick.dempsey@therium.com
William Weisman: william.weisman@therium.com
Elizabeth Korchin: elizabeth.korchin@therium.com

Robert Dwyer: robert.dwyer@therium.com
Stephen Akers: steve.akers@therium.com
Neil Purslow: neil.purslow@therium.com

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL



 Rua Tabapuã, 145
04533-010 São Paulo
Brazil
Phone: +55 11 3583-0092
contato@aequitas.com.br
www.aequitas.com.br



Luiz Fernando Alongi



Fernando Manetta



Sérgio Alongi

POSITIONING

The Consultancy is formed by engineers who are very experienced in construction contracts management, acquired along years in construction sites. The main construction contracts occurrences that may result in disputes among Parties are familiar to these professionals.

The Consultancy has been focused on identifying the evidence to be presented during the adversarial procedure and in searching it in technical and contractual documentation available. The aim is to identify technically and strategically the controversy core and to support the Party and its law firm in all their necessities during the dispute.

When acting as a Tribunal Expert one of the consultants tries to prepare the best analysis based on his background and experience that can help the Tribunal in its decision making.

BUSINESS

- Expert Witness
- Civil Engineering Tribunal Expert
- Party's Technical Assistant
- Mediator (Exclusive for Infrastructure and Construction Contracts Mediations)
- Dispute Board Member
- Contract Revision Claim Consultant

CONTACTS

Luiz Fernando Alongi: lfernando@aequitas.com.br
Fernando Manetta Gomes de Sá: fmanetta@aequitas.com.br
Sérgio Bruno Alongi, MCI Arb: sergio@aequitas.com.br

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL



 Rua Santa Rita Durão, 321 -
Conj. 301 Funcionários, Belo
Horizonte-MG, Brasil
Phone: +55 31 3227 2596
etica@eticaengenharia.com.br
www.eticaengenharia.com.br



**João Gabriel Ubaldo
Mendonça**



**Marcelo Corrêa
Mendonça**



Sancler Duque Machado

POSITIONING

Ética Serviços de Engenharia is a prominent provider of expertise support in litigation and arbitration, asset valuation, land management, and claims in Brazil since 1989. The experienced civil Engineer Marcelo Corrêa Mendonça founded the company when the first Brazilian legal engineering concepts were being created.

Ética Serviços de Engenharia has brought together the expertise of experienced professionals, with the goal of developing personalized solutions, which adhere to the needs of our clients, continually focused on quality and efficiency. We provide technical support to law firms in litigation and arbitration procedures related to a wide range of businesses, such as, construction, infrastructure, transportation import/export, agribusiness, mining, waste treatment, biofuels and energy.

Our team is composed of highly qualified professionals, ready work on projects involving the whole spectrum of Engineering. We have a multidisciplinary team consisting of: Civil Engineers, Production Engineers, Mechanical Engineers, Agronomists Engineers, Environmental Engineers, as well as, Geographers and Professional Surveyors. Our team supports clients facing high stakes litigation, arbitration and compliance investigations, and regulatory scrutiny.

BUSINESS

Construction and infrastructure

- Arbitration and Litigation Support
- Dispute Board
- Expert Witness
- Delay and disruptions claims consulting
- Construction auditing
- Construction forensics

Real Estate Consulting and Services

- Arbitration and Litigation Support
- Expert Witness
- Support on property ownership disputes
- Valuation of urban, rural, commercial and non-commercial properties
- Valuation of industrial assets, plants and machinery
- Georeferencing
- Support in negotiations related to expropriations and easements
- Technical support on Expropriation procedures
- Technical support on Easement procedures

CONTACTS

João Gabriel Ubaldo Mendonça, Director: joamendonca@eticaengenharia.com.br
Marcelo Corrêa Mendonça, Managing Director: marcelo@eticaengenharia.com.br
Sancler Duque Machado, Director: sancler@eticaengenharia.com.br

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL



 Av. Pres. Juscelino Kubitschek,
1327 | 3º andar Itaim Bibi | São
Paulo, SP 04543 011 Brazil
Phone: +55 (11) 3165-4535
www.fticonsulting.com



Cynthia Catlett



Samuel Aguirre



Leonardo Florencio



Carlos Figueira dos
Santos



Luciano Lindemann



Daiane Nabuco



Regis Pereira

POSITIONING

FTI Consulting is a global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. Individually, each practice is a leader in its specific field, staffed with experts recognized for the depth of their knowledge and a track record of making an impact.

We provide multidisciplinary solutions to complex challenges in the areas of Corporate Finance & Restructuring, Economic Consulting, and Forensic & Litigation Consulting. São Paulo, our regional hub, has a unique pool of multilingual qualified professionals serving clients throughout Latin America.

Forensic & Litigation Consulting

The Forensic and Litigation Consulting practice at FTI Consulting provides multidisciplinary, independent dispute advisory, investigative, data acquisition/analysis and forensic accounting services to the global business and legal community. Our team supports clients facing high stakes litigation, arbitration and compliance investigations, and regulatory scrutiny.

Our team conducts sophisticated investigations, uncovers actionable intelligence and performs value-added analysis to help decision-makers address and mitigate risk, protect assets, remediate compliance, make informed decisions and maximize opportunities.

BUSINESS

Our experts conduct independent investigations to help clients resolve a variety of issues, including:

- Whistleblower allegations
- Fraud and complex financial investigations
- Anti-bribery and foreign corruption (FCPA/U.K. Bribery Act) investigations and risk assessments
- Political risk assessments
- Due diligence for mergers and acquisitions, joint ventures and cross-border transactions
- Third-party integrity and vendor screening services
- Intellectual property theft and brand protection
- Internal and external fact gathering
- Improper or undisclosed related party transactions
- Embezzlement and kickbacks
- Fraudulent conveyances
- Misdirected or stolen assets
- Asset searching and financial analysis
- Litigation intelligence and specialized fact finding
- Transactional intelligence
- Compliance, monitorship and receiver services
- Private Investigation
- Forensic Technology Services – E-discovery and cybersecurity

CONTACTS

Cynthia Catlett, Senior Managing Director | Forensic & Litigation Consulting: cynthia.catlett@fticonsulting.com
Daiane Nabuco, Senior Director | Forensic Accounting & Advisory Services: daiane.nabuco@fticonsulting.com
Regis Pereira, Senior Director: regis.pereira@fticonsulting.com

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL

HKA

 Av. das Nações Unidas, 11633
cj. 151 Brooklin Paulista CEP
São Paulo-SP,
Phone: +55 21 3554 – 1543
marcelloguimaraes@hka.com
www.hka.com



Marcello Guimarães



Hilton Junior



Guilherme Lima



Augusto Barros de Figueiredo

POSITIONING

HKA - NUMBER # 1 IN ENGINEERING, ECONOMIC - FINANCIAL AND ACCOUNTING EXPERTISE.

HKA is a brand name most remembered by clients when it comes to complex disputes, in which fastness, accuracy, best of class performance staff are essential requirements of such disputes, whether they be arbitration, judicial, mediation or Dispute Boards.

This recognition is the result of 4 decades of tradition, presence in more than 35 countries and more than 1000 experts integrated by a leading team to reach the multiples demands of our customers. HKA focuses on the execution of the highest level solutions for services, which combine notorious technical knowledge with multidisciplinary, integrated teams in Brazil and Latin America by more than 45 professionals.

That is why we are number #1 in expert witness and technical assistance in Brazil and Latin America in Engineering, Economic - Financial and Accounting expertise for the preparation and defense of Disputes Claims, Counter-claims, Audits, Independent Reports, Valuation, Early - Case Assessment, Delay Analysis, Schedule, Quantum Delay, Quantitative Analysis, Evaluation of Interruptions and Loss of Productivity, Evidence Preparation, Sachs Protocol, Quantities Validation, among others.

If you have a problem and it involves technical issues. HKA is the right choice for your solution!

BUSINESS

- Analysis and quantification of delays
- Mediation
- Analysis of project expenses
- Alternative dispute resolution
- Evidence Preparation
- Expert Technical, Financial and / or Accounting Opinions
- Expertise on delays and valuation
- Preparation and defense of claims
- Data management and electronic discovery, including computer forensics, litigation information analysis and email reconstruction
- Evaluation of Disruption and loss of productivity
- Technical and financial advice for arbitration
- Expertise in project management services
- Quantity Validation
- Accounting audit
- Turnover

CONTACTS

Caio Sinesio, Manager, caiosinesio@hka.com
Lucas Jaques, Consultant, lucasjaques@hka.com

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL

HormigonHect 
Consultoria

 Rua Penafiel, 235
CEP 30310-420
Belo Horizonte - MG
Brazil
Phone: +55 31 3245 1945
contato@hormigon.com.br
www.heck.com.br



Geovane Martins



Pablo Medeiros



Patrick Carvalho



Pedro Magnabosco



Guilherme Campos



Rafael Scussel



Flávia Melo



Francisco Sá

POSITIONING

Hormigon HECT Consultoria has among its products a specialized service that provides technical support to its clients, both companies and law firms to help them overcome conflicts. Hormigon HECT also provides preventive solutions by managing contractual risks during the development of its client's projects as well as implementing and supporting the application of a Corporate Compliance Program that suits their necessities and obligations.

With more than 15 years experience and over 500 assessed contracts, Hormigon HECT has a solid workflow methodology and is certified by ISO 9001. To develop its operations, Hormigon HECT counts on a multidisciplinary experienced professionals team to provide support in negotiations, mediations, arbitrations or litigations processes, applying recognized international practices, aiming to the most suitable method required for each case, which allows the identification of responsibilities and quantifications of deviations regarding schedule delays, loss of labor productivity, cost of acceleration measures taken and other diversions in the analyzed contract.

Hormigon HECT has a Corporate Compliance Program and it is committed to its principles, values and goals, which are the very basis for the continuity and sustainability of its business.

BUSINESS

- Expert Witness
- Claim Management
- Contract Monitoring
- Dispute Board
- Mediations
- Contract and Construction Audits
- Project management
- Consulting Engineering
- Compliance Management
- Risk Analysis

OFFICES

- Belo Horizonte
- São Paulo
- Alliance with Ankura

CONTACTS

Geovane Martins, Director: geovane@hormigon.com.br

Pablo Medeiros, Consultant: pablo.medeiros@hormigon.com.br

Patrick Carvalho, Portfolio Manager: patrick.carvalho@hormigon.com.br

Pedro Magnabosco, Portfolio Manager: pedro.magnabosco@hormigon.com.br

Guilherme Campos, Portfolio Manager: guilherme.campos@hormigon.com.br

Rafael Scussel, Project Coordinator: rafael.scussel@hormigon.com.br


Flávia Melo, Governance, Risk and Compliance Manager: flavia.melo@hormigon.com.br

Francisco Sá, Compliance and Integrity Consultant: francisco.sa@hormigon.com.br

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL



 Rua Paes Leme, 215 - 6º Andar
Conjs 616,617,618 E 619 - Pin-
heiros - CEP: 05424-150 - SÃO
PAULO - SP
Phone: 55-11- 3500.3240
ideac@ideac.eng.br
www.ideac.org.br



**André Steagall
Gertschtein**



**Claudio Amaury
Dall'Acqua**



**João Antonio Machado
Neto**



**Michelle Cristina
Santiago Fernandes**



Bruno Soares Delomondi



Danillo Petrere Duarte



Carlos Alberto Owczarek

 **POSITIONING**

Traditional and Modern

IDEAC originated in the ADR Support Group from FDTE (Fundação para o Desenvolvimento Tecnológico da Engenharia), a national reference within the segment in Brazil and a direct link with Brazil's preeminent engineering school, Escola Politécnica da Universidade de São Paulo (POLI-USP).

In over 45 years of services rendered to POLI-USP, FDTE worked in some of the largest projects for both State owned as well as private parties which in common required the best engineering and advanced technologies.

As a natural market movement – designed to avoid technical conflicts involving the ADR group in technical assistance and/or expert witness services – IDEAC was created, taking over some of the services previously rendered by FDTE itself.

As such, the IDEAC + FDTE partnership brings the ideal combination of the traditional and the modern.

Proven Track Record

IDEAC's technical coordination is the direct responsibility of the founding team of FDTE's ADR Group, and its technical personnel is the same one that has acted successfully on behalf of that Group for the past 10 years.

 **BUSINESS**

Technical assistance within ADRs, such as arbitrations, dispute boards, including:

- Documentation support
- Identification of strengths and weaknesses
- Development of strategies aligned with the client's point of view
- Preparation of a draft list of technical discussion points
- Elaboration of analytic reports on expert's technical opinions
- Technical appearances in arbitration or judicial courts, as needed

Expert witness services within arbitral or judicial procedures, including:

- Elaboration of technical opinions and analysis reports on technical discussion points
- Technical appearances in arbitration or judicial courts, as needed

Client support and orientation in general

- Record maintenance and constitution guidance
- Information quality/sufficiency analysis for the planning of contracts
- Physical and financial impact analysis in the context of contractual delays, rework, undefinition, quality or productivity deficiencies
- Identification of potential deal-breaking commercial issues
- Supervision of progress status and service performance documentation
- Contractual management failure identification and rectification

 **CONTACTS**

André Steagall Gertschtein, Director: asg@ideac.eng.br
Claudio Amaury Dall'Acqua, Director: dallacqua@ideac.eng.br

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL



 Rua Araguari, 817, 7º and.
conj. 76, Moema, São Paulo, SP
Brazil
Phone: +55 11 5090-6020
mercatto@mercattoltda.com.br
www.mercattoltda.com.br



**Osório Accioly
Gatto**



**Rosana Akemi
Murakami**



**Paulo Trivoli
Neto**

POSITIONING

About to complete 30 years of activity, MERCATTO became a benchmark in services of engineering expertise, with presence in the main Brazilian centers of conciliation, mediation and arbitration.

It also acts in equity and economic valuations, in which companies of important segments, such as banking, insurance, energy, logistics, health, telecommunications, sugar and alcohol, food, civil construction and industrial transformation, are part of its client portfolio.

MERCATTO has a multidisciplinary team composed by engineers, administrators and accountants, committed and qualified professionals who privilege excellence and ethics in the development of their services.

All the work developed and methodologies adopted in the company are based on the norms and procedures used and recognized by Brazilian and foreign legislation, in bodies such as IFRS, IVS, ABNT, USPAP, among others.

The CEO, engineer and master in economics OSORIO ACCIOLY GATTO, has also an expressive institutional and academic career. Former president of IBAPE and vice-president of the UPAV, Brazilian and Pan American institutes for expertise and valuation, he was one of the main rapporteur of the ABNT Standard 14.653 Valuation of assets, parts 4 (real estate projects) and 5 (machinery, equipment and industrial assessments), having taught for two decades in several graduate courses.

BUSINESS

- Engineering expertise
- Economic valuations of projects or intangibles
- Engineering technical assistance
- Patrimonial assessments
- Claims
- Valuation of assets for various purposes

CONTACTS

Osório Accioly Gatto, Director: mercatto@uol.com.br
Rosana Akemi Murakami, Manager: rosana@mercattoltda.com.br
Paulo Trivoli Neto, Manager: trivoli.mercatto@uol.com.br

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL

PORTO & REIS | Perícia
Consultoria
Arbitragem
PORTO • REIS • FREIRE • GORRÃO

 Rua Leopoldo Couto de Magalhães
Jr. 146, 3rd floor, Itaim Bibi,
04542-000, São Paulo, SP
Brazil
Phone: +55 (11) 2365-6325
contato@prpca.com.br
www.portoreis.com.br



Renato Porto



Felipe Reis



Eliana Freire



Aline Gorrão

POSITIONING

Porto & Reis, Freire, Gorrão was founded in 2009 aiming at changing the accounting forensics activity into a real element to improve the thesis developed by our clients. Its professionals are graduated in Accounting, Law and Business, that allows the transforming of accounting proof in an effective means to resolve conflict disputes and to prevent civil, administrative and tax liability.

The office has gained experience in expert accounting meant to increase the tools of our clients in Arbitrations, judicial, administrative and criminal procedures.

It has always acted with strict ethics and professionalism. The goals are to interpretate accounting and tax technical matters, that would allow the gathering of better evidence, expert opinion or report in order to explain or reduce the risk of our clients.

The objective is to contribute to the argument developed by our clients with actual and factual technical evidence, gathered from accountig, operacional and tax sources.

BUSINESS

- Antitrust & Competition
- Banking
- Civil
- Contracts
- Construction
- Corporate
- Election
- Family & Successions
- Information Technology, Internet & Telecommunications
- Intellectual Prperty
- Energy
- Oil & Gas
- Tax
- White Color Crimes

SERVICES

- Expert Accounting in Arbitration Procedures
- Expert Accounting in Judicial Procedures
- Expert Accounting in Adinistrative Procedures
- Expert Accounting in Criminal Procedures
- Expert Witness in Arbitration Procedures
- Previous Accounting and Tax Forensics & Consulting
- Disputes ruling calculation (award calculations)
- Accounting and provisions estimate and other contingencies reserve calculation

CONTACTS

Renato Porto, Partner: renato@prpca.com.br

Felipe Reis, Partner: felipe@prpca.com.br

Eliana Freire, Partner: eliana@prpca.com.br

Aline Gorrão, Partner: aline@prpca.com.br

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
BRAZIL

Simonaggio
Certeza Técnica

 230, George Ohm St. Torre B,
15th floor, Brooklin,
São Paulo – SP, 04576-020
Brazil
Phone: +55 11 3513-3500
Fax : +55 11 3513-3510
certezatecnica@simonaggio.net
www.simonaggio.net



Silvio Simonaggio



Márcio Grigório Santana



Juliana Baggio Inácio



**Alex Sandro de Sales
Alexandre**



Marcelo Soares



**Patricia Fuchs
Rodrigues**

POSITIONING

In the Market for more than four decades, Simonaggio Certeza Técnica is the pioneer on developing forensic investigation in Brazil, becoming the standard reference in the art of investigating and clarifying facts from the accounting and economic point of view, as well as defining precisely tributary subjects.

The concept of Certeza Técnica (Technical accuracy) is associated to the brand in order to emphasize the specialization regarding the development of technical proves aiming the conflicts resolution, especially in arbitration. This brand was also refined aiming the support for business management, clarification of technical themes in the Judiciary and certifying with quality credits for investors.

Simonaggio develops a complete and highly qualified staff, which's qualification is provided internally through direct training and courses regarding specific technical subjects validated by the Conselho Federal de Contabilidade (CFC). Those professionals stand out in the market for it's personal efficiency, transmitting the image of consistency of Simonaggio's knowledge standards.

Committed to provide reliability to the clients and enrich their own professionals, Simonaggio Certeza Técnica is the standard on responsible diagnosis, enlightenment, strategy and action. The company believes that this achievement emerges everyday by the search of each technical subject's absolute knowledge that is renewed by every new service provided.

BUSINESS

- Accounting, Economic and Tributary Forensic Assessment
- Evidence strategy and conduction of the evidence produced in arbitration
- Evidence strategy and technical assistance in judicial process
- Accounting and economic forensic assessment for business management
- Technical analysis for the management of accounting and tributary subjects
- Technical Opinion regarding accounting and economics subjects
- Special Technical Reports aiming conflicts resolution

CONTACTS

Silvio Simonaggio, Founding Partner: silvio@simonaggio.net
Márcio Grigório Santana, Partner: marcio.santana@simonaggio.net
Juliana Baggio Inácio, Partner: juliana.baggio@simonaggio.net
Alex Sandro de Sales Alexandre, Partner: alex.alexandre@simonaggio.net
Marcelo Soares, Partner: marcelo.soares@simonaggio.net
Patricia Fuchs Rodrigues, Partner: patricia.fuchs@simonaggio.net

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
CHILE



 Av. El Bosque Sur 77, Of. 6,
Las Condes
Santiago, Chile
Phone: +56 2 2583 2643
jpp@fkeconomics.com
www.fkeconomics.com



María Valentina Konow



Jorge Fantuzzi



Juan Pablo Philippi

POSITIONING

FK Economics is an economic consulting firm founded with the aim of solving complex economic problems, combining academic rigor with real-world experience and work in the field.

Our work not only meets the highest quality standards, but it is also useful and practical to our customers.

We count among our clients companies and leading organizations in their respective industries, both nationally and internationally.

These clients are governments, NGOs, trade associations, companies and, especially, law firms.

BUSINESS

- Damages Valuation
- Competition/Antitrust
- Regulator investigations
- Class Actions
- International Arbitration
- Construction and Infrastructure

CONTACTS

María Valentina Konow V., Partner: mvkonow@fkeconomics.com
Jorge Fantuzzi M., Partner: jfantuzzi@fkeconomics.com
Juan Pablo Philippi P., Partner: jpp@fkeconomics.com

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
CHILE



 Av. Presidente Kennedy 5488
Oficina 1303 Torre Norte
Vitacura
Santiago de Chile
Phone: +56 2 2929 3609 , +56
2 2929 3610
www.gedd.cl



Ricardo Fierro Figueroa



Karina Araya Verdejo



Jorge Orchard Heilmaier



Francisco Guzmán Moya



Claudio Libano Manzur

POSITIONING

GEDD CONSULTORES was created in 2014 in response to a growing need in the construction market for advanced problem-solving solutions to deal with the ever more complex and competitive business scenario, characterized by an increased level of conflict between parties and a steady decline in productivity and profitability. GEDD provides value-added solutions based on exhaustive technical-economic studies that allow our experts to identify risk variables, analyze the causes of conflict and generate specific solutions to the problems clients face.

We provide highly specialized consulting and advisory services in strategic solutions in construction dispute management.

Our services are concentrated in three main strategic areas:

- **Contractual Management and Conflict Prevention in Construction contracts:** Claim Management; Preventive advisory in contracts; Preparation and defense of Claims; Specific technical studies about Delay and Disruption; Quantum calculation; Peer review and others.
- **Engineering and Construction Reports:** Expert studies, providing a decisive contribution to the arbitration solution of construction contracts disputes, with our multidisciplinary experience, impartiality and high technical rigor.
- **Strategic Management Consultancy:** Evaluation of entry into new businesses; Project risk analysis; Consultancy in the study of complex tenders; Design of KPI's dashboards; Strategic project planning and others.

Our team is made up of professionals with the best academic training and extensive experience in the management, direction and control of complex construction contracts, covering the technical management, operational, financial, negotiation and dispute resolution areas, among others, both in public works and private contracts. This gives the firm, the solidity and multidisciplinary vision to face the most demanding challenges imposed on us by our clients.

BUSINESS

- Contractual and Claim Management
- Dispute Resolution
- Strategic Management

CONTACTS

Ricardo Fierro Figueroa, Partner and Director: rfierro@gedd.cl
Karina Araya Verdejo, Partner and Senior Consultant: karaya@gedd.cl
Jorge Orchard Heilmaier, Economic-Financial Consultant: jorchard@gedd.cl
Francisco Guzmán Moya, Technical Consultant: fguzman@gedd.cl
Claudio Libano Manzur, Of Counsel: clibano@gedd.cl

 Top Advisors Directory
LITIGATION SUPPORT FIRMS

 Country
COLOMBIA



 Calle 77 No 11-19, 2th floor
Bogotá D.C.
Colombia
Phone: +57 1 319 8400
contacto@fticonsulting.com
www.fticonsulting.com



Fernando Niño



Juan Guillermo Vélez



Andrés Gómez

POSITIONING

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. Individually, each practice is a leader in its specific field, staffed with experts recognized for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle – from proactive risk management to the ability to respond rapidly to unexpected events and dynamic environments.

FTI Consulting understands that to help meet client challenges and opportunities successfully in a global economy, you must have a full arsenal of capabilities and experience available at a moment's notice. Within the key areas of Forensic & Litigation Consulting, and its Construction Solutions practice, Corporate Finance & Restructuring, Strategic Communications, Economic Consulting, and Technology, our professionals are skilled at delivering powerful solutions.

OFFICES IN LATIN AMERICA

- Colombia
- Brazil
- Mexico

BUSINESS

Construction Solutions

- Technical expert reports
- Planning and scheduling
- Project controls consulting
- Risk management consulting
- Claims management and validation

Forensic and Litigation Consulting

- Forensic examination for litigation support
- E-discovery
- Corporate investigations
- Ethics and compliance programs

Corporate Finance & Restructuring

- Corporate Restructuring
- Valuation Services
- M&A Transaction Advisory
- Expert Witness Reports

Strategic Communications

- Crisis management
- Advisory services for public affairs
- Management of corporate communications
- Management of internal communications

CONTACTS

Fernando Niño, Senior Director – Forensic and Litigation Consulting: Fernando.Nino@fticonsulting.com

Juan Guillermo Vélez, Senior Director – Corporate Finance & Restructuring: Juan.Velez@fticonsulting.com

Andrés Gómez, Managing Director – Strategic Communications: Andres.Gomez@fticonsulting.com

Top Advisors Directory
LITIGATION SUPPORT FIRMS

Country
COLOMBIA



Carrera 15 No. 93A-84
Oficina 804, Bogotá
Colombia
Phone: +57 1 7 02 1773
info@gpsconsult.net
comercial@gpsconsult.net
www.gpsconsult.net



Carlos E. Sosa



Eduardo Witzke



Bernardo Gamboa



Robert Murphy



Ricardo Abril



Rubén Pulgar



Horace F. Smith

POSITIONING

Global Project Strategy is dedicated to providing state-of-the-art Project Management, Construction Contract Administration and Dispute Resolution Consultation services for major EPC projects throughout the world. Our unique business strategy combines the skills of highly experienced construction engineers with the latest information technology. GPS provides hands-on construction project management, claims management, and construction mediation and litigation services in the USA and Latin American. The team has a solid experience in the management and control of infrastructure, oil and petrochemical, residential, industrial, commercial and energy projects.

“GPS has proven to be an invaluable resource on a multi-billion-dollar international construction arbitration. Their in-depth understanding of delay, disruption, damages under both South American Civil Law and US Common Law is on par with or better than other large construction dispute firms that I have worked with. What makes GPS stand out is their ability to gather, organize, digest and analyse large amount of information and to translate that information into simple understandable concepts. Finally, their team is easy to work with, very responsive, and a true Partner in representing clients.” Mike Stenglein, King & Spalding, leader of the Global Construction and Engineering Disputes Practice.

Throughout the years, GPS has assisted attorneys, construction firms, owners, contractors, developers, and sub-contractors in different phases of construction management and dispute resolution and expert testimony. Our practice areas expand across the commercial, residential and industrial sectors with claims ranging from \$1M to \$8B. Our track record has been proven in different regions within the United States (Florida, New York, New Jersey, and Washington D.C.), as well as in Europe, but our focus is Latin America, where we combine our know-how and experience with our extensive local knowledge.

“GPS provided timely and superior project controls services to my company when we were in the engineering, construction and close out phases of a large capital investment on port infrastructure. GPS’s support to our PM team was knowledgeable and client focused.” Juan Ricardo Noero, CEO Sociedad Portuaria Puerto Bahía S.A.

“GPS’s team achieves a very complete and deep understanding of complex projects. They stand out because of their reliable assessments.” Daniel Posse, Posse Herrera Ruiz, leader of the Dispute Resolution Practice.

“I have worked with the GPS for many years. The team gets to the heart of the matter quickly and efficiently. They can size up a situation and provide meaningful solutions.” David A. Delman, Head of International Legal and Commercial Management, Samsung Engineering Co., Ltd.

BUSINESS

- Expert Testimony in Construction Disruption Cases (Schedule, Productivity and Cost)
- Technical Due Diligence of Infrastructure Projects
- Project Management
- Risk Management
- Independent Engineer

OFFICES

- Bogotá
- Caracas
- Miami

CONTACTS

Carlos E. Sosa: csosa@gpsconsult.net
Eduardo Witzke: ewitzke@gpsconsult.net

Bernardo Gamboa: bgamboa@gpsconsult.net
Ricardo Abril: rabil@gpsconsult.net

 Top Advisors Directory
LITIGATION SUPPORT FIRM

 Country
PERU



 Av. Victor Andrés Belaúnde
171, San Isidro, Lima, Perú
Phone: +51 (01) 411 4444
Email: eyperu@pe.ey.com
www.ey.com/pe



Rafael Huamán



Cecilia Melzi



Joaquin Valdivia

POSITIONING

EY is a world leader in Forensic, Compliance and Litigation Support services. With more than 280,000 people around the world, EY is focused on helping clients and continue building a better working world.

The Forensics and Integrity Risk Services (FIS) in EY Peru has over 20 years of experience supporting clients in managing integrity risks related to individual decisions and conducts; through the prevention, detection, investigation and response to intentional non-compliance risks. The FIS practice provides technical and expert support in disputes or controversies resolution processes and in forensic investigations, with the most confidential and immediate responsiveness.

Prevention: EY helps in strengthening the ethics culture, through the assessment and design of corporate compliance programs, focused on mitigate the risks of fraud, corruption, money laundering, antitrust, privacy and cyber, among other intentional non-compliance situations.

Detection: EY helps clients through its Forensic Data Analytics platform to detect patterns and trends that could be related to potential irregular situations, allowing the Top Management to anticipate and take timely corrective actions.

Response: In the dispute resolution services, we act as experts, preparing expert fact based reports. EY Peru has wide experience presenting before Arbitration Courts. Our reports go through quality control processes and the results are always supported by verifiable sources. In regards of the forensic investigations, EY Peru counts with a Forensic Laboratory in order to collect all the physical and electronic sources of information, using computer forensics, eDiscovery techniques and machine learning.

The EY FIS team is composed with highly performing and multidisciplinary professionals. Partners and Managers have anti-fraud and compliance certifications and Arbitration Diplomas, and all our people is trained in integrity matters. We have a strong position in the market, with proven experience serving national and multinational companies.

BUSINESS

- Litigation and disputes support
- Insurance claim support
- Forensic Investigations
- eDiscovery
- Compliance program assessment and design
- Forensic Data Analytics
- Third Party Due Diligence
- Ethics hotline management

CONTACTS

Rafael Huamán, Forensics & Integrity (FIS) Country Leader / Deputy FIS Regional Partner Leader: rafael.huaman@pe.ey.com

Cecilia Melzi, Forensics & Integrity (FIS) Partner: cecilia.melzi@pe.ey.com

Joaquin Valdivia, Forensics & Integrity (FIS) Senior Manager: joaquin.valdivia@pe.ey.com

Top Advisors Directory
CONSULTING FIRMS

Country
SPAIN



 Pº de la Castellana 53, 6ª plta
28046 Madrid
Spain
Phone: +34 91 406 73 00
contacto@accuracy.com
www.accuracy.com



Eduard Saura



Laura Cózar



Erik van Duijvenvoorde



Nicolas Barsalou



Christophe Schmit



Hervé de Trogoff

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.

Disputes: Providing efficient solutions to your complex legal issues

Accuracy provides support in all kinds of dispute situations, including pre-litigation, fraud investigations, mediation, litigation, and arbitration, on all continents and in all jurisdictions (e.g. local and high courts, ICC, LCIA, SIAC, SCC, UNCITRAL and ICSID).

We combine our economic, financial, valuation, strategic, construction and accounting expertise to provide essential, bespoke and incisive support to your teams and legal counsel.

We act as advisors or as independent experts in which case we provide expert evidence. Many of our partners have significant testifying experience.

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

OFFICES

- Madrid
- Amsterdam
- Frankfurt
- Milan
- Paris
- Barcelona
- Beijing
- Hong-kong
- Montreal
- Quebec
- Casablanca
- London
- Munich
- Singapore
- Dubai
- Luxembourg
- New Delhi

CONTACTS

Eduard Saura, Partner: eduard.saura@accuracy.com

Laura Cózar, Partner: laura.cozar@accuracy.com

Erik van Duijvenvoorde, Partner: erik.van.duijvenvoorde@accuracy.com

Nicolas Barsalou, Partner: nicolas.barsalou@accuracy.com


Christophe Schmit, Partner: christophe.schmit@accuracy.com

Hervé de Trogoff, Partner: herve.detrogoff@accuracy.com

 Top Advisors Directory
LAW FIRMS

 Country
BELGIUM

DALDEWOLF

 Avenue Louise, 81
B - 1050 Brussels
Phone: +32 2 627 10 10
Fax : +32 2 627 10 50
info@daldewolf.com
www.daldewolf.com



Patrick De Wolf



Marc Dal



Patrick Van Leynseele



Romain Battajon



Pierre Goffinet



Fabian Tchékémian

POSITIONING

DALDEWOLF offers national and international clients legal services of outstanding quality, specifically dedicated to corporate and business law.

Over 40 lawyers provide a national and international client base with sensible, value added and quality legal services in all main areas of business law. DALDEWOLF aims at being a strong European and international player able to cater to the needs of its clients at national, European and international levels.

We strive to achieve the highest legal standards within each team (several partners are university professors or hold part time positions as judges and our lawyers regularly contribute to specialized legal journals and seminars), while eliciting a profound understanding of the business needs of our clients, as many of our lawyers have specific experience within companies and public authorities.

Both small and major companies are part of our client base. DALDEWOLF has tailored exclusive services for their clients. Next to the traditional services, the firm offers an Italian Desk, China Desk and an African Desk.

To satisfy the demands of our clients globally, DALDEWOLF has established a network with professionals who are experts in the fields of law and accountancy and DALDEWOLF is member of the Geneva Group Network (GGI).

Arbitration

The expertise of DALDEWOLF in the field of judicial, administrative and disciplinary proceedings before national and international courts is recognized.

Arbitration and mediation, as other ADR's methods, are at the heart of the practice of a highly specialized team.

Patrick Van Leynseele, Patrick De Wolf and Marc Dal are frequently called as arbitrators or as counsels in international arbitrations, either ad hoc or international (CEPANI, ICC, ICDR, SAA, UNCITRAL or OHADA).

The firm has also always been at the forefront of developments of ADR, both in Belgium and in cross-border disputes.

Africa desk

DALDEWOLF has a recognised expertise on the African legal markets with an office in Kinshasa (DRC).

BUSINESS

- Administrative Law and Public Procurement
- Corporate
- Business Law and Contracts
- Eu, Competition and Regulatory
- Food Law
- Tax
- Litigation, Arbitration, Mediation
- Estate and Family Law
- Intellectual Property and It Law
- Real Estate
- StartITup
- Congo-Kinshasa
- China Desk
- Italian Desk

CONTACTS

Patrick De Wolf, Partner: pdw@daldewolf.com

Marc Dal, Partner: md@daldewolf.com

Patrick Van Leynseele, Partner: pvl@daldewolf.com

Romain Battajon, Partner: rob@daldewolf.com

Pierre Goffinet, Partner: pgo@daldewolf.com

Fabian Tchékémian, Partner: ftc@daldewolf.com

 Top Advisors Directory
LAW FIRMS

 Country
BELGIUM

 **TOSSENS GOLDMAN GONNE**
LAWYERS ■

 Avenue Louise, 480, B.18 B –
1050 Bruxelles Belgium
Phone: +32(0)2.895.30.70
Fax : +32(0)2.895.30.71
info@tglaw.be
www.tglaw.be



Jean-François Tossens



Sophie Goldman



René Gonne

POSITIONING

Tossens Goldman Gonne is a niche law firm active in national and international arbitration and business law. The firm was set up in 2016, with as its core values high quality and tailor-made services to clients.

The members of the firm have developed a high level of competence in dispute resolution thanks to their practice in highly esteemed national and international law firms, both in terms of prevention and management of litigation.

The founders Jean-François Tossens and Sophie Goldman have a widely recognized expertise in commercial arbitration. They both regularly act as counsel or arbitrator in national and international arbitral proceedings.

Their recent interventions have dealt with disputes relating to partnership agreements, service contracts, distribution, aeronautical and industrial losses and insurance related issues, post-acquisition disputes and construction disputes especially on African projects. They also regularly represent clients before Belgian courts, including in litigation relating to arbitration.

Jean-François teaches arbitration law and ADR at the faculty of law of the Catholic University of Louvain-la-Neuve. He is a board member of Cepani and of ICC Belgium. He is the author of publications in corporate law and arbitration. He is co-editor in chief of the Belgian Review of Arbitration b-Arbitra.

Sophie is the current Co-chair of CEPANI40. She teaches international commercial disputes resolution at the Ichech Management School of Brussels. She is also the author of publications in contract law and arbitration and is a regular speaker at conferences in Belgium and abroad.

Their partner René Gonne mainly focuses on corporate law, both in transactional and contentious matters.

BUSINESS

- National and international commercial arbitration
- Court litigation related to arbitration (setting aside and enforcement proceedings)
- Complex commercial contracts and related litigation
- Corporate litigation
- Post M&A disputes


CONTACTS

Jean-François Tossens, Partner: jean-francois.tossens@tglaw.be
Sophie Goldman, Partner: sophie.goldman@tglaw.be

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL



 Rua Hungria, 514, 5º andar,
01455-000, São Paulo/SP,
Brazil
Phone: +55 (11) 5180 5700
Fax : +55 (11) 5180 5716
www.cfgs.com.br



André de Luiz Correia



Rodrigo Ribeiro Fleury



**Luis Antonio da Gama e
Silva Neto**

POSITIONING

CFGS – Correia, Fleury, Gama e Silva Advogados is a dispute resolution boutique established to provide quality business litigation and arbitration advice and representation from a more specialized and efficient platform. The firm is distinguished by the reputation and track record of its lawyers and its flexibility on fees and conflicts.

The team has extensive experience in handling high profile and complex cases, representing a broad client base that includes major Brazilian companies involved in finance, infrastructure, construction, services and energy, as well as international investors based in the US, Europe and the Middle East.

Amongst the firm's clients are some of the largest Banks and Construction Companies in Brazil, as well as some of the major private equity firms in the world. The team includes fluent Portuguese and English speakers, and lawyers who have worked at some of the leading Brazilian law firms.

The firm's arbitration team, led by André de Luiz Correia, has experience representing clients in proceedings governed by the Center for Arbitration and Mediation of the Brazil-Canada Chamber of Commerce (CAM/CCBC), FGV Conciliation and Arbitration Chamber; Chamber of Conciliation, Mediation and Arbitration CIESP/FIESP, Market Arbitration Chamber (BOVESPA), as well as the ICC International Court of Arbitration. The team represents clients across a range of sectors and has particularly deep experience working with companies in the energy, infrastructure, mining, construction, engineering, oil and gas and financial services sectors. The firm's current caseload with parties or investments in Brazil involves all of these sectors and involves disputes that amount more than BRL 5 billion, arising from construction projects, operation and maintenance agreements, joint venture agreements, mergers and acquisitions and international sales contracts.

In addition, CFGS has extensive experience in successfully handling complex business disputes in federal and state courts. The firm has handled a wide range of cases, including construction contracts, telecom services, oil and gas exploitation, gas distribution, energy generation and distribution, corporate acquisitions, financial services, swap agreements, product liability, shareholder disputes, insolvency litigation (representing creditors and bondholders), insurance and reinsurance, and bank credit facilities. Even though the Firm's lawyers have a solid background in handling high-stake cases, CFGS also represents clients on medium-sized complex cases.

BUSINESS

- Dispute resolution: arbitration and commercial litigation


CONTACTS

André de Luiz Correia, Partner: andre@cfgs.com.br
Rodrigo Ribeiro Fleury, Partner: rodrigo@cfgs.com.br
Luis Antonio da Gama e Silva Neto, Partner: luis@cfgs.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

FCDG FERRO, CASTRO NEVES, DALTRO & GOMIDE ADVOGADOS

 Rua Ramos Batista 198, 7º, 8º
e 9º andares CEP: 04552-020
São Paulo - SP
Phone: (55) (11) 3053 3300
Fax : (55) (11) 3053 3301

Fcdg@fcdg.com.br

fcdg.com.br



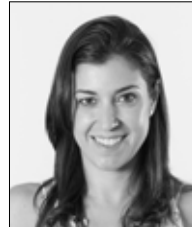
Marcelo Roberto Ferro



**José Roberto de Castro
Neves**



Eduardo Pecoraro



Karina Goldberg



Natália Mizrahi Lamas

POSITIONING

Ferro, Castro Neves, Daltro & Gomide Advogados (FCDG) is a law firm established in 2005, by a group of renowned and highly experienced professionals who shared the aspiration of offering to their clients superior law services. FCDG has reported a remarkable growth of activity in litigation, upholding an outstanding position in the market, especially regarding commercial arbitration, construction and company restructuring and reorganization.

With offices in Rio de Janeiro, São Paulo and Brasília – and correspondents in other Brazilian cities –, FCDG endeavors to provide exclusive services, particularly in the areas of corporate, construction and administrative law, either in consultancy or in litigation. The firm represents clients before Federal and State Courts, as well as in domestic and international arbitration cases. Very frequently the lawyers will also act before government agencies, in consultancy and litigation matters. The firm is equally dedicated to other legal advice such as drafting contracts, possessing vast experience in restructuring matters.

OFFICES

BRAZIL

- Rio de Janeiro
- São Paulo
- Brasília

BUSINESS

FCDG has distinguished itself in the field of domestic and international arbitration, representing clients before several national institutions (Brazil-Canada Chamber of Commerce – CCBC, Brazilian Mediation and Arbitration Center – CBMA, FGV Conciliation and Arbitration Chamber, São Paulo Mediation and Arbitration Chamber (FIESP), Mediation and Arbitration Chamber of Engineering Institute), as well as in foreign ones (International Chamber of Commerce – ICC, The London Court of International Arbitration – LCIA, Court of Arbitration of Sport – CAS). FCDG provides consultancy on requests for recognition of foreign court decisions and arbitral awards, as well as represents clients in these procedures before the Superior Court of Justice. It also provides assistance to clients in the elaboration, negotiation and risk assessment of arbitration agreements. FCDG partners also act as arbitrators in domestic and international arbitration proceedings before the main Arbitration Institutions.

FCDG offers extrajudicial counseling, in drafting and reviewing contracts and affidavits, analyzing commercial transactions and providing legal opinions on legal risk assessment.

CONTACTS

Marcelo Roberto Ferro, Partner: Marcelo.ferro@fcdg.com.br

José Roberto de Castro Neves, Partner: jrcastroneves@fcdg.com.br

Eduardo Pecoraro, Partner: Eduardo.pecoraro@fcdg.com.br


Karina Goldberg, Partner: karina.goldberg@fcdg.com.br

Natália Mizrahi Lamas, Partner: natalia.lamas@fcdg.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

Justen, Pereira
Oliveira & Talamini
advogados

 R. Joaquim Floriano, 413,
cj. 111, 04.534-011 / SP
São Paulo, Brazil
Phone: +55 11 3706-1500
Fax: +55 11 3706-1501

R. Visconde do Rio Branco, 237
80.410-000 / PR
Curitiba, Brazil
Phone: +55 41 3017-1800
Fax: +55 41 3017-1820

SHIS, QL 10, Cj 07, Casa 01
71630-075 / DF
Brasília Brazil
Phone: +55 61 3578-8787
Fax: +55 61 3578-8779

www.justen.com.br



Marçal Justen Filho



**Cesar Augusto
Guimarães Pereira**



**Fernão Justen de
Oliveira**



Eduardo Talamini



André Guskow Cardoso



**Alexandre Wagner
Nester**



Marçal Justen Neto



**Rafael Wallbach
Schwind**

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. 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 30-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 has an extensive practice in the representation of private companies in litigation and administrative proceedings before the port sector regulatory agencies and the Brazilian antitrust agencies.

An especially representative area of the firm's practice is dispute resolution, including arbitration and mediation. Some of the cases handled by Justen, Pereira, Oliveira & Talamini in its arbitration practice since 2000 have become landmark leading cases in multiple areas of arbitration in Brazil. Justen, Pereira, Oliveira & Talamini brings also to dispute resolution its massive practice in the areas of public law, concessions, government contracts and related fields.

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

CONTACTS

Marçal Justen Filho, Senior Partner: marcal@justen.com.br
Cesar Augusto Guimarães Pereira, Senior Partner: cesar@justen.com.br
Fernão Justen de Oliveira, Senior Partner: fernao@justen.com.br
Eduardo Talamini, Senior Partner: talamini@justen.com.br

André Guskow Cardoso, Junior Partner: andre@justen.com.br
Alexandre Wagner Nester, Junior Partner: nester@justen.com.br
Marçal Justen Neto, Junior Partner: marcalneto@justen.com.br
Rafael Wallbach Schwind, Junior Partner: rafael@justen.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

Leite, Tosto e Barros
A D V O G A D O S

 Rua Dr. Renato Paes de Barros,
1017 – 5º andar. Itaim Bibi. São
Paulo - SP - Brasil.
Phone: + 55 11 3847 3939
Fax: + 55 11 3847 3800
contato@tostoadv.com
www.tostoadv.com



**Paulo Guilherme de
Mendonça Lopes**



**Charles Isidoro
Gruenberg**

POSITIONING

With a team of over 120 lawyers, the litigation practice of Leite, Tosto e Barros Advogados is one of Brazil's largest and most successful, with significant experience in all types of litigation before local, state and federal courts and agencies, including matters of credit recovery, distribution, labour and employment, public civil actions, product liability, insurance, shareholder disputes, public concessions, tax, environment and white collar and business crime defense. The firm specializes in strategic litigation of high-value, complex disputes, particularly involving infrastructure, public concessions, energy and construction.

Our firm was instrumental in the development of arbitration in Brazil. Our national and international arbitration practice is best known for: our technical expertise; our very strong record of wins, particularly in high stakes "bet the company" disputes; our extensive and successful experience in dispute resolution for most of the country's key industry sectors, including engineering and construction, energy, oil and gas, and infrastructure, and our close working relationships with our clients, in developing strategies and making decisions.

OFFICES

BRAZIL

- São Paulo
- Brasília

BUSINESS

- Administrative & Public Law
- Agribusiness
- Anti-corruption and Administrative Improbity
- Arbitration
- Automotive
- Aviation
- Banking and Finance
- Bankruptcy and Restructuring
- Chemistry
- China Desk
- Complex Contracts and Negotiations
- Consumer
- Corporate
- Corporate Crimes and Investigations
- Digital and Methods of Payment
- Economic and Competition / Antitrust
- Education
- Energy and Natural Resources
- Environmental
- Family and Inheritance
- Food and Beverages
- Industry and Manufacturing
- Infrastructure
- Insurance
- Labour and Social Security
- Life Sciences
- Litigation and Conflict Resolution
- Management of Crisis
- Management of Legal and Arbitration Assets & Credit Rights
- Media and Entertainment
- Mergers and Acquisitions
- Mining
- Politics and Election
- Private Equity & Venture Capital
- Real State
- Regulatory Agencies
- Restructuring of Debts & Credits
- Shipping and Logistics
- Startups
- State Relations
- Strategic Litigation in Higher Courts
- Tax
- Technology and Innovation
- Telecommunications
- Unions Relations

CONTACTS

Paulo Guilherme de Mendonça Lopes, Partner: paulogml@tostoadv.com
Charles Isidoro Gruenberg, Partner: charlesig@tostoadv.com

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL



 Av Paulista, 1294 - 8th, 9th and
12th floors
01310-100 - São Paulo - SP
Brazil
Phone: +55 11 3147 0800
www.baptista.com.br



Maurício Almeida Prado



André Camerlingo Alves



Fernando Marcondes



**André Mendes Espirito
Santo**



Rafael Francisco Alves



**Silvia Julio Bueno de
Miranda**



Alberto Sogayar

POSITIONING

L.O. Baptista is prepared to meet the most varied demands of our clients in the main areas of Business Law. Recognized as one of the leading law firms throughout Brazil, our performance is based on values that have become our trademark and are premised on technical excellence, strategic vision, pragmatism and commitment to the client.

Our Dispute Resolution team consists of experienced and qualified professionals who are able to provide top-level services in the civil, commercial and business litigation areas, as well as national and international arbitrations and other alternative dispute resolution procedures.

As pioneers of introducing arbitration to Brazil we are proud to consider it one of our major areas of expertise. Our lawyers have been participating in various commissions in the most renowned national and international arbitration institutions. Our partners usually sit as arbitrators, which provides them with insights from all angles, broad range of knowledge and experience that our clients can benefit from.

In 2019, L.O. Baptista was awarded the Best Brazilian Dispute Resolution Firm by Leaders League for the second consecutive year. Our practice was chosen by a jury comprised of representatives of large multinational companies.

BUSINESS

- Arbitration
- Asia | China
- Civil and Commercial Litigation
- Competition
- Compliance
- Construction and Infrastructure
- Consumer
- Corporate
- Data Protection
- Energy and Renewable Sources
- Fashion Law
- Finance
- Health Care and Life Sciences
- Innovation and Technology
- Intellectual Property
- International Trade
- Labor and Employment
- M&A
- Private Client
- Private Equity, Venture and Seed Capital
- Public, Administrative and Regulatory
- Real Estate
- Startups
- Tax

CONTACTS

Maurício Almeida Prado: map@baptista.com.br

André Camerlingo Alves: aca@baptista.com.br

Fernando Marcondes: fm@baptista.com.br

André Mendes Espirito Santo: ams@baptista.com.br

Rafael Francisco Alves: rfa@baptista.com.br


Silvia Julio Bueno de Miranda: sbm@baptista.com.br

Alberto Sogayar: sog@baptista.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

MIGA Macedo Garcia
ADVOGADOS

 Av. Presidente Juscelino
Kubitschek, 28, - 4 andar
Phone: (+55.11) 3074.7925
contato@macedogarcia.com.br
www.macedogarcia.com.br



**Paulo Macedo Garcia
Neto**



**Mariana Capela
Lombardi Moreto**

 **BUSINESS**

- Arbitration
- Litigation
- Mediation
- Negotiation

POSITIONING

A spin-off of renowned Brazilian law firms, Macedo Garcia was created as a concept boutique for dispute resolution with a highly qualified team of specialists. Bringing together partners with 15 years of experience and a solid academic background, our purpose is to deal with conflict resolution in an integrated manner and with a 360-degree view, seeking to assist clients from the development of the legal strategy until the best solution is reached. By perceiving advocacy as a tailor-made product, we focus on assisting a limited number of clients in order to give them full attention and premium treatment. Our attorneys have a strong track record (having acted in more than 50 arbitrations and hundreds of complex litigation matters), which enables the firm to take on litigious issues as well as advise clients on strategic decisions. Our experience also includes clerkship to Justices of the Brazilian Superior Courts (STF and STJ) and work practice outside Brazil supporting foreign clients. We focus on four areas:

Arbitration

Experience, know-how and expertise in ad hoc and institutional arbitrations, both national and international. Professionals listed as arbitrators before some of the most important Brazilian chambers of arbitration. Performance on disputes involving the following sectors: construction, corporate, M&A, energy, technology, banking, franchising, recycling, mining, navigation, logistics, fashion, oil and gas, metallurgy, insurance, automobile industry, paper industry, food industry, waste disposal, among others. Our team has a current caseload of 10 ongoing arbitrations.

Litigation

Assertive and speedy performance, with the preparation of the strategy and conduction of high complexity lawsuits in different areas such as corporate law, agribusiness, banking, contractual, real estate, among others. We are also used to assist clients on court disputes relating to arbitrations. Our expertise also comprises emergency proceedings and protective measures to resolve disputes in the most effective manner. We act before the main courts in Brazil.

Mediation

Professionals trained as mediators and with experience to assist clients in mediations. Expertise and creativity in drafting the strategy to be showcased in the mediation, as well as during the management of the process, seeking to create value and the best possible outcome. Participation as representatives in the mediation and as mediators in the sectors of infrastructure, energy, mining, franchising, recycling, among others.

Negotiation

Vast experience in complex negotiations, both before the beginning of the dispute (to avoid future arbitration and/or litigation) or during the course of proceedings, always seeking the best result for the client.

CONTACTS

Paulo Macedo Garcia Neto, Partner: pmg@macedogarcia.com.br
Mariana Capela Lombardi Moreto, Partner: mcl@macedogarcia.com.br

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

ML | MANNHEIMER,
PEREZ E LYRA
ADVOGADOS

Av. Almirante Barroso, 139
4º andar, Centro, RJ, 20031-005
Rio de Janeiro, Brazil
Phone: +55 21 2215 1733

www.mpladv.com.br



**Sergio Nelson
Mannheimer**



Pedro Henrique Perez



Tomaz Tavares de Lyra



Karina Stern de Siqueira



Marcela Levy



Marcelo Dickstein



Fernanda Aviz



**Ricardo Ramalho
Almeida**

POSITIONING

Mannheimer, Perez e Lyra Advogados acts, mainly, in the prevention and resolution of significant disputes, before State Courts and through arbitration, both international and domestic, with success in the most notable corporate disputes in the country. The firm also provides legal consulting services, with the intent of offering its clients the best solutions in the performance of its activities. With offices located in the two major cities in Brazil, Rio de Janeiro and São Paulo, and correspondents in other cities, Mannheimer, Perez e Lyra Advogados acts nationwide and maintains partnerships with the most esteemed foreign law firms.

The firm counts upon a team of qualified professionals with vast experience in highly complex litigation. Many of its members have master's and doctoral degrees in law from the most respected universities in Brazil, the United States and Europe, in addition to being law professors and authors of books and articles published in specialized journals, thus providing a differentiated and customized service of the highest quality to its clients.

Mannheimer, Perez e Lyra Advogados represents national and international companies from strategic segments of the economy, as well as the interests of associations and persons in matters of Civil, Corporate, Administrative, Constitutional, Tax, Insurance, International, Bankruptcy and Judicial Reorganization Law.

Each case is conducted in a unique way with direct dedication of partners of the firm, in order to deliver to the client a safe, effective and agile legal solution, adapted to its specific needs and with the highest standard of ethics, quality and excellence.

BUSINESS

- Antitrust & Competition
- Civil Liability
- Contracts
- Construction
- Corporate
- Corporate Restructuring & Bankruptcy
- Election
- Environmental
- Family & Successions
- Information Technology, Internet & Telecommunications
- Insurance & Reinsurance
- Intellectual Rights
- Oil & Gas
- Public Bidding
- Real Estate
- Tax
- Tax Liability

CONTACTS

Sergio Nelson Mannheimer, Partner: mannheimer@mpladv.com.br

Pedro Henrique Perez, Partner: pedro.perez@mpladv.com.br

Tomaz Tavares de Lyra, Partner: tomaz.lyra@mpladv.com.br

Karina Stern de Siqueira, Partner: karina.stern@mpladv.com.br

Marcela Levy, Partner: marcela.levy@mpladv.com.br

Marcelo Dickstein, Partner: marcelo.dickstein@mpladv.com.br

Fernanda Aviz, Partner: fernanda.aviz@mpladv.com.br

Ricardo Ramalho Almeida, Partner: ricardo.almeida@mpladv.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL



 Edifício Parque Paulista, 10º and.
Alameda Santos, 1940
01418-200 - São Paulo - SP
Brazil
Phone: +55 11 3016-1888
contato@mmfadvogados.com.br
www.mmfadvogados.com.br



Marcelo A. Muriel



Fernando Medici Júnior



**Nancy Gombossy de
Melo Franco**



Álvaro Brito Arantes



Thiago Soares Gerbasi

POSITIONING

A dispute resolution and agribusiness boutique with a client base of multinational origin.

The firm represents and advises corporate clients in domestic and international arbitration proceedings as well as local and cross-border court proceedings. The subject matter varies from product liability defense to construction and project finance, shareholders disputes, long term supply agreements (take-or-pay), energy contracts and power plant operations, purchase price retentions in M&A transactions, etc. A group of specialized lawyers is also well versed in class actions and credit recovery, including representation of creditors in judicial restructuring and insolvency.

The firm also has a reputation for its agribusiness practice advising clients on deals from the initial structuring, negotiation, drafting and litigation when necessary, especially for credit recovery through guarantee enforcement.

BUSINESS

- Litigation
- Arbitration
- Mediation
- Agribusiness

CONTACTS

Marcelo A. Muriel, Managing Partner: mmuriel@mmfadvogados.com.br
Fernando Medici Júnior, Founding Partner: fmedici@mmfadvogados.com.br
Nancy Gombossy de Melo Franco, Founding Partner: nancyfranco@mmfadvogados.com.br
Álvaro Brito Arantes, Founding Partner: alvaro@mmfadvogados.com.br
Thiago Soares Gerbasi, Partner: thiago@mmfadvogados.com.br

 **Top Advisors Directory
LAW FIRMS**

 **Country
BRAZIL**



PIMENTEL · VEGA · SMILGIN · SOUZA
ADVOGADOS

 Rua do Mercado, 11, 7º andar
Centro / RJ - CEP 20010-120
Phone: + 55 21 2232-7279
contato@pvslaw.com.br
www.pvslaw.com.br



Ademir Pimentel



André Pimentel



Daniel Vega



André Smilgin



Mariana F. Souza



Andre Lima



Leonardo Corrêa

POSITIONING

PIMENTEL, VEGA, SMILGIN, SOUZA ADVOGADOS (“PVS Advogados”) has broad experience in representing domestic and international clients in the prevention and resolution of highly complex disputes.

With offices strategically located in Rio de Janeiro and São Paulo, PVS Advogados is always focused on results, craftsmanship, and efficiency. Our team brings the knowledge and experience acquired over the years in some of the biggest law firms and prestigious boutiques in the country, as well as in-houses, and former Court of Appeals Judges. We strongly believe that a diversity of profiles is a crucial element of success.

To fulfill its permanent commitment with the excellence of its services, PVS Advogados devotes time to understanding the details of the facts of each case. To do so, we rely on a lasting and close relationship with our clients. The partners of the firm are directly involved in the conduction of each case and in contact with the people who are ahead of the issue. This approach allows us to view the dispute from many angles, understanding what is strategic for business and how to reflect it in Dispute Resolution.

In assessing a dispute or even an identified legal issue, PVS Advogados usually propose alternative solutions such as negotiation or mediation. Within a more holistic context for the client, PVS Advogados has the expertise to design and develop systems of dispute prevention in the business, civil, and labor-areas of its clients, as well as in the due diligence and review of litigation. This work is done aiming at future gains with the potential reduction of contingencies and exposure, avoiding further litigation costs to the firm's clients.

Another feature that distinguishes PVS Advogados is the solid business background of many of the partners of the firm, who worked in multinational companies or several different transactions in different jurisdictions. We also use the Economic Analysis of Law as an essential tool to address the most varied subjects.

Consistent Narratives, Legal Technique, Persuasion, Efficiency, Commitment, and Ethics: these are the values and core principles of PVS Advogados in assisting clients in the cases that matter the most.

BUSINESS

- Strategic Litigation and Arbitration
- Dispute Prevention, Negotiation, Mediation, and Dispute System Design
- Litigation before the Brazilian Appellate and Superior Courts
- Corporate
- Contracts
- Restructuring and Insolvency
- Consumer Relations
- Product Liability
- Insurance, Reinsurance, and Supplementary Retirement Plan
- Tax
- Labor and Employment
- International Transactions
- Public Law and Regulatory
- Energy
- Oil and Gas
- Real Estate Transactions
- Succession and Estate Planning

OFFICES

BRAZIL

- Rio de Janeiro
- São Paulo

CONTACTS

Ademir Pimentel, Partner: ademir.pimentel@pvslaw.com.br

André Pimentel, Partner: andre.pimentel@pvslaw.com.br

Daniel Vega, Partner: daniel.vega@pvslaw.com.br

André Smilgin, Partner: andre.smilgin@pvslaw.com.br

Mariana F. Souza, Partner: mariana.souza@pvslaw.com.br

Andre Lima, Partner: andre.lima@pvslaw.com.br


Leonardo Corrêa, Partner: leonardo.correa@pvslaw.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

**SALUSSE
MARANGONI
PARENTE
JABUR**

ADVOGADOS

 Av. Presidente Juscelino Kubitschek,
1400 – 10º andar
CEP: 04543-000, São Paulo – SP
Brazil
Phone: +55 11 3146-2400
Fax: +55 11 3146-2420
sma@smabr.com

www.smabr.com



Eduardo de Albuquerque Parente



Erik Guedes Navrocky



Sérgio Ricardo Nutti Marangoni



Wilson Pinheiro Jabur

POSITIONING

Since our establishment in 1992, we have been dedicated to providing corporate law services with a focus on results, seeking excellence through a client-driven approach in tandem with our always-primed attitude.

From our modern headquarters in the heart city of the São Paulo, Latin America's financial center, we operate across the domestic territory, and abroad through accredited representatives, attending to the sophisticated challenges faced by clients who hold stakes in different regions.

Our Drive

Our purpose is to develop and present more efficient and creative solutions to our client's legal needs, regardless of the complexity involved.

Our Team

Rising to the challenge of constant evolution, we are a team of experienced polyglot lawyers regularly engaged in refresher courses and academic research to temper our highly grounded practice.

In the course of our journey we have amassed several individual and collective awards in all of our fields of operation, recognizing our professionals and our office as one of the "most praised" and "most admired" in Brazil.

BUSINESS

- Agribusiness and agro-industry
- Alternative Dispute Resolution (ADR) and Dispute Systems Design (DSD)
- Automobile
- Bankruptcy and debt restructuring
- Biotechnology and biomedicine
- Civil litigation
- Commercial contracts, including under the CISG
- Construction and infrastructure
- Distribution systems and supply chains
- Energy and natural resources
- Pre-litigation support and risk assessment
- Uniformization of multinational operations

CONTACTS

Eduardo de Albuquerque Parente: e.parente@smabr.com

Erik Guedes Navrocky: e.guedes@smabr.com

Sérgio Ricardo Nutti Marangoni: marangoni@smabr.com

Wilson Pinheiro Jabur: w.jabur@smabr.com

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

S O U T O C O R R E A A D V O G A D O S

 Av. Pres. Juscelino Kubitschek,
2041, Torre D, 8º andar,
Complexo JK, CEP 04543-011
São Paulo/SP
Phone: + 55 11 3530 8400
contato@soutocorrea.com
www.soutocorrea.com



Carlos Fernando Souto



Guilherme Rizzo Amaral



Jorge Cesa



Marcelo Gandelman



Ricardo Quass Duarte



Diogo Squeff Fries



Luis Alberto Peretti

POSITIONING

Souto Correa Advogados comprises experienced lawyers united by the same principles and core values. The firm is staffed with highly qualified professionals, many of whom hold PhDs and have been recommended in prominent national and international legal rankings such as Chambers and Partners, Who's Who Legal, Legal 500, IFLR1000, LACCA Approved List and "Análise Advocacia", 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. To achieve that, it relies on professionals who are fluent in several foreign languages, which enables them to meet the standards and requests from various countries, especially through its Asian, German and Latin desks.

OFFICES

BRAZIL

- São Paulo
- Rio de Janeiro
- Porto Alegre
- Brasília

BUSINESS

- Administrative & Regulatory
- Agribusiness
- Environmental & Sustainability
- Arbitration & Mediation
- Compliance
- Consumer & Product Liability
- Contracts
- Media & Entertainment
- Real Estate
- Capital Markets
- Wealth & Succession Planning
- White-Collar Crimes
- Intellectual Property
- Data Protection
- Restructuring & Insolvency
- Litigation
- Corporate Law & M&A
- Startup Hub
- Timberland
- Labor
- Tax


CONTACTS

Guilherme Rizzo Amaral, Partner: guilherme.amaral@soutocorrea.com
Marcelo Gandelman, Partner: marcelo.gandelman@soutocorrea.com

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

 **w a r d e**
a d v o g a d o s

 Alameda Itu, 852 - 7º andar
Jardins - CEP: 01421-002
São Paulo
Brazil
Phone: +55 11 3065-8207
Fax: +55 11 5594-8207
www.warde.com.br



**Walfrido Jorge Warde
Júnior**

POSITIONING

Warde Advogados focuses solely on corporate disputes, anti-corruption and regulatory matters. It prides itself on its tenacity, independence, and ability to operate in multiple jurisdictions throughout the world, and it has a team of lawyers distinguished by its continuous academic and professional training. These qualities and capabilities enable it to provide a high-quality, personal service compatible with the strictest professional standards. It is the only Brazilian law firm that has its own Lawtech, the JuriLab, which conceived the map of corporate conflict in Brazil.

Litigation & Arbitration

Four of the firm's partners are active in commercial dispute resolution (litigation and arbitration), and the team is regularly involved in proceedings whose outcomes have significant ramifications, either for Brazil's economy and its institutions, or in terms of the legal issues at stake. The firm acts in wide-ranging corporate disputes, including proceedings to render corporate acts null, void or ineffective; proceedings to enforce compliance by directors and officers with corporate duties (e.g. exclusion, forced removal and liquidation of assets); indemnification proceedings involving companies and shareholders; and proceedings seeking intervention in corporate management. It is also very active in administrative proceedings before the Brazilian Securities and Exchange Commission (CVM), the boards of trade and the Department of National Commerce Registration. The firm is well versed in developing independent strategies to support clients' claims and defences in corporate and securities law disputes, drawing on its deep understanding of the sectors in which its clients operate and its experience in evaluating the macroeconomics and market regulations both in Brazil and overseas.

Anti-Corruption, Regulatory & Compliance

The firm set up a dedicated compliance department in November 2017 in response to the fast-evolving regulatory landscape in the country, and the demand for specialist expertise in that context. It provides advice and representation in relation to the negotiation and execution of leniency agreements with the General Union Controllershship, the Administrative Council for Economic Defense (CADE), the Brazilian Securities and Exchange Commission (CVM), and the Central Bank; internal investigations into violations of anti-corruption, antitrust and bidding legislation and guidance on the outcome of investigations; the creation and deployment/improvement of compliance programs in accordance with Brazil's anti-corruption laws, seeking to prevent violations and mitigate penalties in cases of violation; and due diligence. The team includes Valdir Moyses Simão, who is the former chief minister of Brazil's General Controller's Office, and Leandro Daiello Coimbra, who is the former director general of Brazil's Federal Police and in that role was involved in major operations including Operation Car Wash.

International Work

The firm is regularly instructed in multi-jurisdictional as well as Brazilian matters.

BUSINESS

- **Corporate Law and Capital Markets**
Litigation and Arbitration
Advisory
Dispute Practice and Transactional Work
- **Government Enforcement and Investigations**
- **Finance and Infrastructure**
- **Executive Compensation and Benefits**

OFFICES

- Brasília
- São Paulo

CONTACTS

Walfrido Jorge Warde Júnior: walfrido@warde.com.br

 Top Advisors Directory
LAW FIRMS

 Country
BRAZIL

WZ Wongtschowski &
Zanotta *advogados*

 Av. Brigadeiro Faria Lima, 1309
4º andar - Pinheiros, 01452-002
São Paulo, SP - Brazil
Phone: +55 (11) 3818-5555
wz@wz.adv.br
www.wz.adv.br



**Vânia Wongtschowski
Kleiman**



Rubens Opice



**Juliana Brotto de Barros
Milaré**



Marília Canto Gusso



**Domingos Fernando
Refinetti**



Alexandre Zanotta



Pedro Zanotta



Tiago Bonatti Peres

POSITIONING

WZ Advogados is a Brazilian wide firm.

Founded in 2006 we are young but highly experienced firm. We have united a professional team with years of practice in recognized national and international law firms.

Despite of being well prepared, available, updated, there is something we are really good at: we are experts in our clients. We add value to our clients decision making, simplifying technical matters, focusing on the prevention of problems and, whenever necessary, solving their difficulties through clear, objective opinions and in favour of its business. We believe that a relationship of trust and customized services are indispensable conditions to satisfy everyone we serve. Our collaborative model allows us to propose solutions focused on the interests of each of our clients in a personalized way. The proximity we seek with clients and partners is part of our culture. We value the well-being and quality of life of all the professionals who form our team, an attitude that is reflected in our work environment and productivity. In line with the mission of our firm and the internal developed collaborative model, we have created a core work called WZ Social, which is nothing more than a reflection of what we expect for our country's future. We are constantly searching for a more just and egalitarian society, by analysing the current economic, social and environmental impacts. Recently, WZ was the first law firm in Brazil to be certified as a B Corp, what demonstrate our concern to provide the greatest service to our clients and to be better TO the world, with transparency, trust and measuring our social and environmental impacts.

Through these above commitments, we believe that we will be able to positively transform our society bringing Law and Justice to all.

BUSINESS

- Arbitration
- Civil Litigation
- Compliance and Corporate Ethics
- Competition
- Consumer
- Contracts
- Corporate
- Estate, Family and Succession Planning
- Financial and Capital Market
- Impact Business and Investments
- Intellectual property
- Litigation Prevention
- Mergers and Acquisitions
- Regulatory
- Tax
- Third Sector

CONTACTS

Juliana Brotto de Barros Milaré, Partner: juliana@wz.adv.br

Marília Canto Gusso, Partner: marilia@wz.adv.br

Rubens Opice, Partner: rubens@wz.adv.br

Vânia Wongtschowski Kleiman, Partner: vania@wz.adv.br

Domingos Fernando Refinetti, Partner: domingos.refinetti@wz.adv.br

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

ABOGABIR MIRANDA

 Burgos 80, office 201
Las Condes, Santiago de Chile
Chile
Phone: +56 232452701
contacto@amcia.cl
www.amcia.cl



Diego Abogabir



Nicolás Miranda

POSITIONING

Abogabir Miranda is a dispute resolution boutique law firm specializing in civil, commercial, criminal, competition and consumer litigation and arbitration.

The firm provides first tier service from a boutique perspective offering creative fees arrangements. Considered aggressive and creative litigators in the domestic arena. Regarding international arbitration, the firm offers services to assist international firms as co-counsel or as “men on the ground” in international commercial disputes involving Chile.

The team handles a broad range of matters, arising out of a wide range of contracts and industries, such as construction, ports and shipping, stakeholders’ disputes, insurance, technology, real estate, capital markets, and, in general, every type of corporate conflicts. Diego Abogabir and Nicolás Miranda trained in the US and the UK, and have experience working on cross border, multi-jurisdiction litigation and arbitration, involving foreign companies, becoming the lead contact for such companies in Chile.

The team litigates before common and special courts and tribunals with emphasis in domestic arbitration, and with experience in international arbitration (ICC and UNCITRAL Rules).

BUSINESS

- Civil and commercial litigation
- Domestic and international arbitration
- Criminal litigation
- Administrative litigation
- Consumer law litigation
- Unfair competition
- Commercial mediation

CONTACTS

Diego Abogabir, Founding Partner: dabogabir@amcia.cl
Nicolás Miranda, Founding Partner: nmiranda@amcia.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

B
BARAONA Y CIA.
ABOGADOS

 Alcantara 271, 7th floor, Las
Condes, Santiago, Chile
Phone: +562 2951 1957
bcia@bcia.cl
www.bcia.cl



Jorge Baraona González

Jorge Baraona Correa

Jaime Alcalde Silva

Juan Luis Goldenberg
Serrano

POSITIONING

BARAONA Y CÍA. is a law firm aimed mainly at the prevention and resolution of Civil, Commercial, Bankruptcy and Administrative disputes, through an integral and timely consulting, negotiation, litigation and arbitration, Legal Opinions and alternative dispute resolution.

The team has accumulated experience in highly complex and emblematic litigations and arbitrations, acting as legal advisors, arbitrators and even as an external judge of the Supreme Court. The broad experience in dispute resolutions is paired by a sound legal education, having several of its lawyers the degree of Doctor of Law, allowing them to teach in the best Chilean universities.

What distinguishes our lawyers, is a personalized way of working that guarantees robustness, effectiveness and commitment in their performance, giving to our clients prompt and appropriate solutions.

BUSINESS

Practice Areas

- Domestic and International Arbitration
- Civil, commercial, economic and constitutional litigation
- Regulatory and Administrative conflicts / Governmental Litigation
- Construction and Infrastructure disputes
- Agribusiness disputes
- Antitrust and Regulated markets
- Environmental and Natural Resources disputes
- Banking and Finance litigation
- Class actions and Consumer Rights
- Legal counsel and dispute resolution in educational area
- Remedies before the high Courts of Justice, the General Comptroller of the Republic Office and other Agencies of the State Administration
- Negotiation
- Mediation and other Alternative Dispute Resolution proceedings
- Insolvency, Bankruptcy and Restructuring
- Real Estate
- Corporate Law, Corporate Governments and Compliance
- Inheritance Law
- Legal Opinions in the practice areas

CONTACTS

Jorge Baraona Correa, Partner: jbaraonac@bcia.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

 **BOFILL MIR & ALVAREZ JANA**
Abogados

 Avenida Andrés Bello 2711
8th floor, Las Condes 7550611
Santiago, Chile
Phone: +56 227 577 600
Fax: +56 227 577 813
info@bmaj.cl
www.bmaj.cl



Andrés Jana



Rodrigo Gil



Karen Werner

POSITIONING

Bofill Mir & Alvarez Jana (BMAJ) was recognized by Leaders League as the best Latin American Law Firm (Dispute Resolution) in 2018.

BMAJ is a leading Chilean full-service law firm recognised for providing innovative and effective client service in a broad range of practices areas. The firm's recognition is based on its unwavering commitment to its clients, its focused and dedicated professionals, and the specialised and creative approach with which each of its various teams collaborate on behalf of the clients' interests.

International Arbitration

BMAJ is globally-recognised for its impressive experience in international arbitration, above all in Latin America. The team's lawyers have acted in several investment-treaty arbitrations before ICSID, and in many international commercial disputes before the ICC. BMAJ is particularly experienced in international construction disputes in Latin-American countries, representing sovereign and state entities as well as foreign investors and international construction companies. BMAJ also practices under UNCITRAL and LCIA dispute resolution regimes.

Domestic Arbitration

BMAJ is the leading Chilean law firm in major domestic arbitrations and has the largest arbitration team in Chile. The team has been involved in major Chilean arbitrations, mainly in the construction, energy and mining industries. It also has extensive experience in disputes concerning transportation, telecommunications, the financial sector and international franchises.

Civil & Commercial Litigation

The team has experience with disputes before lower level courts, courts of appeal and the Supreme Court, and has a wide network of correspondents throughout Chile. BMAJ litigation lawyers are distinguished for their courtroom expertise. Among the firm's notable cases is the defense of Chilean investment department CORFO in several civil cases related to the collection of USD \$150 million embezzled from the state in the Inverlink fraud.

Public International Law

The team has advised states before ICJ and international organisations in disputes related to the delimitation of boundaries, international waters, immunity from jurisdiction and execution of states, war damages and use of force; including representation of Chile in state disputes against Bolivia in the International Court of Justice in The Hague.

Litigation & Criminal Defence

The law firm's criminal practice concentrates on litigation and criminal defence of white-collar crimes and the related civil liability and corporate/criminal liability.

BUSINESS

- Administrative Law, Environmental Law and Regulated Markets
- Antitrust and Unfair Competition
- Banking, Finance and Capital Markets
- Bankruptcy and Insolvency
- Civil and Commercial Litigation
- Construction, Infrastructure and Real Estate
- Corporate
- Energy
- International Arbitration
- Labour & Employment
- Litigation and Criminal Defense
- Mergers and Acquisitions
- Mining and Natural Resources
- National Arbitration
- Public international law
- Tax
- Telecommunications

CONTACTS

Andrés Jana, Partner: ajana@bmaj.cl

Rodrigo Gil, Partner: rgil@bmaj.cl

Karen Werner, Partner: kwerner@bmaj.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

CORREA SQUELLA

 Av. Apoquindo 3500, Piso 11
Las Condes 755-0105
Santiago, Chile
Phone: +56 2259 10 100
contacto@cslegal.cl
www.cslegal.cl



Juan Ignacio Correa



Jorge Sepúlveda



Tamara De Beer

POSITIONING

Correa Squella is a law firm committed to support its clients and provide them the highest level of innovative and effective solutions, with a responsible management of costs.

In order to benefit the needs of each client we favor a communicative integration among our practice areas.

We are proud of the work we carry out and the working culture of our firm, where we all work together providing talent, energy and expertise to address our clients' most sensitive and complex issues.

Either abroad or in areas of high specialization that we do not provide internally, we look for the best suited professional for the specific case.

Correa Squella. is well-known in the legal market for executing complex trials and arbitrations, and for assuming high-profile antitrust & competition cases, advising our clients in each preliminary judicial stage and accomplishing satisfactory outcomes.

We achieve this through practical and sophisticated legal strategies.

Among our staff we have professional lawyers who are fluent in Spanish, English, French, Portuguese and German, which has allowed us to take part in multiple disputes in a wide range of jurisdictions, such as Australia, China, France, Germany, India, Luxembourg, Norway, South Africa, Poland, Spain, Switzerland, UK, United States and South America.

Finally, we are committed to building and nurturing a law firm inspired by an open-minded and supportive philosophy. As a consequence, our diversity policies have led us to receive multiple recognitions for gender equality, work-life balance and talent management.

BUSINESS

- Arbitration
- Dispute Resolution
- Litigation
- Antitrust & Competition
- Banking & Finance Law
- Class Actions
- Commercial Law
- Constitutional Law
- Construction Law
- Consumer Law
- Corporate Law
- IT Law
- M&A Law
- Public Law
- Real Estate Law
- Civil Liability Law
- Tort Law

CONTACTS

Juan Ignacio Correa, Partner: juanignacio.correa@cslegal.cl
Jorge Sepúlveda G., Partner: jorge.sepulveda@cslegal.cl
Tamara De Beer, Associate: tamara.debeer@cslegal.cl

Top Advisors Directory
LAW FIRMS

Country
CHILE

ABOGADOS | DEL RÍO
IZQUIERDO

Rosario Norte 615, Office 2004
Las Condes, Santiago
Chile
Phone: (+56-2)2591 8800
driabogados@delrioizquierdo.cl
www.delrioizquierdo.cl



Humberto del Río



Eduardo Izquierdo



Francisco Bañados



Alejandra Aguad



Jorge Navarrete



Francisco Prat

POSITIONING

Since the origin of Del Río Izquierdo Abogados, in 2007, our working method and commitment to our clients has allowed us to offer specific solutions to the most varied legal matters, developing long-lasting client-attorney relationships founded on trust.

The firm provides comprehensive advisory and legal services to individuals and entities, both local and foreign. We seek to add value offering simple, flexible and effective legal solutions through a personalized relation between our firm's partners and attorneys and our clients.

Our team has high ethical and excellence standards, with professionals that are proactive, creative, diverse, tolerant and empathic to our client's matters.

The firms' hallmark is the level of **involvement** that our partners and attorneys achieve in connection with the business and industry of our clients, allowing us to truly **understand** their needs and thus achieve swift, **creative** and –specially- **efficient solutions** to their corporate and operational matters as well as potential contingencies related to their businesses.

BUSINESS

- Litigation, Arbitration and Dispute Resolution
- Civil lawsuits
- Commercial lawsuits
- Bankruptcy lawsuits (winding-up and restructuring)
- Labor lawsuits
- Criminal proceedings
- Arbitrations
- Negotiations and Settlements
- Constitutional litigation
- Litigation related to consumer protection laws and other matters within the jurisdiction of Local Courts (Juzgados de Policía Local)
- Corporate and M&A
- Labor & Employment
- Real Estate & Urban Development
- Aviation Law
- Strategic Solutions
- Regulation and Competition Law
- Technology and Intellectual Property
- Natural Resources and Environment
- Tax Solutions

CONTACTS

Humberto del Río, Partner: hdelrio@delrioizquierdo.cl
Eduardo Izquierdo, Partner: eizquierdo@delrioizquierdo.cl
Francisco Bañados, Partner: fbanados@delrioizquierdo.cl
Alejandra Aguad, Partner: aaguad@delrioizquierdo.cl
Jorge Navarrete, Partner: jnavarrete@delrioizquierdo.cl
Francisco Prat, Partner: fprat@delrioizquierdo.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

FLEISCHMANN & LEÓN

Abogados

 Av. Isidora Goyenechea 3621
Piso 5, Las Condes, CP 7550107
Santiago de Chile
Phone: +56 2 3220 9600
contacto@flycia.cl
www.flycia.cl



**Hernán Fleischmann
Chadwick**



Juan Ignacio León Lira



Paulo Román Reyes



Juan Diego Rabat Celis

POSITIONING

Fleischmann & León Abogados is a boutique law firm, that is characterized for delivering an excellent service to its clients. The firm specializes in construction, infrastructure, public works concessions, litigation, arbitration and dispute resolution, in which its lawyers have a vast experience and a professional trajectory of more than 20 years.

In addition, the firm provides advice on corporate, real estate, labor and telecommunications issues, and has been recognized in the areas of expertise by the most important legal rankings worldwide, such as Chambers & Partners, The Legal 500, Best Lawyers, etc, which attest to their quality and professional experience.

Fleischmann & León Abogados is a firm committed to deliver an integral and focused service, both to people and companies, local and foreign, through a specialized, timely, efficient and strategic advice, which responds faithfully to the needs of each of its clients, which has led to establish itself within the best offices in its field, according to the legal rankings.

Fleischmann & León Abogados stands out for its practice and professional quality, fostering and promoting closeness and efficiency for its clients, with top-level professionals and a long and recognized track record in matters of high complexity and relevance to the country, both in the public sphere and as in the private sector.

BUSINESS

- Disputes and Arbitration
- Construction and Projects
- Infrastructure
- Real Estate
- Corporate
- Mergers and Acquisitions
- Tax
- Telecommunications
- Labor Law

CONTACTS

Hernán Fleischmann Chadwick, Founding Partner: hfch@flycia.cl
Juan Ignacio León Lira, Founding Partner: jileon@flycia.cl
Paulo Román Reyes, Partner: prr@flycia.cl
Juan Diego Rabat Celis, Partner: jdr@flycia.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE



 Apoquindo 3472, Of.1001,
Ed. Patio Foster, Las Condes,
Santiago, Chile
Phone: +(56 2) 3223 3180
info@gmdk.cl
www.gmdk.cl



Cristián Gandarillas



Gabriel del Río



Paulo Montt

POSITIONING

Gandarillas, Montt, Del Río & Krause is a boutique litigation firm dedicated entirely to the solution of conflicts. It is formed by a cohesive team led by four partners, all of them experienced litigators appearing before all different Chilean instances, including the Supreme Court. They have also a great deal of experience before national and international arbitration forums.

The firm has depth of expertise in commercial, contentious competition, bankruptcy, regulatory, capital markets and environmental matters. Transversally, they are specialized in complex litigation and arbitration.

At GMDK, clients might expect: a strategic approach to resolve disputes, the strong defense of their issues, proximity and intense communication and the right minds looking at every detail of the process. They represent a new generation of litigants in Chile.

BUSINESS

- Commercial and Civil Litigation
- National and International Arbitration
- Construction Disputes
- Restructuring and insolvency Litigation
- Antitrust
- Consumer Law
- Administrative proceeding
- Economic and Regulatory Litigation
- Corporate Disputes
- Alternative Dispute Resolution
- Environmental Litigation

CONTACTS

Cristián Gandarillas: cgandarillas@gmdk.cl

Gabriel del Río: gdelrio@gmdk.cl

Paulo Montt: pmontt@gmdk.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

GONZÁLEZ & RIOSECO

ABOGADOS

 Goyenechea 3120,
Las Condes - Santiago
Chile
Phone: +56 228 400 400
info@gonzalezrioseco.com
www.gonzalezrioseco.com



Francisco Gonzalez



Andres Rioseco

POSITIONING

We offer the best specialized legal advice to the most complex disputes issues, always with a peerless combination of efficiency and excellence.

Our firm stands by its outstanding and successful track record, with nearly 30 years of experience acquired at the former Barros, Letelier & González law firm (whose senior partner was Mr. Enrique Barros).

We offer total commitment to each case, sound legal analysis to possible outcomes, risks and advantages, with a focus on achieving the best results for our clients.

Our firm has a unique work ethic where passion is our key for success.

Our partners are personally and deeply involved in all our cases, building long term relationships as our client's trusted advisors.

BUSINESS

- Antitrust
- Arbitration
- Litigation
- Complex regulatory issues

CONTACTS

Francisco Gonzalez, Partner: fgonzalez@gonzalezrioseco.cl
Andres Rioseco, Partner: arioseco@gonzalezrioseco.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

GRUPO
VIAL SERRANO
ABOGADOS

 Av. El Bosque Norte N° 0177
office 602
Las Condes Santiago
Chile
Phone: +56 2 27139000
rguzman@vialserrano.cl
www.vialserrano.cl



Manuel Jose Vial



Rodrigo Guzman



Martín del Río



Cristóbal Leighton



Karen Milinarsky

POSITIONING

Though Grupo Vial Serrano Abogados (GVSA) was founded in 2005, it is the continuation of decades of a successful and extensive practice in corporate and commercial law, business transactions, litigation & arbitration, tax and labour law.

Particularly, with respect to its Litigation & Arbitration Department, GVSA has extensive experience in advising clients in Commercial, Corporate, Torts, Contractual, Consumer, Antitrust, Tax and Bankruptcy Litigation before ordinary tribunals, Appeal Courts and Supreme Court, and both domestic and international arbitration, particularly under the Rules of the ICC, ICDR and Santiago's Chamber of Commerce Arbitration Center (CAM Santiago).

Currently the firm has two Partners included in CAM Santiago as Arbitrators (Manuel José Vial and Rodrigo Guzman) and one Senior Counsel (José Miguel Olivares). Additionally, it has one Partner and one Senior Associate included in CAM Santiago as Young Arbitrators (Cristóbal Leighton and Karen Milinarsky).

BUSINESS

- Corporate
- Litigation and Arbitration
- Tax
- Labour
- Telecommunications
- Environmental, Energy and Climate Change
- Sports and Entertainment

CONTACTS

Rodrigo Guzmán K., Partner: rguzman@vialserrano.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

Gutiérrez
Waugh
& Jimeno
Asenjo **Abogados**

 Av. Isidora Goyenechea 3477, fl. 23
Santiago
Chile
Phone: +562 2379 2000
Fax: +562 2379 2001
repcion@gutierrezabogados.cl
www.gutierrezabogados.cl



**Pedro Pablo Gutiérrez
Philippi**



Alfredo Waugh Correa



**Cristóbal Jimeno
Chadwick**



**Juan Francisco Asenjo
Cheyre**



Joaquín Castillo León

POSITIONING

GUTIÉRREZ, WAUGH, JIMENO & ASENJO is a firm dedicated to the advice and defense of national and international clients in the solution of judicial conflicts in a wide range of areas, such as: National and International Arbitration; Civil and Commercial Lawsuits; Construction Lawsuits; Insurance Lawsuits; Antitrust Law; Administrative Claims and Procedures; Bankruptcy Procedures; Corporate and Capital Markets Disputes; Mining Lawsuits; among others, whether they take the form of extrajudicial negotiations or judicial proceedings before courts, arbitrators or State Agencies.

Since its creation in 2006, the firm has participated in the most relevant and high-profile cases in Chile, and has been consistently recognized as a leading firm in Chilean dispute resolution and arbitration arenas. Additionally, the Partners of the firm have been consistently acknowledged as leading lawyers in the dispute resolution category in most national and international rankings.

One of the firm's distinctive features is that its Partners are directly and deeply involved in the cases the firm represents.

BUSINESS

- National and International Arbitration
- Civil and Commercial Lawsuits
- Construction Lawsuits
- Insurance Lawsuits
- Antitrust Law
- Administrative Claims and Procedures
- Bankruptcy Procedures
- Corporate and Capital Markets Disputes
- Mining Lawsuits

CONTACTS

Cristóbal Jimeno, Partner: cjimeno@gutierrezabogados.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

LARRAIN Y ASOCIADOS ABOGADOS

 Av. El Bosque 130, 12th floor
Las Condes, Santiago
Chile
Phone: +56 22 463 5800
larrain@larrain.cl
www.larrain.cl



Carlos Aravena



Víctor Manuel Avilés



José Pedro Baraona



Pedro Zelaya



Isabel Palacios



César Vásquez

POSITIONING

Larrain y Asociados Abogados is integrated by professionals with extensive experience in law practice. Its attorneys have studied at important universities in Chile and abroad and several have developed their professional practice in reputed international firms.

The firm was founded in 1994 and currently has a team of experts in different areas, also distinguished for their important commitment to the public sphere, providing its customers with an integral and prompt service.

Larrain y Asociados provides its customers with an integral and prompt service in the most relevant areas of law. For this purpose, flexible work teams are set up with the intervention of one or more partners, with the objective of providing personalized attention to satisfy the needs of clients, thus building long-term relationships.

Throughout its trajectory it has cultivated a continuous and rewarding professional relation with important law firms abroad, allowing a broader vision when advising clients.

Litigation and Arbitration

Larrain y Asociados has a team of partners, senior associates and associates exclusively dedicated to the defense of interests and rights of its clients in trials followed before the different courts of the country. We have mediated in important commercial, civil, labour, bankruptcy, taxation and contentious-administrative litigations, as well as in exercise of constitutional actions.

In addition, the firm has experience in litigations related to the construction of public and private works, concessions, mining, electrical sector, infrastructure, distribution contracts and others.

The increase in national and international arbitrations, has allowed us to achieve great experience in arbitration proceedings negotiated before the International Chamber of Commerce (ICC), the Chamber of Commerce of Santiago (CAM Santiago) and Arbitration Commissions of Public Works Concessions Law. Likewise, we advise and represent our clients in conciliation procedures and alternative controversy and resolution mechanisms of mediation.

BUSINESS

- Agribusiness
- Antitrust
- Aviation
- Banks and Financing
- Capital Markets
- Construction and Engineering
- Corporate Law, Mergers and Acquisitions
- Energy and Gas
- Environmental Law
- Insolvency, Bankruptcy and Restructuring
- Insurance and Reinsurance
- Intellectual Property
- Labour Law
- Litigation and Arbitration
- Mining
- Project Development
- Public Law
- Public Work Concessions
- Real Estate
- Regulated Services
- Tax

CONTACTS

Carlos Aravena, Partner: caravena@larrain.cl
Víctor Manuel Avilés, Partner: vm_aviles@larrain.cl
José Pedro Baraona, Partner: jpbaraona@larrain.cl

Pedro Zelaya, Partner: pzelaya@larrain.cl
Isabel Palacios, Senior Associate: ipalacios@larrain.cl
César Vásquez, Senior Associate: cvasquez@larrain.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

OVALLE & BULNES ■ ABOGADOS

 Avda. Presidente Riesco 5561,
Office 1004 Las Condes,
Santiago, Chile
Phone: +56 22245 6850
contacto@ovalleabogados.cl
www.ovalleabogados.cl



Esteban Ovalle



José Tomás Bulnes

POSITIONING

Founded in 2010, OVALLE & BULNES ABOGADOS is a law firm exclusively focused on representing domestic and foreign clients in complex arbitration and litigation, preventive analysis of legal contingencies and alternative dispute resolution.

Its partners are a consolidated team with more than 25 years of experience. Since the firm was founded they have had to intervene in matters of the most diverse nature, specializing in highly complex conflicts.

The firm provides each of its clients with an integral, strategic and personalized advisory service, with the participation of at least one of its partners in each case.

Its services are aimed at offering solutions which are creative but also aware of the clients' needs, applying the highest ethical and professional quality standards.

They have a long track record in litigation in matters such as securities markets, telecommunications, large engineering works, intellectual property, corporate disputes, termination of commercial and/or technical relationships, public contracting and enforcement of foreign judgments, class-action, antitrust, unfair competition, breach of contract and tackling business crime, among others.

BUSINESS

- Litigation
- Civil and Commercial Lawsuits
- National and International Arbitration
- Construction Lawsuits
- Antitrust
- Competition

CONTACTS

Esteban Ovalle, Partner: eovalle@ovalleabogados.cl
José Tomás Bulnes, Partner: jtbulnes@ovalleabogados.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

PARRAGUEZ & MARÍN

 Apoquindo 3885, oficina 1701,
Las Condes, Santiago
Chile
Phone: +56 226171610
contacto@parraguezymarin.cl
www.parraguezymarin.cl



Gustavo Parraguez



Rodrigo Marín



Marcela Achurra



Francisco del Río



José Monroy



Luis Quintana



Josefina Trujillo



Guillermo Malatrassi

POSITIONING

Parraguez & Marín is a law firm mainly focused in dispute resolution. The dispute resolution area is formed by a reputed and experienced team of litigators with broad judicial experience. It includes the representation of legal and judicial interests of companies and family businesses in civil, commercial, constitutional, administrative, labor and consumer rights areas.

Furthermore, most of our clients develop their businesses in the mining industry. That's the reason why Parraguez & Marín has two main offices, in Santiago and Antofagasta, which enables the firm to provide immediate and accessible legal counseling to our clients located in the most important mining regions of the center and north of our country.

BUSINESS

- Civil and Commercial Litigation
- Foreign and Domestic Arbitration
- Administrative litigation
- Employment and Labor law
- Antitrust

CONTACTS

Gustavo Parraguez G.: gparraguez@parraguezymarin.cl

Rodrigo Marín E.: rmarin@parraguezymarin.cl

Marcela Achurra G.: machurra@parraguezymarin.cl

Francisco del Río P.: fdelrio@parraguezymarin.cl

José Monroy L.: jmonroy@parraguezymarin.cl

Luis Quintana V.: lquintana@parraguezymarin.cl

Josefina Trujillo S.: jtrujillo@parraguezymarin.cl

Guillermo Malatrassi M.: gmalatrassi@parraguezymarin.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

REYMOND & CIA
A B O G A D O S

 Avenida El Golf No 40, 6th floor
Las Condes
Santiago de Chile
Chile
Phone: +56 2 2441 6300
contacto@reymondycia.cl
www.reymondycia.cl



Alfonso Reymond Larraín



Rodrigo Riquelme Yáñez



Camilo Silva Correa



Diego Fuentes González



Alfonso Reymond Villegas



Nicolas Oxman Vilches



Felipe Duhalde Vera



César Pérez Burgos



Adolfo Wegmann Stockebrand

POSITIONING

With its roots in one of the country's most traditional and long-established law firms, founded in 1875 as Aldunate & Associates Attorneys. Reymond & Cía has vast experience advising both local and foreign companies on litigation, trials, arbitrations, mediations and dispute resolution matters. Particularly, Reymond & Cía is considered a 'boutique' law firm in the field of disputes resolution in areas related to infrastructure, construction, public works and mining concessions, in both public and private areas.

Infrastructure, Construction & Projects

Reymond & Cía has wide experience in this area of practice in Chile. Through the years, local and international corporations have relied on the firm for advice on all subjects and fields related to this area. Alfonso Reymond Larraín, Rodrigo Riquelme Yáñez and Camilo Silva Correa lead a highly specialised team positioned in construction, private and public infrastructure, arbitrations, litigations and mediations on those areas.

Arbitrations, Litigations & Mediations

Reymond & Cía is a recognised expert in all aspects related to this specialty. Led by Alfonso Reymond Larraín and Rodrigo Riquelme Yáñez the firm has a long record advising local and foreign clients in areas such as arbitrations, litigations, mediations and dispute settlements; considering subjects such as free competition, industrial property, civil and commercial law, tax, infrastructure, construction, concessions of public works, telecommunications, energy and natural resources.

Concessions of Public Works

The firm has advised on various infrastructure projects in the country, advising both national and international concessionaires and construction companies in various aspects involved in public infrastructure concessions, as well as risk assessment in tendering, financing, construction and operation of projects. Led by Alfonso Reymond Larraín.

Public

Reymond & Cía. advises companies in the infrastructure and concession public work with public litigation before the Constitutional Court. Led by Rodrigo Riquelme Yáñez.

BUSINESS

- Arbitrations
- Litigations
- Projects
- Public Law
- Construction
- White-Collar & Securities Litigation

CONTACTS

Alfonso Reymond Larraín: arl@reymondycia.cl

Rodrigo Riquelme Yáñez: rry@reymondycia.cl

 Top Advisors Directory
LAW FIRMS

 Country
CHILE

YRARRÁZAVAL · RUIZ-TAGLE OVALLE · SALAS · VIAL

ABOGADOS

 Av. Apoquindo 3721, 22nd floor,
Las Condes, Santiago,
Chile
Phone: +56 2 3246 9700
govalle@ycia.cl
www.ycia.cl



Arturo Yrarrázaval



Francisco Ruíz-Tagle



Gerardo Ovalle



Fernando Salas



Aníbal Vial

POSITIONING

Yrarrázaval, Ruiz-Tagle, Ovalle, Salas y Vial is a law firm specialized in the resolution and prevention of high complexity legal disputes.

The practice of the law firm is concentrated in litigation, arbitration both local and international, antitrust matters and corporate investigations.

The partners have worked together for several years, complementing each other in order to obtain the best result for their clients. This way, the experience and wisdom of nationally recognized and experienced partners (Mr. Arturo Yrarrázaval and Mr. Francisco Ruíz-Tagle) merges with the energy and experience of the co-head of the department (Mr. Gerardo Ovalle and Mr. Fernando Salas).

Arturo Yrarrázaval and Francisco Ruíz-Tagle are renowned arbitrators in civil and commercial cases, on both national and international disputes, taking on high-profile cases. Gerardo Ovalle, Fernando Salas, Aníbal Vial and Miguel Dibarrart specialize in litigation and arbitration, on both national and international affairs. In addition, Gerardo Ovalle, Aníbal Vial and Arturo Yrarrázaval also focus on competition law.

BUSINESS

- Civil, commercial and economic litigation
- Domestic and international arbitration
- Antitrust
- Unfair Competition
- Regulated markets
- Administrative litigation procedures
- Construction
- Corporate Investigations

CONTACTS

Arturo Yrarrázaval, Partner: ayrarrazaval@ycia.cl
Francisco Ruíz-Tagle, Partner: fruihtagle@ycia.cl
Gerardo Ovalle, Partner: govalle@ycia.cl
Fernando Salas, Partner: fsalas@ycia.cl
Aníbal Vial, Partner: avial@ycia.cl

 Top Advisors Directory
LAW FIRMS

 Country
COLOMBIA



 Carrera 7 N° 71-21
Tower B. Of. 602
Bogotá, Colombia
Phone: +57 1 3174720
contacto@dlapipermb.com
www.dlapipermb.com



Camilo Martínez Beltrán



José Miguel Mendoza

POSITIONING

Our Dispute Resolution team has consistently represented local and international clients in complex conflicts in all areas of business law, including corporate, commercial, tax, insurance, torts, antitrust and administrative matters, among other issues. We represent clients in more than 300 lawsuits in national and international disputes.

Our approach is to reduce the uncertainties involved in commercial disputes through innovative resolution strategies and effective case and crisis management, reason why the Firm has been recognized as a leading firm in the main disputes arising in Colombia in fields such as distributorship agreements, commercial agency relationships, M&A litigation, corporate disputes, oil, mining and gas claims and insurance lawsuits. We have also represented local and international clients in negotiations for solving disputes in Central America, United States, England, Spain, Argentina, Panamá, Singapore, China, France, Perú, Bolivia and Italy.

The firm is also a pioneer in the area of corporate dispute resolution. Our experience in this area, going back for more than 20 years, has recently been put to the service of creating a highly-specialized division focused on shareholder litigation. In fact, DLA Piper Martínez Beltrán set up what is perhaps the first successful practice area in Colombia engaging in shareholder activism through the enforcement of minority investor rights across a wide range of companies, from family-owned enterprises to listed firms.

Additionally, the team has taken part in some of the most complex and renowned arbitration disputes in Colombia. The team has relevant experience representing clients in both national and international commercial arbitration before well-known domestic and international arbitral institutions. We have demonstrated our capability in international arbitration matters for clients involving a wide range of seats, governing laws, and arbitration institutions.

BUSINESS

- Administrative Law
- Antitrust and Competition
- Banking and Finance Litigation
- Class Actions
- Construction, Engineering and Infrastructure Disputes
- Corporate and Securities Litigation
- Cross-Border Litigation
- Cybersecurity
- Employment Litigation and Dispute Resolution
- Environment, Health and Safety
- Global Governance and Compliance
- Insurance and Reinsurance Disputes
- International Arbitration
- Investigations
- IT and Telecoms Disputes
- Merger Control
- Patent Litigation
- Product Liability, Mass Torts and Product Stewardship
- Real Estate Litigation
- Tax Controversy and Disputes
- White Collar and Corporate Crime


CONTACTS

Camilo Martínez Beltrán, Managing Partner: cmartinez@dlapipermb.com
José Miguel Mendoza, Partner: jmendoza@dlapipermb.com

 Top Advisors Directory
LAW FIRMS

 Country
COLOMBIA

GÓMEZ-PINZÓN
SINCE 1992

 Calle 67 No. 7-35 Off. 1204,
Bogotá, 110231
Colombia
Phone: +571 319 2900
Fax: +571 321 0295
gpa@gomezpinzon.com
www.gomezpinzon.com



**William Javier
Araque-Jaimes**



**David Ricardo
Araque-Quijano**

POSITIONING

Gómez-Pinzón is an independent law firm that provides multiple advise in different areas of law, in such a way that our clients are assured that they make the best decisions in their business. The firm interprets the law in a responsible and innovative way, offering a comprehensive and timely service, with the highest quality standards and professionalism.

The firm provides its services in Colombia and abroad, through the responsible and innovative application of specialized knowledge that contributes to the success of the clients' businesses. Its cross-border capabilities and the ability to combine true multidisciplinary leading teams in twelve different law areas along with recognized top tier experts makes Gómez-Pinzón a preferred choice for complex local and international transactions and disputes.

The firm is proud of the unparalleled number of international transactions and disputes in which it has assisted local and international clients, but the firm's main pride and added value comes from the undisputed landmarks that they have set in arbitrations and litigations and ground-breaking advisories it has rendered in capital markets deals and corporate transaction structures.

Our clients include the largest Colombian economic groups, companies and financial players that operate throughout the Americas, US, European and Asia based multinational companies, government organizations and State-owned entities. Our firm also has multi-jurisdictional skills with several lawyers trained in US and European universities and firms, and with capabilities in English, French, Spanish, German and Portuguese.

Gómez-Pinzón Abogados is member of the Affinitas Alliance, based in latin America and composed of four leading law firms in each of the jurisdictions where they operate. The Firms conforming the Affinitas Alliance are: Barros & Errázuriz in Chile, Mijares, Angoitia, Cortés y Fuentes in Mexico, and Miranda & Amado in Peru.

Gómez-Pinzón stands out for being a transactional leader, but also for its strong commitment that works with passion for a fair society and the professional development and economic well-being of our partners and employees.

BUSINESS

- Administrative & Constitutional
- Banking, Finance & Capital Markets
- Infrastructure
- Real Estate
- Labor
- Technology, Communications & Data Protection
- Pro Bono
- Intellectual Property & Competition
- Dispute Resolution & Investment Protection
- Energy & Natural Resources
- Tax & Customs
- Corporate / Mergers & Acquisitions


CONTACTS

William Javier Araque-Jaimes, Partner: waraque@gomezpinzon.com
David Ricardo Araque-Quijano, Partner: daraque@gomezpinzon.com

 Top Advisors Directory
LAW FIRMS

 Country
COLOMBIA



 Carrera 12 N° 70-31
Bogotá
Colombia
Phone: +57 1 540 0232
Fax: +57 1 235 4827
mgonzalez@suescunlaw.com
www.suescunlaw.com



Jorge Suescún Melo



Felipe Suescún de Roa

POSITIONING

Suescún Abogados is a leading law firm in Colombia for arbitration and dispute resolution. It is very active representing local and international clients in complex, high-end arbitrations. The firm has been involved in some of the largest, most complex, demanding and sophisticated domestic and international arbitrations related to Colombia.

Members of the firm have participated in over 150 arbitrations as counsel, chairman and arbitrator. Those arbitrations, ad hoc or conducted under the rules of major arbitral institutions, involved disputes within a wide variety of sectors.

Suescún Abogados prides itself on its in-depth industry knowledge and on providing personalized, specialized and value-added advice to clients on critical arbitrations. The firm's structure allows it to serve a broad range of clients; always providing value by delivering excellent quality legal work and achieving extraordinary results. We combine our top-notch legal skills and creative thinking to find the best solution no matter how demanding or complex the challenge is. Our persistence and absolute commitment truly set us apart.

BUSINESS

- Domestic Arbitration
- International Arbitration
- Dispute Resolution

CONTACTS

Jorge Suescún Melo, Partner: jsuescun@suescunlaw.com

Felipe Suescún de Roa, Partner: fsuescun@suescunlaw.com

Top Advisors Directory
LAW FIRMS

Country
ECUADOR



Calle del Establo y Calle E.
Edificio Site Center, Torre I
Oficina 301, Quito
Ecuador
Phone: +593 2 398 2900
info@pazhorowitz.com
www.pazhorowitz.com



Jorge Paz Durini



Leyre Suárez



David García



Agustín Acosta Cárdenas



Gabriel Santelices



María Elisa Holmes



Santiago Paz

POSITIONING

Paz Horowitz Litigation & Arbitration team has always been known for their expertise in advising clients on claims of different matters and litigating in different courts, whether they are local or international, arbitration or judicial.

With every new case, the team begins an intense investigation on both legal and factual matters relevant to each case to design the most suitable litigation strategy and build the case theory that the client needs. In order to elaborate efficient, cost effective, and rewarding litigation strategies, our team works on a client need basis, taking into account the case in question, as well as the client's and the other party backgrounds, analyzing in depth the particularities of the procedure and venue, so that the outcome of the claim is the most favorable to the clients needs.

Our firm also stands out in their ability to advice in multidisciplinary areas such as public law, administrative law, constitutional law, civil law, labor law, intellectual property, consumer protection matters and contract law. Throughout the firm's history, we have gained vast experience while representing clients in different areas of law in domestic litigation as well as in international arbitration.

Currently Paz Horowitz is representing both national and foreign companies in judicial claims in different areas of law, such as civil, administrative, constitutional, labor, consumer protection matters, as well as in alternative dispute resolution forums.

Our Dispute Resolution team mainly focuses on litigation and arbitration in the aviation, construction, energy, tourism, public procurement and administrative law, pharmaceutical and insurance industries. As previously stated, each client and industry is analyzed in light of the specific claim, in order to develop client needs basis strategies that have proven to obtain favorable rulings.

BUSINESS

- Litigation and Conflict Resolution
- Corporate – Commercial
- M&A
- Labor and Employment
- Real Estate
- Tax
- Mining
- Oil & Gas
- Energy
- Aviation
- Immigration
- Telecommunications
- Public Administration & Procurement

CONTACTS

Jorge Paz Durini, Partner: jpaz@pazhorowitz.com

Leyre Suárez, Senior Associate: lsuarez@pazhorowitz.com

David García, Senior Associate: dgarcia@pazhorowitz.com

Agustín Acosta Cárdenas, Partner: aacosta@pazhorowitz.com

Gabriel Santelices, Senior Associate: gsantelices@pazhorowitz.com


María Elisa Holmes, Associate: mholmes@pazhorowitz.com

Santiago Paz, Associate: spaz@pazhorowitz.com

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LAW FIRMS

 Country
ECUADOR



 Plaza Lagos/ Km. 6.5 Vía
Samborondón, bloque Exedra
Norte Piso, 1 Oficina 5
Guayaquil, Ecuador
Phone: +(593) 4 380 3790
info@pinoelizalde.com
www.pinoelizalde.com



Daniel Pino Arroba



Marco Elizalde Jalil



**Jaime Arosemena
Coronel**

POSITIONING

PINO/ELIZALDE is a firm with a new way to approach law, always applying cutting-edge methods and tools with the purpose of looking after the needs of our clients in the most efficient and effective manner.

We reach comprehensive solutions to complex problems, taking advantage of the multiplicative effects of our team's synergy.

The arbitration and litigation area of the firm handles controversies related to constitutional, administrative, arbitration, civil and commercial rights. Our attorneys have represented clients in complex cases before the constitutional, civil, commercial and administrative courts, in issues related to the violation of their constitutional rights, administrative-judicial relations, public contracting, distribution, commercial agency, civil liability, international commercial contracts, consumer protection and antitrust.

BUSINESS

- Arbitration
- Civil Litigation
- Commercial Litigation
- Administrative Litigation

CONTACTS

Daniel Pino Arroba, Partner: dpino@pinoelizalde.com

Marco Elizalde Jalil, Partner: melizalde@pinoelizalde.com

Jaime Arosemena Coronel, Partner: jarosemena@pinoelizalde.com

 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

BETTO PERBEN PRADEL FILHOL

 41, avenue de Friedland
75008 Paris
Phone: + 33 1 40 55 38 77
contact@bettolegal.com
www.bettolegal.com



Jean-Georges Betto



Dominique Perben



Martin Pradel



Gaëlle Filhol



Alexandre Reynaud

POSITIONING

Dedicated to the resolution of complex and sensitive international crisis, BETTO PERBEN PRADEL FILHOL is a French market leader in international arbitration, commercial litigation as well as white-collar defense and investigations.

BETTO PERBEN PRADEL FILHOL has represented governments, state-owned entities and major companies in some of the most significant international arbitration and litigation cases of the past decade, mostly in the defense, energy (oil, gas, minerals), aerospace, construction and investment sectors.

Our twenty specialists take difficult and high-stakes cases for demanding clients and deliver high value-added and personalized services with the utmost confidentiality.

Our team members have appeared before many national courts and major international arbitration institutions, with proceedings in English, French, Italian, Arabic, Spanish and Portuguese.

The absence of conflict of interest, the direct implication of the partners in the cases the firm handles and our special sectoral expertise make BETTO PERBEN PRADEL FILHOL's strength and reputation.

BUSINESS

- International arbitration
- Commercial litigation
- White-collar defense
- Investigations

CONTACTS

Jean-Georges Betto, Partner: jean-georges.betto@bettolegal.com

Dominique Perben, Partner: dominique.perben@bettolegal.com

Martin Pradel, Partner: martin.pradel@bettolegal.com

Gaëlle Filhol, Partner: gaelle.filhol@bettolegal.com

Alexandre Reynaud, Partner: alexandre.reynaud@bettolegal.com

 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

brownrudnick

 1, rue François 1er
75008 Paris
Phone: +33(0)1 85 56 82 20
Fax: +33(0)1 85 56 82 21
www.brownrudnick.com



Sébastien Bonnard



Nicholas Tse



Didier Bruère-Dawson



Hervé Le Lay



David Chijner



Pierre-Alain Bouhenic



Arnaud Moussatoff

POSITIONING

Brown Rudnick LLP is an international law firm of 250+ lawyers, based in London, Paris, and on the US East & West coasts. The Firm specialises in handling high value and complex disputes & restructurings worldwide, as well as complex risk management & transactional work across a number of Practice Areas.

With a fully integrated Transmanche disputes team of more than 30 lawyers in London & Paris, many of whom are multi-lingual and dual qualified, and comprising notable specialists in International Arbitration & multi-jurisdictional litigation, who work seamlessly with white collar & investigations, and restructuring teams within our fully integrated disputes offering.

We specialise in high value and complex multi-jurisdictional disputes involving both civil law and common law, and are expert at arbitrating and litigating in parallel where this best serves our client's interests.

Our International Arbitration & Disputes team has experience of arbitration under the rules of all major institutions, and are known for their innovative and commercial approach to solving clients' problems, and a highly strategic and sophisticated approach which gets results as quickly as possible. We also offer WTO experience and know-how.

Brown Rudnick LLP's trusted internationalists include formidable, seasoned and sophisticated advocates, many of whom are multi-lingual and dual qualified in civil law and common law. Global business brings international deals and contracts which often involve multiple jurisdictions.

Our international arbitration specialists conduct both commercial and investment related proceedings under the major institutional rules (including ICC, ICSID, LCIA, SCC, SIAC, AAA, LMAA, DIAC) or ad hoc. And our specialist arbitration team also specialise in multi-jurisdictional litigation, and have strong experience of multi-jurisdictional litigation in parallel with arbitration, whether before common law courts (in the UK, US or offshore including the DIFC in Dubai), or before civil law courts in France, Europe, MENA, Africa, and beyond.

BUSINESS

- International Arbitration
- Compliance, Internal Investigations
- Complex commercial litigation
- Multi-Jurisdictional litigation
- Specialist Projects & Construction Risk Management
- Risk Management, drafting & negotiation: international commercial contracts
- Restructuring work & disputes
- Specialist MENA disputes counsel
- Africa Initiative & Expertise
- Business Diplomacy
- Crisis Management
- Asset Tracing specialists

OFFICES

- Boston
- Hartford
- London
- New York
- Orange County
- Paris
- Providence
- Washington, DC

CONTACTS

Sébastien Bonnard, Managing Partner (Paris), International Arbitration & Litigation: sbonnard@brownrudnick.com

Nicholas Tse, Co-Head International Arbitration & Litigation: ntse@brownrudnick.com

Didier Bruère-Dawson, Partner, Restructuring Litigation: dbruere-dawson@brownrudnick.com

Hervé Le Lay, Partner, International Arbitration & Litigation: hlelay@brownrudnick.com

David Chijner, Partner, Restructuring Litigation: dchijner@brownrudnick.com

Pierre-Alain Bouhenic, Partner, Restructuring Litigation: pabouhenic@brownrudnick.com

Arnaud Moussatoff, Counsel, Restructuring Litigation: amoussatoff@brownrudnick.com

 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

CASTALDI PARTNERS

1 9 9 6

 73, boulevard Haussmann
75008 Paris
France
Phone: +33 1 40 73 16 40
Fax: +33 1 40 73 16 44
www.castaldipartners.com



Daniela Antona



Nataliya Barysheva



Thierry Bonnet



Andrea Campilungo



Valentine Chessa



Alberto Dal Ferro



Camille Gibert



Leila Haye



Federica Iorio



Marina Matousekova



James Maxey



Antonio Musella



Priscille Pedone



Steven Sprague

POSITIONING

CastaldiPartners is a multiservice boutique with a special focus on international arbitration and international litigation.

The team was founded in 1996 and led by Alexis Mourre until his appointment as the President of the International Arbitration Court of the International Chamber of Commerce. Our lawyers have been involved as counsel or arbitrators in more than 300 international arbitrations (including ad hoc, CAIP, CAM, ICC, LCIA, SCC, VIAC, etc.) for an amount of about 2 billion euros in a wide range of sectors, including construction, energy, and telecom.

We have significant experience in complex litigation cases implying parallel proceedings before multiple jurisdictions, and different sets of private international law rules.

This allows us to assist our clients through out the dispute: from pre litigation negotiations to the arbitral and litigation proceedings to the post decision and post award phase. We appear before national courts in relation to the annulment, recognition and execution of arbitration awards. We also assist our clients in ADR mechanisms and in particular mediation, both institutional and ad hoc.

Our ability to operate in several languages (English, French, Italian, Spanish and Russian), combined with the admission of several of our lawyers to different Bars and our network in multiple countries, is key to an efficient and effective legal advice.

BUSINESS

- International Arbitration
- Judicial litigation
- Mediation

OFFICES

- Paris
- Milan
- London
- Brussels
- Lyon

CONTACTS

Daniela Antona: dantona@castaldipartners.com

Nataliya Barysheva: nbarysheva@castaldipartners.com

Thierry Bonnet: tbonnet@castaldipartners.com

Andrea Campilungo: acampilungo@castaldipartners.com

Valentine Chessa: vchessa@castaldipartners.com

Alberto Dal Ferro: adalferro@castaldipartners.com

Camille Gibert: cgibert@castaldipartners.com

Leila Haye: lhaye@castaldipartners.com

Federica Iorio: fiorio@castaldipartners.com

Marina Matousekova: mmatousekova@castaldipartners.com

James Maxey: jmaxey@castaldipartners.com

Antonio Musella: amusella@castaldipartners.com

Priscille Pedone: ppedone@castaldipartners.com

Steven Sprague: ssprague@castaldipartners.com

 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

CURTIS

Curtis, Mallet-Prevost, Colt & Mosle LLP

 6, avenue Vélasquez
75008 Paris
France
Phone: +33 (0)1 42 66 39 10
Fax: +33 (0)1 42 66 39 62
www.curtis.com



Geoffroy Lyonnet



Peter Wolrich

POSITIONING

Established in 1973, Curtis' Paris office is a centre of excellence in international arbitration, with particular strength in investor-state arbitration. The team represents clients from both the public and private sectors, and is well known for its success both in commercial arbitration in France and in its representation of states and state-owned entities. Our 9-strong Paris team has extensive experience handling domestic and international arbitration matters.

Curtis has a core of experienced commercial arbitration attorneys, including some who have worked in-house with the International Chamber of Commerce (ICC). In recent years, we have been retained in high-profile cases involving some of the world's largest and most significant disputes. Many of our arbitration specialists regularly act as arbitrators and are featured as speakers at professional conferences around the world. Our Paris based lawyers work closely with the wider international arbitration team, which spans most of our 17 offices, with centres of excellence in Paris, London, Milan, Mexico and New York City.

Curtis is well known for representing sovereign States in high-profile, high-value investment treaty disputes and commercial arbitrations. Curtis is ranked as the number one international arbitration firm globally by the American Lawyer survey, which is based on the number of contract cases handled involving US\$500m in dispute and the number of investment treaty cases handled involving more than US\$100m in dispute. The firm is currently handling over 100 arbitration cases, with an aggregate amount of over US\$100 billion in claims.

BUSINESS

- Drafting arbitration clauses and contract review
- Handling pre-arbitration negotiations
- Representing clients before arbitral tribunals
- Representing clients in court proceedings relating to provisional remedies
- Handling disputes under the ICC, ICSID, AAA, LCIA, NIA, SCC rules as well as ad hoc arbitrations under the UNCITRAL rules
- Recognition and enforcement of arbitral awards

CONTACTS

Geoffroy P. Lyonnet, Managing Partner (Paris): glyonnet@curtis.com
Peter M. Wolrich, Partner: pwolrich@curtis.com

 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

DERAINS & GHARAVI INTERNATIONAL

 25, rue Balzac
75008 Paris
France
Phone: +33 (0)1 40 55 51 00
Fax: +33 (0)1 40 55 51 05
contact@derainsgharavi.com
www.derainsgharavi.com



Yves Derains



Hamid Gharavi



Bertrand Derains



Melanie van Leeuwen



Nada Sader*
Cabinet Sader, Member of Derains
& Gharavi International network



Marie Laure Bizeau

POSITIONING

Derains & Gharavi International is a boutique law firm, handling exclusively international arbitrations and arbitration-related litigation from its offices in Paris and Beirut. Since its inception in 2008, the firm has consistently been recognized for the high-quality of its work, the expertise of its lawyers and its successful track record in prime cases. Derains & Gharavi International has handled a broad spectrum of commercial arbitrations and has been involved in dozens of investment arbitrations. The multinational team at Derains & Gharavi International comprises lawyers from diverse legal, cultural and linguistic backgrounds, allowing the firm to tailor the teams to the specific needs of each individual case.

The partners of Derains & Gharavi International act as counsel and serve as arbitrator in approximately 100 arbitrations per year, conducted under the rules of all major arbitral institutions, such as the ICC, LCIA, AAA/ICDR, SCC, CAM, CRCICA, NAI, DIAC, SIAC, Swiss Chambers and ICSID (including annulments before ad hoc committees), as well as in UNCITRAL and ad hoc arbitrations.

In addition, Derains & Gharavi International regularly represents clients in arbitration-related litigation, including in actions aimed at obtaining injunctive relief, interim measures, annulment and the enforcement of arbitral awards before the state courts.

BUSINESS

- Commercial arbitration
- Investment arbitration
- Public international law
- Arbitration litigation

OFFICE

- Beirut
Lazaristes Building, Bloc A.2.2, 1st Floor
933 Emir Bachir Street, Downtown
Beirut
Lebanon
Phone: +00 961 1 983 941
(Cabinet Sader, Member of Derains & Gharavi International network)

CONTACTS

Yves Derains, Partner: yderains@derainsgharavi.com
Hamid Gharavi, Partner: hgharavi@derainsgharavi.com
Bertrand Derains, Partner: bderains@derainsgharavi.com
Melanie van Leeuwen, Partner: mvanleeuwen@derainsgharavi.com
Nada Sader, Partner: nsader@derainsgharavi.com
Marie Laure Bizeau, Partner: mlbizeau@derainsgharavi.com

Top Advisors Directory
LAW FIRMS

Country
FRANCE

quinn emanuel trial lawyers
quinn emanuel urquhart & sullivan, llp

6, rue Lamennais
75008 Paris
France
Phone: +33(0)1 73 44 60 00
Fax: +33(0)1 73 44 61 00
www.quinnemanuel.com



Philippe Pinsolle



Thomas Voisin



Isabelle Michou



Michael Young



Richard East



Kami Haeri



Trevor Soames



Sue Prevezer QC



Nadine Herrmann



Marcus Grosch



Thomas Werlen

POSITIONING

Quinn Emanuel opened its Paris office in January 2013. Dedicated to international arbitration, commercial litigation, white collar and investigations, the Paris office has grown steadily since its creation and gathers now four partners and 24 associates. For its arbitration practice, the Paris team works both in investment protection and commercial matters, and has particular expertise in energy, construction and industry. The litigation and white collar practice groups have a particular focus on the aerospace industry, the automotive industry as well as on corporate dispute and capital market investigations.

Our London office specializes in high-stakes commercial litigation and has become one of the premier firms for complex commercial and financial disputes. We act against global, money center banks something most firms cannot do due to conflicts. London is also the center of our highly rated international arbitration practice.

Our Brussels team supports clients in matters involving competition, regulatory and enforcement issues. Competition issues are increasingly complex and typically involve a European aspect. Our competition team is experienced in every aspect of competition law.

Our German offices provide the highest standard of litigation service in domestic and cross-jurisdictional matters with a German component. Mannheim and Munich are the core of our patent and international arbitration practices. Hamburg and Stuttgart focus on IP, competition, regulatory, finance, product liability, data protection, white collar crime, and general commercial litigation matters.

QE opened the Swiss office in Zurich in 2016. Since then, we have built a reputation as one of the premier law firms for complex commercial and financial disputes in Switzerland.

BUSINESS

- General Commercial Litigation
- Financial Litigation
- International Arbitration
- Intellectual Property including Patent Litigation
- Competition Litigation
- Bankruptcy & Restructuring
- White Collar Defense & international Investigations
- Regulatory & Judicial Review

CONTACTS

Philippe Pinsolle, Head of international arbitration (Continental Europe): philipppinsolle@quinnemanuel.com
Thomas Voisin, Managing Partner: thomasvoisin@quinnemanuel.com
Isabelle Michou, Partner: isabelleMichou@quinnemanuel.com
Michael Young, Partner: michaelyoung@quinnemanuel.com
Kami Haeri, Partner: kamihaeri@quinnemanuel.com
Trevor Soames, Managing Partner: trevorsoames@quinnemanuel.com

Richard East, Co-Managing Partner: richardeast@quinnemanuel.com
Sue Prevezer QC, Co-Managing Partner: sueprevezer@quinnemanuel.com
Nadine E. Herrmann, Managing Partner: nadineherrmann@quinnemanuel.com
Marcus Grosch, Managing Partner: marcusgrosch@quinnemanuel.com
Thomas Werlen, Partner: thomaswerlen@quinnemanuel.swiss

 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

stream
avocats & solicitors

 4, Square Edouard VII
75009 Paris
France
Phone: +33 1 53 76 91 00
Fax: +33 1 53 76 91 26
www.stream.law



Jérôme de Sentenac



Vy-Loan Huynh-Olivieri



Mathieu Croix



Alexandre Besnard

POSITIONING

We are a law firm covering contentious and non-contentious work. We have built up over the past 20 years a very strong reputation for dispute resolution, in particular litigation, arbitration and mediation, firstly in the shipping and insurance areas, but quickly spreading to other sectors. Today we are proud of our uninterrupted history of handling the very biggest and strategic cases.

Our experienced team of litigators (Avocats and Solicitors) assist clients at all stages of a casualty or a loss: we support our clients at the earliest stage of a crisis in their strategy and their communication, we initiate arrest, safety and protective measures when necessary, we advise on settlement where appropriate and we litigate to achieve the best outcome for our clients.

Beyond our roots in shipping, we are strong in aviation, yachting, rail, energy & offshore, product and production liability, custom and excise, competition law, employment law, commercial disputes, insolvency and insurance.

Our skills in foreign languages, our knowledge of foreign jurisdictions and our network of experts and correspondents are considerable strengths that we put at the disposal of our clients.

BUSINESS

- Commercial litigation
- International arbitration
- Shipping, yachting & aviation litigation
- Shipping, yachting & aviation finance
- Arrests and conservatory measures
- Product and production liability
- Insurance
- Corporate law
- Employment
- Insolvency
- Tax Law
- Custom & excise
- Competition law

OFFICES

- Paris
- Le Havre
- Marseille

CONTACTS

Jérôme de Sentenac: *jerome.desentenac@stream.law*
Vy-Loan Huynh-Olivieri: *vy-loan.huynh-olivieri@stream.law*
Mathieu Croix: *mathieu.croix@stream.law*
Alexandre Besnard: *alexandre.besnard@stream.law*

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INFORMATION & REGISTRATION:

IP-related topics

Anney Wong Moi Sang

awongmoisang@leadersleague.com

+33 (0)1 45 02 26 52

Corporate-related topics

Maimouna Koné

mkone@leadersleague.com

+ 33 (0)1 45 02 25 34



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LAW FIRMS

Country
FRANCE

Teynier Pic

2, rue Lord-Byron
75008 Paris
France
Phone: +33 (0) 1 53 45 97 00
contact@teynier.com
www.teynier.com



Eric Teynier



Pierre Pic



Raphaël Kaminsky



Shaparak Saleh



Anne-Sophie Tonin



Sara Nadeau-Séguin

POSITIONING

Teynier Pic was founded in 2004 by Eric Teynier and Pierre Pic, then two rising stars on the Paris arbitration scene. The pair had been working together for over a decade. At the time, there were no other boutique firms in Paris entirely dedicated to dispute resolution. Teynier Pic became the first – and to this day remains the oldest – Paris-based boutique entirely dedicated to international arbitration, commercial litigation and more generally ADR.

Teynier Pic continued to grow over the next ten years, and gradually succeeded in establishing itself as the leading dispute resolution practice it is now recognised as. Recent key milestones in the firm's development include the signing in 2016 of a strategic alliance with Griffin Litigation PLLC, an international arbitration and enforcement boutique based in both London and New York, headed by Peter Griffin. In early 2017, Raphael Kaminsky joined the partnership and in 2018, the firm welcomed its fifth partner: French Iranian national Shaparak Saleh. In 2019, the firm promoted Anne-Sophie Tonin to counsel and hired Sara Nadeau-Séguin, also as counsel. The firm now counts a total of four partners, two counsel and seven associates.

Sector Specialisation & Broad Geographic Expertise Bring Tier One-Level Work Flows

The team combines global-standard international arbitration counsel with sector-specialist expertise in industries as diverse as aviation & aerospace, chemicals, life sciences, construction, corporate, energy & natural resources, industrial risks, telecoms and defence. It is particularly well-known for its work in relation to Africa and the Middle East. They regularly act on behalf of African States as well as on behalf of investors. A high-growth area of their practice is their work in relation to enforcement actions relating to international arbitration awards against African States.

Teynier Pic, along with Griffin Litigation LLC, has a wealth of experience in commercial arbitration, whether institutional (ICC, SCC, AAA, Cairo Arbitration Centre, LCIA, CCJA, AFA, CAIP, OHA-DA) or ad hoc (including UNCITRAL). They are also highly experienced in investment arbitration, whether institutional (ICC, ICSID) or ad hoc (including UNCITRAL).

Core strengths also include French court litigation, ADR and enforcement; work as arbitrators, including acting as sole arbitrators, co-arbitrators or chairpersons in commercial and investment arbitration proceedings; and in arbitration-related litigation on behalf of clients, either upstream or downstream of arbitration proceedings or even concomitantly with them.

The team also regularly handles issues that may arise after an award is rendered, such as setting-aside proceedings or appeals of enforcement orders before French courts.

BUSINESS

- International Arbitration
- Commercial Litigation
- Alternative Dispute Resolution
- Arbitration-related disputes (enforcement and set-aside proceedings)

ALLIANCE Griffin



GRIFFIN LITIGATION PLLC

- **London**
33 St. James's Square
London SW1Y 4 JS
United Kingdom
Phone : +44 203 170 8451
- **New-York**
830 Third Avenue, 5th Floor
New York
NY 10022
Phone : +1 646-448-5252
www.griffin-litigation.com

CONTACTS

Eric Teynier: eric.teynier@teynier.com
Pierre Pic: pierre.pic@teynier.com
Raphael Kaminsky: raphael.kaminsky@teynier.com
Shaparak Saleh : shaparak.saleh@teynier.com

Anne-Sophie Tonin: anne-sophie.tonin@teynier.com
Sara Nadeau-Séguin: sara.nseguin@teynier.com
Peter Griffin: peter.griffin@griffin-litigation.com

“Teynier Pic’s new arrivals are a further step in the development of our Firm”



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Interview with

ERIC TEYNIER
Founder, **TEYNIER PIC**



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ANNE-SOPHIE TONIN
Counsel, **TEYNIER PIC**



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And
SARAH NADEAU-SEGUIN
Counsel, **TEYNIER PIC**

Leaders League. In a few words how would you define Teynier Pic’s philosophy?

The firm’s philosophy revolves around our core shared values, which are rigour and

excellence, team spirit and collegiality. This is true not only at the partner level – there is and there has always been a genuine synergy between the partners of the firm – but this is also a reality for every member of our team, no matter how junior. There are no silos at Teynier Pic. We manage your files as we manage our practice: as a diverse yet unified team, pulling in the same direction, with a clear goal.

We also work in very lean teams. This is first and foremost a function of our devotion to our clients’ interests. But it is also a function of our size, autonomy, and business model that is not based on “leveraging”. Most files do not require an army of lawyers. It is our experience that working in smaller, flatter teams allows us to be both more efficient and more effective. It ensures that each team member – from the partners in charge of the file to the youngest member of the team – has a big-picture perspective and plays a hands-on role in line with her or his expertise and experience.

We are also a truly international team, both because of the profiles of the lawyers in our team, but also because of the nature of the cases we work on. The international field is our daily workplace. We are used to dealing with clients and applicable laws that lead us to constantly adapt our plain field.

What milestones have you crossed this year?

In January 2019, we promoted Anne-Sophie Tonin to counsel. This was the first time we promoted an associate to counsel since the firm was set up in 2004. Anne-Sophie joined Teynier Pic in 2011, after two years spent at Argentine firm Becar Varela in Buenos Aires. Anne-Sophie had been one of the driving forces behind the development of our activity in both international arbitration and French commercial litigation, and her promotion was the natural reflection of the key role she plays within our team.

In May 2019, we welcomed Sara Nadeau-Séguin, another rising star in international arbitration, also as counsel. Sara joined us after practicing in the international arbitration departments of North American firms for ten years (Woods in Montreal, Skadden, Arps, Slate, Meagher & Flom and Baker Botts in London and Paris). Aside from her expertise in both commercial and investment arbitration, Sara also brings

to team her open-mindedness as well as her knowledge of the London and North American markets.

How does the firm address its clients’ needs in the context of globalisation?

The size of our team means that it is particularly easy for us to be flexible and cater to our client’s needs. We offer a more focused, more flexible, more responsive and less rigid structure and approach. Unlike many national and international firms, we do not report to or consult with a head office situated in a different city or country. This autonomy confers a number of advantages to our clients, including but not only as regards fee arrangements.

We have also become more international over the years. All of our lawyers are bilingual (English and French), many speak a variety of other languages, and many are trained in both the Common Law and Civil Law. To deliver a truly international service, we have also formed strategic alliances around the globe, including in London, New York. Our alliance with Griffin Litigation PLLC, an international arbitration and enforcement boutique, in particular, means that we are particularly effective at locating assets abroad for the purposes of enforcement.

What are your thoughts on how your firm’s activity has changed over the years?

Our collective experience has also become more varied - our practice now reflects the breadth and diversity of conflicts that arise in the business world.

Our lawyers have acted in multiple complex arbitrations, both commercial and investment, but also in cases involving public and private international law issues, as well as complex civil and commercial litigations. The high level of trust that we have built with our clients has enabled us to develop experience and expertise in disputes in a wide array of industrial sectors such as construction, transportation, mining, energy, financial services, telecommunications, information technology and services, and many more.


With the arrival of new younger partners Raphael Kaminsky and Shaparak Saleh, as well as the promotion of Anne-Sophie Tonin and Sara Nadeau-Séguin to counsel, the firm has also become more age and gender balanced, which reflects the trends we see in our client’s legal departments. ♦

 Top Advisors Directory
LAW FIRMS

 Country
MEXICO

FACHA Y SOLEDAD

Abogados

 Torre Chapultepec Uno
Paseo de la Reforma 509
Piso 18, Col. Cuauhtémoc,
CP 06500, Mexico City
Phone: +52(55) 5979 0660
www.fsa.mx



Eduardo Facha García



**Jesús M. Soledad
Terrazas**



Alberto Facha García

POSITIONING

Established in 2016, the firm combines experience in matters of the highest level, with a deep and continuous study, in order to provide top-level, specialized and ethical advice to their clients.

The firm has years of experience in highly complex disputes and specialization in matters included in bankruptcy, banking, financial, contractual, corporate, real estate, protection, competition and antitrust, telecommunications, tenders and contracting, public debt, mobility and intellectual property as well as matters that include or anticipate commercial, domestic and international arbitration.

BUSINESS

- Civil, comercial, administrative and constitutional litigation
- Arbitration

CONTACTS

Eduardo Facha García: efacha@fsa.mx

Jesús Soledad Terrazas: jsoledad@fsa.mx

Alberto Facha García: afacha@fsa.mx

 Top Advisors Directory
LAW FIRMS

 Country
MEXICO



 Luis Moya 99, suite 304
Centro, 06010
Mexico City, Mexico
Phone: +52 (55) 4632 3199
www.floresrueda.com



Cecilia Flores Rueda

POSITIONING

FloresRueda Abogados is a dispute resolution boutique founded in 2015, which counts on the expertise of more than 10 lawyers. The Firm focuses on amparo, civil and commercial litigation, family law, mediation and arbitration, acting both as arbitrator and counsel.

Founding partner, Cecilia Flores Rueda has more than 20 years of experience. Handles complex and high-stake international and domestic arbitration cases. Experience both in arbitration and litigation matters enables her to appear before courts in proceedings requesting and enforcing interim measures as well as proceedings seeking the recognition and enforcement of arbitral awards.

She also represents cross border clients before state and federal courts on a broad spectrum of civil, commercial and administrative matters.

Cecilia previously worked for major law firms. Before that she acted as Secretary General for the Mediation and Arbitration Centre of the Mexico City National Chamber of Commerce (CANACO), where she was in charge of the administration of mediation and arbitration proceedings. At the same time, as an independent practitioner, Cecilia participated in many arbitration proceedings related to international trade, some of them ad hoc proceedings under the Arbitration Rules of the United Nations Commission on International Trade Law (UNCITRAL).

She has been recognized as one of the best international arbitration lawyers from Mexico, in several international publications.

BUSINESS

- International Arbitration
- Mediation
- Corporate law and shareholders' disputes
- Civil and commercial litigation
- Amparo
- Family law
- Labor law
- Criminal law
- Compliance and crisis management

CONTACTS

Cecilia Flores Rueda, Partner: cecilia@floresrueda.com

 Top Advisors Directory
LAW FIRMS

 Country
MEXICO



 Paseo de los Tamarindos No 400-B
Bosques de las Lomas, C.P. 05120,
Ciudad de México
Phone: +52 55 5267 4500
Fax : +52 55 5267 4598
info@jaureguiyelvalle.com
www.jaureguiyelvalle.com



**Luis Gerardo Del Valle
Torres**



Eliser García Macdonel



Citlali Pérez Rentería



Luis Carballo Balvanera



**Alejandro Segall
Friedkes**



David Hurtado Badiola

POSITIONING

Jáuregui y Del Valle (JDV) was founded in 1975 as a Mexican full service Law Firm specialized in domestic and international business transactions. The Firm is a leader in the practice areas of corporate M&A, banking and finance, tax, competition and antitrust, international trade, energy, oil and gas, environmental, insurance, project finance, infrastructure, real estate, IP, labor, health, litigation and arbitration in tax, administrative, civil and criminal matters. JDV has gathered dedicated professionals with international expertise and capabilities, all widely recognized for their innovative approaches to providing solutions with the highest technical and ethical standards, and for their deep understanding of the business needs of their clients.

JDV represents domestic and foreign clients involved in a wide range of joint ventures, investments and economic activities, including industry, trade and services. The Firm has consistently implemented innovative transactions and it is a market leader in advising highly-regulated entities, as well as in structuring foreign equity investments in Mexican companies. Furthermore, JDV is a major provider of legal services in all kinds of financing, privatizations of government-owned companies of all types and of public bid processes and negotiations of procurement, services, infrastructure and other kinds of agreements with government entities.

JDV successfully handles cases in all kinds of court litigation and arbitration, as well in national and international mediation and arbitration proceedings, institutional or ad hoc private arbitration, and arbitration before public sector entities, before the various national and international arbitration administrative institutions, advice for the execution of national and international awards, nullity of national or international arbitral awards.

Our area of litigation represents relevant clients before courts in all kind of proceedings. We represent our clients in litigation of diverse matters like inheritance, bankruptcy, securities, contracts, executive judgments, special mortgage and all kinds of civil and commercial litigation.

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

CONTACTS

Luis Gerardo Del Valle Torres, Managing Partner : lvalle@jaureguiyelvalle.com

Eliser García Macdonel, Partner: egarcia@jaureguiyelvalle.com

Citlali Pérez Rentería, Partner: cperez@jaureguiyelvalle.com

Luis Carballo Balvanera, Partner: lcarballo@jaureguiyelvalle.com

Alejandro Segall Friedkes, Partner: asegall@jaureguiyelvalle.com

David Hurtado Badiola, Partner: dhurtado@jaureguiyelvalle.com

 Top Advisors Directory
LAW FIRMS

 Country
MEXICO



 Paseo de la Reforma 350
Piso 14, Col. Juárez
C.P. 06600
México D.F.
Phone: +52 55 5280 1551
www.mibp.com.mx



**Carlos Malpica
Hernández**



Juan José Iturbe López



**Rodrigo
Buj García**



**Horacio Paredes
Vázquez**



Álvaro Huerta González



Rolando Zárate Guzmán

POSITIONING

Malpica, Iturbe, Buj y Paredes is a Mexican Litigation firm with a global perspective. Such philosophy has lead partners to conform a highly qualified team educated in the best Mexican Law schools with academic and professional experience in other countries, as well as in the Mexican Supreme Court of Justice and other Federal Courts. The firm handles a full range of litigation matters with a sharp focus on complex cases in administrative, antitrust, commercial, energy, bankruptcy and IP areas.

MIB&P is a founding member of the first international correspondent program for litigation and arbitration (ACLA) with initial members in the Pacific Alliance countries, Chile, Colombia, Peru and Mexico. In all, the correspondent program incorporates 80+ of the best litigation and arbitration lawyers in the region.

BUSINESS

- Litigation
- Arbitration

OFFICES

- Mexico City
- Cancun

CONTACTS

Carlos Malpica Hernández: cmalpica@mibp.com.mx

Juan José Iturbe López: jiturbe@mibp.com.mx

Rodrigo Buj García: rbuj@mibp.com.mx

Horacio Paredes Vázquez: hparedes@mibp.com.mx

Álvaro Huerta González: ahuerta@mibp.com.mx

Rolando Zárate Guzmán: rzarate@mibp.com.mx

 Top Advisors Directory
LAW FIRMS

 Country
MEXICO

SOLCARGO

SOLÓRZANO·CARVAJAL·GONZÁLEZ·PÉREZ-CORREA

 Insurgentes Sur 1602, 11th floor,
Col. Crédito Constructor,
03940 Mexico City
Phone: +52 55 5062 0050
info@solcarga.mx
www.solcarga.mx



Fernando Pérez-Correa



Gustavo Carvajal



José Covarrubias



Juan Pedro Machado

POSITIONING

Established in 1995, Solórzano, Carvajal, González y Pérez-Correa, S.C. is a Mexico City-based law firm, recognized as one of the leading law firms in the country.

Its main practice areas are focused on corporate, regulatory, financial transactions, litigation and arbitration, intellectual property, administrative and environmental.

The firm has extensive litigation experience, related to civil, commercial and administrative matters including amparo proceedings. Solcarga has broad experience on high-profile commercial and investment arbitration.

BUSINESS

- Administrative Litigation
- Civil and Commercial litigation
- Litigation, Arbitration & Mediation
- Tax Litigation & Foreign Trade

CONTACTS

Fernando Pérez-Correa: fernando.perez@solcarga.mx

Gustavo Carvajal: gustavo.carvajal@solcarga.mx


José Covarrubias: jose.covarrubias@solcarga.mx

Juan Pedro Machado: juan.machado@solcarga.mx

 Top Advisors Directory
LAW FIRMS

 Country
PERU

**& AMPRIMO,
FLURY, BARBOZA
RODRIGUEZ ABOGADOS**

 Av. Circunvalación del Golf los
Incas 134
Centro Empresarial Panorama
Torre 1, Oficina 1405
Santiago de Surco, Lima, Peru
Phone: +511-2080130

www.amprimoabogados.com



Natale Amprimo



Eduardo Barboza



Carlos Rodríguez



Eduardo Joo



Jaime Miranda



César Ochoa



Delia Muñoz



Christa Caro



Ana Angulo



Kepler Panduro



Alfredo Sotomayor



Cinthia Coronado



Cindy Vargas



Karla Figueroa

POSITIONING

AMPRIMO, FLURY, BARBOZA & RODRIGUEZ 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, both as litigators as well as most-in-demand 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 of the two of the concessionaries of the Lima's Massive Transportation Service (Metropolitano) in an arbitration process against the Municipality of Lima. Also, the litigation area represented successfully the cement industry's interests in one recent leading case regarding a constitutional process held against the Peruvian government regarding an environmental tax (ISC).

Furthermore, our lawyers have held positions of high responsibility and specialization focused on the Public Administration and private sector, particularly in matters relating 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

CONTACTS

Natale Amprimo: namprimo@amprimoabogados.com

Eduardo Barboza: ebarboza@amprimoabogados.com


Carlos Rodríguez: crodriguez@amprimoabogados.com

Eduardo Joo: ejoo@amprimoabogados.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU

**ARAMBURU
CASTAÑEDA
BOERO**
abogados

 Av. República de Panamá No. 3418
oficina 502, San Isidro
Peru
Phone: +511- 610 6161
Fax: +511-221 2808
mdaramburu@acb-abogados.com
www.acb-abogados.com



Manuel Diego Aramburú



Oscar Boero



Fernando Castañeda



Gustavo Ramos

POSITIONING

Aramburú Castañeda Boero Abogados – (attorneys) is a top Peruvian law firm providing legal advice and counsel in different legal areas. It is a member of the DRT Alliance, a global network of law offices that provides clients seamless access to legal services in major business centers throughout the U.S., Latin America, Eastern and Western Europe, Asia, and the Middle East.

We are a modern, capable, and proactive law firm. We are widely known for being a strategic ally of our clients and for creating lasting professional relationships with them. At Aramburú Castañeda Boero - Abogados we are committed to our clients. We have our clients' best interest in mind, and give priority to providing them with a personalized service. All of our legal teams are led by one of our members or partners.

We provide comprehensive, creative, and innovative solutions, which not only add value to our client relationships, but help them make appropriate decisions. We address all of our clients in a timely manner. As a business, we understand that time is very important and timely legal advice is crucial for decision making.

Our professionals have earned their law degrees from prestigious universities, and have taken up postgraduate studies, majors or masters programs at locally and internationally renowned universities.

They have been recruited based on their unique qualities, trustworthiness, and academic excellence. Our team's experience was earned not only through professional practice, but also from having successfully held positions in the public and private sectors.

We devote a substantial portion of our time to attending national and international training forums, in which we take part not only as participants, but also as guest speakers.

Arbitration is one of our firm's main area of focus. We have several years of experience acting as arbitrators as well as defense lawyers. Our arbitration team leader has been a university professor for more than twenty years, he is a member of the Lima Chamber of Commerce arbitration court, and he is a member of the most prestigious Peruvian arbitration institutions.

BUSINESS

- Commercial Arbitration
- Arbitration arising from State contracts
- Investors – State Arbitrators
- Litigation and Litigation related to arbitration
- Corporations
- Labor and Tax Law
- White-collar crime
- Telecommunications
- Compliance
- Real Estate


CONTACTS

Manuel Diego Aramburu: mdaramburu@acb-abogados.com
Marcela Zignaigo: marcela.zignaigo@acb-abogados.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Calle las Orquideas 2750
Piso 3, Oficina 301
Lima 14
Peru
Phone: +51 1 422 41 96
www.cyc-abogados.com



Fernando Capuñay



Gianfranco Ferruzo



Bryan Cillóniz

POSITIONING

C&C Abogados is a legal firm offering a wide range of services with a special focus on dispute resolution: conciliation, mediation, trials, arbitration, dispute boards and other alternative dispute resolution methods. Their specialization is completed by their experience in corporate and administrative law, which allows them to assist their clients with a transversal approach. They help clients with issues related to commercial, civil, environment, administrative and regulatory matters. “We have several years of experience, our practice is focused on private arbitration and public procurement, we participate as lawyers or arbitrators.

Our key differentiator is the creativity and innovation that we apply to solve the cases of our clients, achieving the goals through legal knowledge and creative strategy. “We propose the best way to solve the controversy, taking care of details” says Fernando Capuñay, Managing Partner.

In C&C Abogados they work on three key strategic points that differentiate them from any other firm in the market:

1. Human Capital: They focus on the people who make up the team, for that they recruit the best students from the most prestigious law schools in the country, they qualify their knowledge and they analyze their professional development, identifying their skills in legal dexterity and in the creation of out-of-box strategies
2. Specialty: One of the requirements of the firm is the specialty of the members of each area, for that they have professionals who have performed in other leading firms in their field, in international competitions and who publish constantly in magazines Specialized. In addition, their clients trust in their professionals because an exhaustive follow-up in each case and operation. They confirm that with satisfaction surveys, obtaining excellent results
3. Creativity: Legal knowledge is important, however it can not go alone, they have the most creative team, these guarantees the most innovative strategies for each specific case and the customer satisfaction. The creativity of each member of the firm is reinforced by their exposure to difficult cases and their extra-business activity (music, art, sports, etc.). Creativity is linked to the excellent results that they have achieved so far.

That is why, as a business law firm, they are also serving entrepreneurs, emerging growth companies and investors, and they are considered by the most prestigious rankings and publications as a top tier law firm in Peru and Latin America.

BUSINESS

- Civil and Commercial Litigation
- Commercial Arbitration
- State Investor Arbitration
- Insurance and Reinsurance
- Startups and Entrepreneurship
- Consumer Law
- Fintech

CONTACTS

Fernando Capuñay: fcapunay@cyc-abogados.com
Gianfranco Ferruzo: gferruzo@cyc-abogados.com
Bryan Cillóniz: bcilloniz@cyc-abogados.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Germán Schreiber 210, Of. 201
San Isidro, Lima – Perú
Phone: + (01) 681 6688
estudio@camposabogados.pe
www.camposabogados.pe



Alex Campos



María del Pilar Chávez



Ahmed Manyari



Carlos Diez



Rodrigo Delgado

POSITIONING

Campos / Arbitraje e Infraestructura is a boutique law firm founded in 2014, specialized in providing legal advise for the management and execution of construction projects and dispute resolution proceedings through arbitration and ADR's.

Our legal advise focuses on the design and negotiation of construction contracts in its different modalities, such as EPC, EPCM, BOT, BOO, BOOT, FIDIC and NEC. In the same way, we advise owners and contractors during the project execution phase in the analysis and management of risks and the preparation of claims.

Our members have proven experience giving legal advise in contractual management in more than 100 projects linked to different industries, such as mining, energy (power plants and power lines), transport (roads, urban train, bridges), education, health, sports (sports complexes) and agriculture (irrigation facilities). Additionally, we have participated in the preparation of more than 80 claims solved by direct dealing and Dispute Resolution Boards.

In arbitration, we have proven experience advising clients in more than 200 cases arising from disputes over construction, commercial and contractual fields. Also, our legal advisory is characterized by our creativity in the searching for the best strategy for each case and our solidity at the legal, technical and evidentiary level. In addition, we are convinced of the importance of raising the arbitration standards and applying the best international legal practices in each of our cases. An example of our commitment improving good practices is our voluntary adoption of the IBA (International Bar Association) rules on conflicts of interest, party representation and taking of evidence.

BUSINESS

- Construction Law
- Projects
- National & International Arbitration
- Construction Arbitration
- Commercial & Contractual Arbitration
- ADR
- Public Law
- Litigation

CONTACTS

Alex Campos: alex.campos@camposabogados.pe

María del Pilar Chávez: mariadelpilar.chavez@camposabogados.pe

Ahmed Manyari: ahmed.manyari@camposabogados.pe

Carlos Diez: carlos.diez@camposabogados.pe

Rodrigo Delgado: rodrigo.delgado@camposabogados.pe

Top Advisors Directory
LAW FIRMS

Country
PERU

C/M/S/ Grau

Av. Santa María 110
Miraflores, L18
Lima, Peru
Phone: +51 1 513 9430
juancarlos.escudero@cms-grau.com
www.cms.law



Luis Alberto Liñán



Ramón Huapaya



Carolina Cueva



Michelle Barclay



Maria Delia Oxley



Carlos Hamann

POSITIONING

Grau was founded in Lima in 1934 and joined international firm CMS in January 2017. With more than 85 years of experience, is a leading full-service firm with a professional team made up with more than 100 lawyers, offering a client-centric service that combines comprehensive legal local knowledge with a global approach, advising clients from all over the globe, including Asian, European and North American companies.

At CMS Grau we count with a Dispute Resolution practice characterized by bringing together an interdisciplinary team of lawyers with wide and recognized experience in litigation at the judicial and arbitral level. Our advice includes a preventive strategy towards the conflict in order to solve our client's problems in the shortest time possible. In the context of the dispute, our advice covers the design of an efficient procedural strategy and representation throughout the judicial or arbitration process, to achieve a successful outcome for our clients' interests.

Our compliance service encompasses the identification and analysis of risks within the company's activities related to corruption, money laundering and white-collar crimes. We assist our clients in the design and implementation of compliance programs with a fully integrated service that includes not only the design of a compliance manual or program but also the full developing of all of the necessary controls, procedures and protocols in order to duly prevent the company's exposure which set us aside from the usual services that are provided in the local market. With a unique team comprised of both lawyers and industrial engineers, our practice also implements compliance programs according to the ISO 37001 anti-bribery management system standard.

Several of our lawyers have master's degrees and have completed postgraduate studies in Europe and the United States. Many of us have trained in US law firms and have held offices in government. This experience, coupled with extensive on-the-job training, enables us to offer our clients a unique approach.

OFFICES

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- Moscow

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- Podgorica
- Poznan
- Prague
- Reading
- Rome
- Sarajevo
- Seville
- Sheffield

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- Mombasa
- Nairobi

- Istanbul
- Muscat
- Riyadh

ASIA

- Beijing
- Hong Kong
- Shanghai
- Singapore

MIDDLE EAST

- Dubai

CONTACTS

Luis Alberto Liñán, Partner: luisalberto.linan@cms-grau.com
Ramón Huapaya, Partner: ramon.huapaya@cms-grau.com
Carolina Cueva, Senior Associate: carolina.cueva@cms-grau.com

Michelle Barclay, Partner: michelle.barclay@cms-grau.com
Maria Delia Oxley, Partner: mariadelia.oxley@cms-grau.com
Carlos Hamann, Partner: carlos.hamann@cms-grau.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Av. Victor Andrés Belaúnde
280, Piso 3
San Isidro – 15073, Lima
Peru
Phone: +511 616 1200
Fax: +511 616 1201
www.dlapiper.pe



Jorge Córdova



Cecilia Guzmán-Barrón



Hernán Velarde



Fernando Lanfranco



José Allemant



Guillermo Hesse



Carlos Nuñez



Luis Vargas



Sergio Barboza



Ricardo Escobar



Francisco Botto



Janilú Badiola

POSITIONING

DLA Piper is a global law firm with offices in more than 40 countries spread throughout the Americas, Asia Pacific, Europe, Africa and the Middle East, which positions us ideally 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 law, mergers and acquisitions; litigation and arbitration; banking, finance, and capital markets; real estate; labor and immigration; taxation and foreign trade; insurance and reinsurance; corporate criminal law and compliance, among other areas of practice.

We deliver a consistent service through personalized attention, an in-depth knowledge of the client's business, the diversification of our areas of specialization, as well as the ability to adapt to changes. Our diversity and global experience continuously encourages us to focus on transcendental issues such as inclusion, innovation and technology, which has also helped place us among the most solid firms in the Peruvian market.

BUSINESS

- Projects and Infrastructure
- Energy and Natural Resources
- Corporate and M&A
- Litigation and Arbitration
- Banking and Finance
- Real Estate
- Labor and Immigration
- Tax
- Corporate Criminal Law and Compliance
- Insurance and Reinsurance

CONTACTS

Jorge Córdova: jcordova@dlapiper.pe
Cecilia Guzmán-Barrón: cguzman@dlapiper.pe
Hernán Velarde: hvelarde@dlapiper.pe
Fernando Lanfranco: flanfranco@dlapiper.pe
José Allemant: jmalleant@dlapiper.pe
Guillermo Hesse: ghesse@dlapiper.pe

Carlos Nuñez: cnunez@dlapiper.pe
Luis Vargas: lvargas@dlapiper.pe
Sergio Barboza: sbarboza@dlapiper.pe
Ricardo Escobar: rescobar@dlapiper.pe
Francisco Botto: fbotto@dlapiper.pe
Janilú Badiola: jbadiola@dlapiper.pe

Top Advisors Directory
LAW FIRMS

Country
PERU



475 Las Begonias Street, 6th floor
San Isidro, Lima
Peru
Phone: +51 1 611 7000
www.munizlaw.com



Fernando Meléndez



Yuri Vega



Edwin Pezo



Carla Cueva



Carla de los Santos

POSITIONING

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera Abogados is a leading law firm in Peru and Latin America thanks to its philosophy which focuses on offering high-quality services in a timely fashion and at competitive prices.

Since it was founded 38 years ago, Muñiz has had a Litigation Practice Group which provides counsel and defends clients in civil, commercial, contentious-administrative and constitutional law proceedings brought with the Judiciary and, in the latter case, with the Constitutional Court. The strength of this practice group lies in the high professional skills of its lawyers, their experience in handling highly complex cases, and their knowledge of Peru's procedural system. In addition, if so required to properly defend a client, a team composed of trial lawyers and lawyers specializing in the subject matter of the dispute, for instance, tax law, the stock market, insurance law, etc., is set up.

These same features also make our Arbitration Practice Group stand out, as its lawyers are highly qualified to provide advice to and represent our clients in arbitration proceedings carried out under the regulations of Peruvian arbitration centers and other centers all over the world. Our services also include advice on the annulment, recognition and enforcement of arbitration awards, filing of applications for injunctive relief, negotiation of arbitration clauses, and protection of foreign investment within the framework of bilateral investment protection and free trade agreements signed by Peru.

BUSINESS

- Litigation & Arbitration
- Civil & Commercial litigation
- Administrative litigation
- Constitutional litigation
- Tax litigation
- National and International Arbitration

CONTACTS

Fernando Meléndez: melendez@munizlaw.com

Yuri Vega: yvega@munizlaw.com

Edwin Pezo: epezo@munizlaw.com

Carla Cueva: ccueva@munizlaw.com

Carla de los Santos: cdelossantos@munizlaw.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU

ESTUDIO NAVARRO & PAZOS ABOGADOS

 Av. Del Parque 195,
San Isidro
Lima, Peru
Phone: +511 4429714
Fax: +511 4426013
administracion@navarropazos.com
www.navarropazos.com



Juan Pazos Battistini



Oscar Pomar Fonseca



Ricardo Puccio Sala



Aresio Viveros Zuazo



Jorge Masson Pazos



David Flores Ligarda

POSITIONING

Established in 1950, Estudio Navarro & Pazos Abogados offers a platform of legal services in all areas of law with focus on corporate practice, litigation and arbitration. Our practice incorporates areas of growing demand such as investment law, energy and infrastructure, projects, corporate mergers and acquisitions, partnerships, trusts, insurance, among others.

Our law firm has broad experience in international arbitration representing the Republic of Perú as co councils in several ICSID arbitrations. We have also represented our clients in arbitrations under ICC and UNCITRAL rules, and in local commercial arbitration.

Some members of our law firm form part of the Arbitration Commission of the National Chapter of the International Chamber of Commerce, and act on a regular basis as arbitrators in local arbitration procedures.

In the litigation area our law firm has a well – deserved good reputation in representing very complex cases and has obtained excellent results in leading cases related to tax matters before the Constitutional Court.

We have also participated in complex negotiations involving both public and private entities.

Our law firm has actively participated in the process of acquisition by foreign investors of companies leaders in their branch of activity, and in other matters related to business development in Perú.

Finally our firm team has a diverse portfolio of both national and foreign clients with personalized service model and high standards of efficiency and rigorous adherence to professional ethics and transparency.

BUSINESS

- Investment Arbitration
- Commercial Arbitration
- Negotiation
- Civil & Commerce Litigation
- Corporate Law
- Investments and projects
- Energy and infrastructure
- Tax law
- Labor and migration

CONTACTS

Juan Pazos Battistini, Partner: juanpazos@navarropazos.com

Oscar Pomar Fonseca, Partner: opomar@navarropazos.com

Ricardo Puccio Sala, Partner: rpuccio@navarropazos.com

Aresio Viveros Zuazo, Partner: aviveros@navarropazos.com


Jorge Masson Pazos, Partner: jmasson@navarropazos.com

David Flores Ligarda, Partner: dflores@navarropazos.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU

ESTUDIO PAITAN & ASOCIADOS
A B O G A D O S

 Av. Manuel Olgúin N° 501
Ofic. 1007
Centro Empresarial Macros
Santiago de Surco
Peru
Phone: +511 435-4369
informes@estudiopaitan.com

www.estudiopaitan.com



Carlos Paitan Contreras



Jose Salcedo Machado



Danny Quiroga Anticona

POSITIONING

Estudio Paitan & Abogados Law Firm is a Peruvian legal boutique specialized on international commercial and investment arbitration. In the last four years we have represented clients in the public and private sector in international arbitration proceedings involving complex construction contracts and infrastructure projects.

From our experience on disputes relating to FIDIC and EPC infrastructure contracts we decided to establish a new Projects department focused on the early detection of contingency events, legal risks management and early dispute resolution during the execution of long term or complex projects.

Our firm is recognized both in Peru and in LATAM as a leading practice in ICSID arbitration and one of the few local players acting as lead counsel in those kind of arbitrations. We also participate in commercial arbitration under ICC, AAA and UNCITRAL rules as well as in commercial and public contracting arbitration in a wide range of high complexity issues.

Our professionals have been trained in international litigation and have a total mastery of the characteristic of common law system concerned with litigation's best practice, discovery of documents, cross examination etc, guarantying the excellence in the defense of your interests.

Our goal is to provide you the best tailor-made legal service with the flexibility of a boutique.

BUSINESS

- Investment Arbitration
- Commercial Arbitration
- State Contracting Arbitration
- International and Domestic Arbitration
- International Commerce and Customs
- Regulatory Aspects and Public Biddings
- Corporate Law
- Tax Law
- Labour Law and Social Security
- Mergers, Acquisitions and Restructuring

CONTACTS

Carlos Paitan Contreras, Founder: cpaitan@estudiopaitan.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Av. del Pinar 180, Office 403
Chacarilla, Surco
Lima, Perú
Phone: +51 1 500 6214
contacto@evgabogados.pe
www.evgabogados.pe



**Jaime Escribens
Olaechea**



**Fernando Valdivieso
Mejía**



**Jorge Vega
Soyer**



**José Manuel Guerra
Caballero**

POSITIONING

Escribens Valdivieso Vega Soyer & Guerra Abogados is a firm formed by professionals with extensive experience in corporate advisory that provides legal services in a personalized, timely and efficient manner.

The partners of the firm have been part of the most prestigious firms in the country having a knowledge of national and international technical standards.

EVVG members provide advice based on ethical values and confidentiality. In addition, being strategic partners, they build longterm relationships and care for their interests and integrity.

BUSINESS

- Arbitration
- Litigation
- Corporate
- Labour
- M&A
- Real State
- Tax

CONTACTS

Jaime Escribens Olaechea, Partner: jescribens@evgabogados.pe
Fernando Valdivieso Mejía, Partner: fvaldivieso@evgabogados.pe
Jorge Vega Soyer, Partner: jvegas@evgabogados.pe
José Manuel Guerra Caballero, Partner: jmguerra@evgabogados.pe

 Top Advisors Directory
LAW FIRMS

 Country
PERU


LEÓN E IPARRAGUIRRE
• A B O G A D O S •

 Calle Monte Rosa 284, 10th Floor
Chacarilla, Santiago de Surco
Lima - Peru
Phone : +511 641 2777
contacto@leiabogados.pe
www.leiabogados.pe



Luis Miguel León



Gianfranco Iparraguirre



José Luis Pinto



Jimena Carrera



Mariana Rodríguez

 **POSITIONING**

León e Iparraguirre Abogados (LEIA) was founded as a legal boutique focused in providing specialized legal services in economic and regulatory law, intellectual property and public law. In less than two years after the Firm's foundation, LEIA has become been ranked as a leading Peruvian law firm by international rankings publications. LEIA's success has lead them to extend their practice to other areas of law such as Corporate, Labor and Tax law, as well as to Commercial Arbitration, Compliance and New Technologies. In addition, and in order to increase LEIA's operations cross borders, LEIA has accomplished to open an office in Santiago, Chile, teaming under a Best Friend's Cooperation Agreement with FerradaNehme, a leading Chilean law firm. This alliance provide them with the opportunity to serve both markets with specialized local lawyers in each country. As a result, their clients, both national and international, as well as competitors and public entities, recognize the sophistication of their preventive consulting and compliance programs, as well as the methods they implement to develop the defense their clients in complex cases.

The Firm takes pride of its organization defined by a horizontal structure. They have implemented innovative schemes of work compared to most law firms, through their policies of gender, part time work and the use of cutting-edge technologies.

 **BUSINESS**

- Commercial Advertising
- Commercial Arbitration
- Competition & Antitrust
- Compliance
- Consumer Protection
- Corporate & Commercial
- Data Protection
- Dumping
- Energy
- Immigration
- Insurance
- Intellectual Property
- Labor & Employment
- Litigation
- Market Access Barriers
- Mergers & Acquisitions
- Private Investment
- Public Law
- Public Contracting
- Real Estate
- Reorganization & Bankruptcy
- Tax
- Telecom & Technology

 **CONTACTS**

Luis Miguel León, Partner, Antitrust and Administrative Litigation and Arbitration: lmleon@leiabogados.pe
Gianfranco Iparraguirre, Partner, Antitrust and Administrative Litigation and Arbitration: giparraguirre@leiabogados.pe
José Luis Pinto, Partner, Civil and Commercial Litigation and Arbitration: jl Pinto@leiabogados.pe
Jimena Carrera, Partner, Intellectual Property: jcarrera@leiabogados.pe
Mariana Rodríguez, Director, Labor: mrodriguez@leiabogados.pe

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Av. Canaval y Moreyra 452 –
Piso 13
Lima27 – Peru
Phone: +511 706 3333
postmast@npg.pe
www.npg.pe



Enrique Navarro Sologuren



Gustavo Paredes



Jaime Gray



Guillermo Zavalaga



José Steck



Katherine Waidhofer



Fiorella Reyes



Guillermo Alarcón

POSITIONING

We are a law firm specializing in construction law, with more than 23 years experience in both the domestic and international markets.

Our corporate legal advice is directed at both private and public companies and organizations, focusing on the areas of engineering and construction, energy, public procurement, concessions, public-private partnerships, dispute resolution and arbitration.

The principal added value we provide is based on our thorough knowledge of the construction business and our attention to the prediction and minimizing of risks, thereby making our service a solid investment for our clients' projects.

Our aim to consolidate our presence internationally as the best law firm specializing in construction law motivates us to offer the highest possible level of service to the client in our pursuit of excellence.

To achieve this we have a team of professionals who tailor their work to each project to ensure promptness and cost effectiveness in the service they provide. As a result, our clients can count on the expert advice of a team assigned and fully supported by the firm.

NPG has developed a very strong and solid practice in the solution of construction disputes. Its strength is based on the flexibility of the high performance teams that are put together to deal with each case, under the leadership of one of the partners. The firm's experience in national and international arbitrations always challenges its members to innovate constantly in the discussion of complex and highly sophisticated controversies, and this puts them at the forefront of knowledge in the sector.

BUSINESS

- Dispute resolution
- Arbitration
- Engineering
- Construction

CONTACTS

Enrique Navarro Sologuren: enavarro@npg.pe

Gustavo Paredes: gparedes@npg.pe

Jaime Gray: jgray@npg.pe

Guillermo Zavalaga: gavalaga@npg.pe

José Steck: jsteck@npg.pe

Katherine Waidhofer: kwaidhofer@npg.pe

Fiorella Reyes: freyes@npg.pe

Guillermo Alarcón: galarcon@npg.pe

 Top Advisors Directory
LAW FIRMS

 Country
PERU

OSTERLING

A B O G A D O S

 Av. Santo Toribio 143, 3rd Floor
San Isidro, Lima 27
Peru
Phone: +51 1 611 8282
Fax: +51 1 611 8284
www.osterlingfirm.com



Enrique Ferrando



Mauricio Martinez



Kodiak Semsch



Gabriel Loli



Fernando Allasi



Miguel Delgado



Scilia Flores

POSITIONING

Established in 1980, Osterling Abogados is a leading full-service Peruvian firm, widely acknowledged in both domestic and cross-border markets. For nearly four decades, we have been delivering legal services in line with a client-centred philosophy that combines proven expertise and an innovative approach, which allows us to offer optimal, timely and effective advice and solutions.

We provide comprehensive counselling on Corporate and M&A, Dispute Resolution (including litigation and arbitration), (Re)Insurance, Public Law, Labour and Employment, Tax, IP, Construction and Real Estate, Compliance, New Technologies and Data Protection, among other areas of practice.

As a strategic partner, Osterling Abogados is alongside its clients across all stages of their business cycle, whether it is in helping prevent potential risks to affect their operations, implementing new business strategies, or successfully tackling either daily or unforeseen legal challenges.

When it comes to dispute resolution, our team will work for securing the most favourable outcomes at the earliest possible stages of the conflict, or even once litigation or arbitration has commenced. Our practitioners are acknowledged within the strongest players in the Peruvian market, with a high success ratio at all litigation and arbitration scenarios. As a part of the bench, we also count on with top-tier arbitrators and legal experts who are appointed in both domestic and international arbitration procedures on a regular basis.

Acting on behalf of our clients, we combine the focus on their goals and best interests with in-depth knowledge of the complexities of the local courts, and our problem-solving skills to come out with a tailored strategy for overcoming the dispute with the least cost on time, money and dissatisfaction. We are solid litigators, but also thoughtful strategists and skilled negotiators.

From risk assessment before filing a lawsuit to pursuing out-of-court settlements, and from defending a claim with an administrative court to handling the most-complex litigious and arbitral procedures, Osterling Abogados will provide the safest solution at every stage of the legal dispute you are faced with.

BUSINESS

- Domestic Arbitration
- International Arbitration
- (Re) Insurance
- Civil and Commercial Litigation
- Labour and Employment
- Tax
- Construction and Infrastructure
- Bankruptcy and Restructuring
- Intellectual Property
- Public Law
- Corporate
- Mergers & Acquisitions
- Real Estate
- Compliance

CONTACTS

Enrique Ferrando, Senior partner and Chair: eferrando@osterlingfirm.com

Mauricio Martinez, Partner: mmartinez@osterlingfirm.com

Kodiak Semsch, Partner: ksemsch@osterlingfirm.com

Gabriel Loli, Partner: gloli@osterlingfirm.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU

Rebaza, Alcázar & De Las Casas

 Av. Víctor Andrés Belaúnde 147
Vía Principal 133, 2° and 3° Fl.
Edificio Real Dos, San Isidro
Lima - Peru
Phone: +511 442-5100
www.rebaza-alcazar.com



Alberto Rebaza



Augusto Loli



Roger Zavaleta



Rodrigo Urrutia



Claudia Quispe

POSITIONING

Our Firm was established in 2004 and after more than 14 successful years of sustained growth, is currently one of the top firms in the Peruvian Market. We have built up a full service firm, adding to our premier transactional practice, a number of highly specialized legal areas.

Dispute Resolution

Our Dispute Resolution team is strategic and highly experienced. With its trusted judgment mainly focuses in the representation and defense of our clients in all of the stages for arbitration procedures and judicial processes.

In the arbitration practice, we offer our clients a versatile and thorough assistance in a wide range of matters, such as commercial contracts, corporate disputes and public-private partnership contracts; as well as various market sectors including construction, infrastructure, finance, energy, among others, both in the private and public sectors. Likewise, our judicial litigation team has the insight tools and customized strategy to help our clients in efficiently solving conflicts regarding civil, tax, administrative, constitutional, competence and regulatory matters.

Our team's distinguishing characteristic is our highly specialized approach and our expertise in complex and sensitive controversies, such as ongoing or developing disputes or matters that involve multiple interdependent fronts. This is the result of a close coordination between our lawyers which are specialists in civil, commercial and procedural law, and our lawyers expert in whichever subject matters are involved in any case, such as corporate, labour, tax, administrative, financial or criminal law. Our legal advisory is continuous from the design and effecting of a transaction, at a management and prevention stage, and when a dispute has occurred. This allows us to lay out a comprehensive strategic outlook for any case in order to provide our clients with the best legal advisory possible.

BUSINESS

- Mergers & Acquisitions
- Bankruptcy & Restructuring
- Projects & Infrastructure
- Financing & Capital Markets
- Regulatory
- Corporate
- Tax
- Labor
- White Collar Crime
- Corporate Litigation
- Arbitration
- Private Clients
- Venture Capital
- Compliance
- Mining

OFFICES

- Lima
- Santiago de Chile

CONTACTS

Alberto Rebaza, Managing Partner: alberto.rebaza@rebaza-alcazar.com
Augusto Loli, Main Partner: augusto.loli@rebaza-alcazar.com
Roger Zavaleta, Partner: roger.zavaleta@rebaza-alcazar.com
Rodrigo Urrutia, Partner: rodrigo.urrutia@rebaza-alcazar.com
Claudia Quispe, Senior Associate: claudia.quispe@rebaza-alcazar.com

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Calle Chinchón N°601-609
San Isidro - Lima 27
Peru
Phone: +511 421-4141/+511 421-6626
Fax: +511 221-0995
info@er.com.pe
www.er.com.pe



Fernando Rodríguez Angobaldo



Enrique Varsi Rospigliosi



César Abanto Revilla



Jaime Heredia Tamayo



Adolfo Pinillos Córdoba



Álvaro Bonilla Concha

POSITIONING

Rodríguez Angobaldo Abogados is one of the largest litigation and arbitration boutique firms in Peru, with more than 20 years in the local legal market. The firm has six partners and 25 associates. The practice includes disputes related to constitutional, administrative, regulatory, banking, telecommunications, oil and gas, mining, tax, insurance, real estate, labour, civil and commercial law.

The firm represents and advises clients (companies and individuals) at all levels of the Judiciary throughout the country, as well as before the Constitutional Court, across a wide range of industries and sectors, including banking, insurance, reinsurance, telecommunications, energy, oil and gas, mining and real estate.

Representative clients include Rimac Seguros y Reaseguros, Banco de Crédito del Perú, La Positiva Seguros, Grupo Auna, Calidda - Gas Natural de Lima y Callao, Petroperú, Telefónica del Perú, Entel Perú, Cía. Minera Volcán, Aceros Arequipa, Frecuencia Latina, Scotiabank Perú, Banco Pichincha, Interbank, Banco de la Nación, Inversiones Centenario, Mega Plaza, Servicios Aéreos Los Andes, among others.

The firm also advises government agencies (National Social Security Office) and was recently awarded a panel contract from the Peruvian National Bank (Banco de la Nación).

BUSINESS

• **Litigation**
Advising on dispute prevention, management and resolution, as well as on effective procedural strategies.

• **Arbitration**
Advising on arbitration proceedings regarding corporate cases and public procurement contracts. Preparing and negotiating arbitration agreements and enforcing arbitration awards. Handling both arbitrator and defence work before arbitration courts

• **Specialized Legal Consulting**
Expert advice on constitutional law, regulatory law, civil law, corporate and commercial law, labour law and consumer protection law, related to banking, bankruptcy, insurance and reinsurance, telecommunications, oil and gas.

The firm is a member of ACLA – the first Latin America international litigation and arbitration correspondents program. Other members are Malpica, Iturbe Buj y Paredes (Mexico), Suescún Abogados (Colombia) and Ovalle, Ossa, Gazzana & Bulnes Abogados (Chile), all highly recognized law firms in their respective countries.

Individual partners are members of the IBA and the Peruvian Society of Labour Law.

The firm is member of the Peruvian chapter of the Alianza Pro Bono.

CONTACT

Fernando Rodríguez Angobaldo: frodriguez@er.com.pe

Enrique Varsi Rospigliosi: evarsi@er.com.pe

Carlos César Abanto Revilla: cabanto@er.com.pe

Jaime Heredia Tamayo: jheredia@er.com.pe

Adolfo Pinillos Córdoba: apinillos@er.com.pe

Álvaro Bonilla Concha: abonilla@er.com.pe

 Top Advisors Directory
LAW FIRMS

 Country
PERU



 Calle Monte Rosa 240
Oficina 502, Chacarilla del Estanque
Surco
Lima, Peru
Zip code: 15038
Phone: +511 652 12 12
administracion@simonsabogados.com
www.simonsabogados.com



Adrián Simons



Verónica de Noriega



Daniel Reyna



Juan Manuel Loza

POSITIONING

To maintain the high profile of Legal Boutique, our Firm has a select group of professionals highly skilled in managing the complexity of the important cases entrusted to us. We distinguish ourselves by having not only experience in National and International Arbitrations but also in International Courts such as the Inter-American Court of Human Rights. We also handle only a certain number of cases, judicial and arbitral, which allow us to have the same high level of care and attention to each.

Our Firm is known for:

- Our high specialization on judicial and arbitral matters of great complexity.
- Our renowned high dedication and commitment to our clients.
- The passion with which we defend our cases.
- Our ethical standards and rejection of improper practices.

BUSINESS

Simons Dispute Resolution was founded by Adrián Simons in August 2011, with the aim of offering our clients a highly specialized service in the fields of litigation, dispute resolution and corporate arbitration.

More than 90% of our clients are businesses in the following sectors: construction, telecommunications, fishing, mining, banking and finance, infrastructure, medicine, agro-industry, services, insurance, and hydrocarbons, among others.

CONTACTS


Adrián Simons, Head: adrian.simons@simonsabogados.com
Verónica de Noriega, Key Partner: veronica.denoriega@simonsabogados.com
Daniel Reyna, Associate: daniel.reyna@simonsabogados.com
Juan Manuel Loza, Associate: juanmanuel.loza@simonsabogados.com

 Top Advisors Directory
LAW FIRMS

 Country
PORTUGAL



D. Franco, G. R. Martins, J. Jácome, V. P. Neves e Associados
Sociedade de Advogados SP, RL

 Av. Eng.º Duarte Pacheco, n.º 26,
7.º andar
1070-110 Lisboa - Portugal
Phone: +351 213 309 300
Fax: +351 213 304 233
advogados@AAA.pt
www.AAA.pt



José Jácome



Bernardo Castro Caldas



Joana Tavares de
Oliveira



Tiago Coder Meira



Filipa Alfaia Barata



Ana Ribeiro da Costa

POSITIONING

AAA is a law firm founded on the timeless values of the profession: Knowledge, Loyalty and Independence.

The firm's practice areas are those in which its lawyers have acknowledged skills. We strive to provide services which the clients consider excellent.

The firm wishes to contribute to the advancement of its clients' position in their markets and to the value of their businesses.

Litigation & Arbitration Practice

Focusing mainly on complex and high value corporate litigation, before judicial or arbitral tribunals, the dispute resolution team of AAA boutique law firm has an extensive experience representing both corporate and private clients in civil and commercial litigations, as well as advising on restructuring and insolvency procedures.

AAA Litigation Department has a large and successful experience in dealing with different types of national and cross border litigations, arguing a wide variety of legal issues including contracts, joint ventures, shareholders agreements, investment, capital markets, all types of financing, including project finance, energy, insurance, real estate, infra-structure and construction.

BUSINESS

- Corporate, Commercial and Civil
- Labour
- Tax
- Litigation and Arbitration
- Banking and Finance
- Administrative
- Family and Successions

INDUSTRIES AND SERVICES

- Automobile
- Agribusiness
- Natural Resources
- Banking and Insurance
- Cork
- Distribution
- Renewable Energies
- Pharmaceutical
- Forestry
- Oil and Gas
- Private Equity
- Telecommunications
- Tourism
- Urban Planning, Real Estate and Construction

CONTACTS

José Jácome: jj@AAA.pt

Bernardo Castro Caldas: bcc@AAA.pt

Tiago Coder Meira: tcm@AAA.pt

Filipa Alfaia Barata: fab@aaa.pt

 Top Advisors Directory
LAW FIRMS

 Country
SPAIN

lener

 Paseo de la Castellana, 23.
28046 Madrid
Phone: +34 913 912 066
Fax: +34 913 102 222
lener@lener.es
www.lener.es



Guadalupe Díaz-Súñico Aboítiz



Cristina Hernández Lería



Félix Ortega García



Javier Fernández Cuenca



Santiago Torent López de Lamadrid



Jesús Giner Sánchez



Rafael Vallet Vila

POSITIONING

Lener is a firm of lawyers and economists, specialised in qualified advisory services, with vast expertise in the management of clients' complex situations.

We have been advising in all the different key areas of business law for more than 35 years, we are more than 250 professionals that cover a wide range of legal and economic practices, providing high-quality work with international standards.

Our Firm stands-out for a deep understanding of our clients' businesses based on a solid knowledge of economics, that give us a unique advantage in the legal services industry. Our teams are dynamic, committed and in constant search of client-oriented solutions.

We succeed when our clients' goals are achieved meeting their expectations by making ours their objectives.

OFFICES

SPAIN

- Madrid
- Barcelona
- Oviedo
- Valladolid
- Vigo
- Sevilla

BUSINESS

- Corporate Restructuring and insolvency
- Commercial Law, M&A and transactions
- Tax
- Litigation and Arbitration
- Labour Law
- Real Estate and urban Planning
- Administrative and Environmental Law
- Intellectual and Industrial Property
- Information Technology and Data Protection

Our clients belong to a great variety of economic sectors and range from large companies to medium and small-size companies, all aiming to optimize their results and discover new opportunities.

- Healthcare and Pharmaceutical
- Banking law & Capital markets
- Hotels and Real Estate
- Urban Planning
- Mining
- Energy
- Transport and Infrastructure
- Technology
- Consumption and Distribution
- International Trade
- Maritime
- Entertainment

CONTACTS

Santiago Torent, Partner: santiagotorent@lener.es

 Top Advisors Directory
LAW FIRMS

 Country
SWITZERLAND



 14, rue du Rhône
1204 Geneva
Switzerland
Phone: +41228191812
Fax: +41228191900
contact@acerislaw.com
www.acerislaw.com



William Kirtley



Marie-Camille Pitton



Nina Jankovic



Zuzana Vysudilova

POSITIONING

With Harvard- and Oxford-trained lawyers admitted to multiple bars in Western Europe, Eastern Europe and North America, and experience at the pre-eminent arbitration practice groups of the world, Aceris Law offers unbeatable value for high-quality arbitration legal representation.

For the past five years, Aceris' lawyers have established an excellent track record for their clients in commercial, construction and investment arbitrations. Clients have included businesses, wealthy individuals and State entities, from three dozen countries. Our lawyers have over 16 years of experience in arbitration and have won or settled a number of recent disputes for their clients, including disputes under the ICC rules (such as the successful resolution of a USD 173 million arbitration under English law), the LCIA rules (including a successful arbitration against a Fortune 500 Korean company under Saudi law), the ICDR rules (including the favourable settlement of a dispute under Washington law and the successful resolution of a dispute under Texas law), the JAMS arbitration rules (including the favourable settlement of a dispute under California law) and the SIAC arbitration rules (including the favourable settlement of a dispute under Singapore law).

While Aceris' headquarters are in Geneva, it has offices in Paris and London, along with permanent access to offices in 120 countries, to meet and work closely with clients on a global basis.

BUSINESS

- Agency, Consultancy & Service Agreement Disputes
- Automotive and Aviation Disputes
- Chemicals Industry Disputes
- Construction & Engineering Disputes
- Distribution Disputes
- Finance Industry Disputes
- Hotels (Hospitality Industry) Disputes
- Infrastructure Disputes
- Intellectual Property Disputes
- Investor State Dispute Settlement
- Joint Venture & Shareholder Agreement Disputes
- Media Industry Disputes
- Mining Disputes
- Oil & Gas Disputes
- Pharmaceuticals Industry Disputes
- Renewable Energy Disputes
- Sales & Purchase Agreement Disputes
- Shipping Disputes
- Steel Industry Disputes
- Technology/Internet Technology Disputes
- Telecommunications Disputes
- Transportation Disputes

OFFICES

- Geneva
- London
- Paris

CONTACTS

William Kirtley, Founder: wkirtley@acerislaw.com
Marie-Camille Pitton, Special Counsel: mpitton@acerislaw.com
Nina Jankovic, Associate: njankovic@acerislaw.com
Zuzana Vysudilova, Associate: zvysudilova@acerislaw.com

 Top Advisors Directory
LAW FIRMS

 Country
SWITZERLAND

archipel

 Route de Chêne 11
1207 Geneva
Switzerland
Phone : +41 (0) 22 722 05 40
Fax : +41 (0)22 722 05 49

92, rue Jouffroy d'Abbans
75017 Paris

France

Phone : +33 (0)1 40 54 51 00

Fax : +33 (0)1 40 54 51 01

www.archipel.law



Pierluca Degni



Prosha Dehghani



Janelise Favre



**Jacques-Alexandre
Genet**



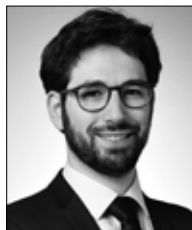
Emmanuel Kaspereit



Giulio Palermo



Lezgin Polater



Michaël Schlesinger



Guillaume Tattevin



Sandro Vecchio

POSITIONING

Archipel is a boutique law firm serving the cross-border needs of corporate and private clients. The firm has offices in Paris and Geneva and operates worldwide for the recovery of litigation and arbitration claims on behalf of a wide range of international debt holders.

BUSINESS

- International Litigation (Paris – Geneva)
- International Arbitration (Geneva)
- Sovereign Debt & Immunities (Paris)
- Asset Tracing & Recovery (Paris – Geneva)
- Sport Litigation & Arbitration (Geneva)

OFFICES

Geneva

From Geneva, Archipel provides its clients with international arbitration and asset recovery services. The firm acts as counsel in arbitrations, litigations and mediations in Europe, the Middle East and Africa, particularly in matters of international sales and sports. The firm also offers specialist Swiss law and arbitration advice to international firms and clients.

Paris

Paris is the base of the firm's enforcement and asset recovery practice. All Archipel lawyers practice litigation and international enforcement, with a particular focus on sovereign debt advice and litigation. The firm has been involved in some of the highest profile enforcement cases in recent years and its expertise is second to none.

CONTACTS

Pierluca Degni: pdegni@archipel.law

Prosha Dehghani: pdeghani@archipel.law

Janelise Favre: jfavre@archipel.law

Jacques-Alexandre Genet: jagenet@archipel.law

Emmanuel Kaspereit: ekaspereit@archipel.law

Giulio Palermo: gpalermo@archipel.law

Lezgin Polater: lpolater@archipel.law

Michaël Schlesinger: mschlesinger@archipel.law

Guillaume Tattevin: gtattevin@archipel.law

Sandro Vecchio: svecchio@archipel.law

 Top Advisors Directory
LAW FIRMS

 Country
SWITZERLAND

**BÄR
& KARRER**

 Brandschenkestrasse 90
CH-8002 Zurich
Switzerland
Phone: +41 58 261 50 00
Fax: +41 58 261 50 01
www.baerkarrer.ch



Daniel Hochstrasser



Matthew Reiter



Nadja Jaisli Kull



Saverio Lembo



Pierre-Yves Gunter



Cesare Jermini

POSITIONING

We are a leading Swiss law firm with more than 170 lawyers in Zurich, Geneva, Lugano and Zug. Our core business is advising our clients on innovative and complex transactions and representing them in litigation, arbitration and regulatory proceedings. Our clients range from multinational corporations to private individuals in Switzerland and around the world.

Dispute resolution has always been a cornerstone of our firm. Our litigation and arbitration teams are consistently ranked first tier by international client guides.

Our team specializing in cross-border proceedings focuses on international legal assistance in both civil and criminal matters. We also represent clients in international administrative assistance proceedings initiated by financial markets supervisors and tax authorities.

We were repeatedly awarded Switzerland Law Firm of the Year by the most important international legal ranking agencies in recent years, including the 2016 Trophées du Droit (Meilleur Cabinet Suisse). For more information please visit baerkarrer.ch.

OFFICES

- Zurich
- Zug
- Lugano
- Geneva

BUSINESS

- Arbitration
- Banking & Insurance
- Capital Markets
- Competition Law
- Corporate & Commercial
- Corporate Governance
- Data Protection
- Employment
- Energy
- Financing
- Fintech
- Funds, Financial Products & Asset Management
- Internal Investigation
- IP & Technology
- Life Sciences
- Listed Companies
- Litigation
- Media, Entertainment & Sports
- Mergers & Acquisitions
- Notarial Services
- Private Clients
- Real Estate
- Reorganization & Insolvency
- Social Security & Pension
- Startup Desk
- Tax
- Transport & Logistics
- White Collar Crime

CONTACTS

Daniel Hochstrasser, Arbitration & Litigation: daniel.hochstrasser@baerkarrer.ch
Matthew Reiter, Litigation, Crossborder Proceedings: matthew.reiter@baerkarrer.ch
Nadja Jaisli Kull, Arbitration & Litigation: nadja.jaisli@baerkarrer.ch
Saverio Lembo, Litigation & White Collar Crime: saverio.lembo@baerkarrer.ch
Pierre-Yves Gunter, Arbitration: pierre-yves.gunter@baerkarrer.ch
Cesare Jermini, Litigation & Arbitration: cesare.jermini@baerkarrer.ch

 Top Advisors Directory
LAW FIRMS

 Country
SWITZERLAND



 Route de Chêne 30
CH-1211 Geneva 6
Switzerland
Phone: +41 58 450 70 00
Fax: +41 58 450 70 01
geneva@lenzstaehelin.com
www.lenzstaehelin.com



Xavier Favre-Bulle



Harold Frey



Daniel Tunik

POSITIONING

Lenz & Staehelin has been a market leader in international arbitration in Switzerland for decades. Our clients cover a broad range of industries, including banking & finance, pharmaceuticals, high-tech and telecommunications, insurance, construction, energy and sports. Across these sectors, clients rely on our natural understanding of their business needs and our fine grasp of the technical and scientific disciplines at the core of their operations.

Lenz & Staehelin's attorneys have been involved in several hundred international arbitrations, either as counsel for a party or sitting as arbitrators. Our arbitral practice is mainly focused on institutional arbitration and, in particular, arbitrations conducted under the rules of the International Chamber of Commerce, the Swiss Chambers' Arbitration Institution, the London Court of International Arbitration and the Court of Arbitration for Sport. The firm is also regularly involved in UNCITRAL and ad hoc arbitrations.

In every case, we establish a tailor-made team prepared to provide the highest quality of work, with the utmost commitment and focus at every level. Our multilingual team is able to communicate with clients and conduct cases in English, French, German, Italian and Spanish. All our lawyers have qualifications from or practical experience in common law jurisdictions; moreover, our team includes attorneys qualified to practice in a number of foreign jurisdictions including the U.S. and Latin America.

BUSINESS

- Asset Management
- Banking and Finance
- Capital Markets
- Commercial and Contracts
- Competition
- Corporate and M&A
- Employment, Pensions and Immigration
- Insolvency and Restructuring
- Intellectual Property
- Investigations
- Litigation and Arbitration
- Private Clients
- Real Estate
- Tax
- Technology Media Telecoms (TMT) and Outsourcing

OFFICES

- Geneva
- Zurich
- Lausanne

CONTACTS

Xavier Favre-Bulle, Partner, Geneva: xavier.favre-bulle@lenzstaehelin.com
Harold Frey, Partner, Zurich: harold.frey@lenzstaehelin.com
Daniel Tunik, Partner, Geneva: daniel.tunik@lenzstaehelin.com

 Top Advisors Directory
LAW FIRMS

 Country
SWITZERLAND

NIEDERER KRAFT FREY

 Bahnhofstrasse 53
8001 Zurich
Switzerland
Phone: +41 58 800 8000
Fax: +41 58 800 8080
nkf@nkf.ch
www.nkf.ch



Ernst Felix Schmid



Peter C. Honegger



Daniel Eisele



Thomas Sprecher



András Gurovits



Valerie Meyer Bahar



Tamir Livschitz



Lukas Beeler

POSITIONING

Established in 1936, Niederer Kraft Frey is a leading Swiss firm with a consistent track record of delivering excellence and innovation in Swiss law. With a strong domestic and international client base, NKF is relied on by the world's best law firms as an experienced, agile and effective partner.

NKF is a full service law firm with over 100 lawyers advising in 12 languages. We are pragmatic generalists with deep industry knowledge and specialist legal expertise covering the entire spectrum of business, corporate and finance law. We work creatively with each other, our partner firms and with our clients to deliver efficient, sustainable solutions in the face of the most complex problems. Quality service is our priority. The focus of our business is the business of our clients. With offices in the heart of Zurich's banking and financial district, NKF continues to have its finger on the pulse of Swiss business.

Our Dispute Resolution Group has successfully litigated many leading corporate and commercial law cases before the Swiss Federal Supreme Court. We are regularly instructed in high-stakes arbitration proceedings.

Our team of about 25 lawyers has in-depth specialist knowledge of civil procedure as well as corporate and commercial law expertise. NKF is a full service law firm and our Dispute Resolution Group works seamlessly with our specialist colleagues from other practice areas when focused, comprehensive expertise in a particular area is needed.

BUSINESS

- Antitrust/Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Corporate/M&A
- Dispute Resolution
- Employment
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Sports
- Tax
- Technology


CONTACTS

Dr. Ernst F. Schmid, Partner: ernst.f.schmid@nkf.ch
Dr. Peter C. Honegger, Partner: peter.c.honegger@nkf.ch
Daniel Eisele, Partner: daniel.eisele@nkf.ch
Dr. Thomas Sprecher, Partner: thomas.sprecher@nkf.ch
Dr. András Gurovits, Partner: andras.gurovits@nkf.ch
Dr. Valerie Meyer Bahar, Partner: valerie.meyer@nkf.ch
Tamir Livschitz, Partner: tamir.livschitz@nkf.ch
Lukas Beeler, Partner: lukas.beeler@nkf.ch

 Top Advisors Directory
LAW FIRMS

 Country
SWITZERLAND



 Cours de Rive 13
1204 Geneva, Switzerland
Phone: +41 22 999 96 00
Fax: +41 22 999 96 01

Loewenstrasse 1
8001 Zurich, Switzerland
Phone: +41 44 217 91 11
Fax: +41 44 217 92 17

www.pestalozzilaw.com



Christophe Emonet



Michael Kramer

POSITIONING

Pestalozzi's Litigation & Arbitration practice group is one of the largest in Switzerland, with experienced teams in both Geneva and Zurich. It has a long-standing reputation for excellence in advising and representing domestic and international clients. The Litigation & Arbitration team advises any type of business (from large international corporations to small and mid-size businesses) as well as private individuals. Foreign States and governmental authorities also regularly call on Pestalozzi's team to represent their interests in strategic disputes. Pestalozzi's team focuses on complex commercial, civil, criminal and regulatory disputes of national and international nature before state courts, authorities, and arbitral tribunals, as well as in cross-border bankruptcy and asset recovery proceedings.

The team attracts major work in all industry sectors, including financial services, insurance, energy & commodities, life sciences, industrials (manufacturing and infrastructure), trade & retail, media, IT & telecommunications, and construction. Pestalozzi has a reputation of being one of the most experienced law firms in litigious matters in the commodities business and one of the most skilled law firms in banking litigation and financial investigations. The team covers all aspects of litigation, arbitration (including acting as arbitrators), white collar and internal investigations, bankruptcy and composition proceedings, enforcement of debts, foreign judgments, and foreign arbitral awards, mediation and other forms of alternative dispute resolution (ADR).

BUSINESS

- Commercial Litigation
- Banking Litigation
- Arbitration
- White Collar Crime
- Internal Investigations
- FINMA Investigations
- Cross-border bankruptcies and Asset Recovery
- Enforcement of Debts, Foreign Judgments, and Foreign Arbitral Awards
- IP Litigation
- Mediation and other forms of Alternative Dispute Resolution (ADR)

OFFICES

SWITZERLAND

- Geneva
- Zurich

CONTACTS

Christophe Emonet, Geneva: christophe.emonet@pestalozzilaw.com

Michael Kramer, Zürich: michael.kramer@pestalozzilaw.com

 Top Advisors Directory
LAW FIRMS

 Country
TUNISIA



 29 Avenue Alain Savary
Belvédère - 1002 Tunis
Tunisia
Phone : +216 71 288 688
Fax : +216 71 288 844
info@bkassocies.com
www.bkassocies.com



Mehrez Boussayene



Youssef Knani



Amine Knani



Najoua Bettaieb



Chiraz Ben Brahim



Ines Youssef

POSITIONING

Boussayene Knani & Associés is one of the leading business Law Firms in Tunisia. Thanks to its lawyers and legal advisors from top Tunisian and European universities, the Law Firm is distinguished for its size, structure and commitment to international professional standards. Its international client base represents the majority of its activity.

As a multidisciplinary Law Firm, Boussayene Knani & Associés offers its clients comprehensive legal services, based on the experience of lawyers from different backgrounds. Each partner has built a solid reputation in its field of expertise, whether in the judiciary, academic or international arbitration.

The firm's lawyers are active in domestic and international arbitration. They act as both counsels and arbitrators.

In 2017, Boussayene Knani & Associés successfully represented the leading Tunisian telecommunications operator in an ICC arbitration case in which the stakes were of over 50 million US dollars. The firm also advised major actors in the tourism industry in several ICC arbitrations arising in connection with recent years terrorist attacks and turmoil.

Widely recognized in M&A, the firm recently assisted a leading European textile company in a 12 million euro takeover operation in Tunisia.

Boussayene Knani & Associés developed a strong competence in the tourism sector (Hotel management lease contracts for world leading chains) and in franchising where the law firm assisted a number of world-renowned franchisors in the negotiation and conclusion of various franchise contracts. In 2019, for example, Boussayene Knani & Associés was in charge of a case relating to the sale of two hotels belonging to a widely known hotel chain.

Banking and finance law is a key department at Boussayene Knani & Associés, the firm advised recently a leading Tunisian bank in an ISDA Master Agreement with a French Bank. Our lawyers work in French, English, Arabic and some also in Italian.

BUSINESS

- Domestic and international arbitration
- Business disputes
- M&A
- Corporate and business law
- Telecommunications law
- Investment law
- Banking and Finance law
- Competition law
- Franchise law
- Employment and Labor law
- Real estate law

CONTACT

info@bkassocies.com

 Top Advisors Directory
LAW FIRMS

 Country
TUNISIA


El AJERI LAWYERS
ETHICS & LEGAL

 4, Road Mahmoud EL MATERI
Mutuelle Ville Tunis 1002
Tunisia
Phone: +216 71 288 251
Fax: +216 71 89 25 25
www.elajerilawyers.com
www.eal.tn



Mohamed Lotfi El Ajeri



Fatma Ben Gouider



Mohamed Abragh

 **POSITIONING**

EL AJERI LAWYERS (EAL) is a modern full-service law firm who offers legal services in various law practice areas. Our client relationships are based on a long-term perspective and our clients are primarily owners of businesses and assets representing significant values. We always endeavour to gain an overall perspective and then to find the best solution, adapted to the specific needs of our clients in the most sophisticated fields of business law, particularly in the commercial and corporate disputes resolution.

For EAL, what is most important is providing the highest quality legal services and, by doing so, competing on the commercial law market. Therefore, EAL is not a full-service commercial law firm but, rather, a dedicated “high-end firm” practicing in our diversified practice areas. Our goal is always to find the best solution adapted to the specific needs of each client based upon an overall perspective. We, the attorneys of EAL, have varying specialty expertise and work in teams in each area, where each matter is staffed and based upon the principle of providing the best expertise in a cost-efficient manner.

EAL is a leader in prevention and conflicts management techniques, thanks to Mediation services and ADR we offer. We have a great deal of experience in various industry-specific agreements and provide advice in conjunction with outsourcing of operations and functions. We regularly handle contract structures for various forms of distribution and related questions. EAL witnesses a flagship success in anti-corruption, personal data protection and compliance cases. In addition to that, we plan global strategies combining between different actions before the Competition Council and Ordinary Courts.

EAL's practice includes litigation and arbitration in the areas of law in which we practice, and we also serve as arbitrators, for example, in share redemption disputes, commercial agreements, and shares purchase or business purchase agreements. Since disputes (whether in the form of litigation or arbitration) can be both expensive and protracted, we always carefully evaluate the details of our client's matter before commencing legal proceedings.

Our client's needs and demands for quality are our central focus. Through our quality assurance routines and our work approach, we ensure that our work always lives up to our client's expectations in the matter.

EAL always complies with the ethical rules of the International Law and the rules of professional conduct for attorneys and, of course, any applicable legislation. It also has internal policies, for example, for ethics, data processing...

 **BUSINESS**

- Legal assistance and advice in all fields of business law
- Investment, Finance, Individuals and corporate tax regulations, banking and insurance
- Project Funding, Studies and Technical Assistance
- Mergers and Acquisitions, Joint-Venture and Restructurings;
- Corporate, Competition Law, IP and IT
- Investigation, Compliance and Regulatory
- Litigation & MARC
- Arbitration and Mediation

 **CONTACTS**

Mohamed Lotfi El Ajeri: mlelajeri@eal.tn
Fatma Ben Gouider: fbengouider@eal.tn
Mohamed Abragh: mabragh@eal.tn

 Top Advisors Directory
LAW FIRMS

 Country
UNITED KINGDOM

brownrudnick

 8 Clifford Street,
London W1S 2LQ
United Kingdom
Phone: +44 20 7851 6000
www.brownrudnick.com



Neil Micklethwaite



Neill Shrimpton



Didier Bruère-Dawson



Charlotte Møller



Nicholas Tse



Louisa Watt



Tuvi Keinan

POSITIONING

Brown Rudnick LLP is an international law firm of 250+ lawyers, based in London, Paris, and on the US East and West coasts. The firm specialises in handling high value and complex disputes and restructurings worldwide, as well as complex risk management and transactional work across a number of practice areas.

Brown Rudnick's international dispute resolution team is composed of lawyers qualified in a number of jurisdictions, including England, France and the United States, and has a wealth of experience in resolving both common law and civil law disputes. A primary component of the team's work involves civil fraud and asset tracing cases, many of which involve working across borders and litigating before foreign courts. Many of these cases involve public authorities, as well as companies and high net worth individuals from emerging market countries.

Our international arbitration specialists conduct both commercial and investment related proceedings under the major institutional rules (including ICC, ICSID, LCIA, SCC, SIAC, AAA, LMAA, DIAC) or ad hoc. Our teams are highly experienced in assisting creditors seeking to get protection of their investments while facing restructuring of states owned debtors, banks, airlines etc. throughout the world.

Our fully integrated transmanche restructuring, distressed, debt and finance teams of more than 30 lawyers in London and Paris, many of whom are multi-lingual and dual qualified, work seamlessly with our white collar and investigations, international arbitration and multi jurisdictional litigation teams.

We have a track record of cross border restructuring and asset recovery throughout the world. Our restructuring offering is significantly bolstered by the inter-connected working relationship with the London special situations and trading team, which has a market reputation for unlocking distressed real estate situations requiring creative refinancing solutions.

BUSINESS

- International Arbitration
- Compliance, Internal Investigations
- Complex commercial litigation
- Multi-Jurisdictional litigation
- Specialist Projects & Construction Risk Management
- Risk Management, drafting & negotiation: international commercial contracts
- Restructuring work & disputes
- Specialist MENA disputes counsel
- Africa Initiative & Expertise
- Business Diplomacy
- Crisis Management
- Asset Tracing specialists

OFFICES

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- Hartford
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- New York
- Orange County
- Paris
- Providence
- Washington, DC

CONTACTS

Neil Micklethwaite, Partner | International Disputes: nmicklethwaite@brownrudnick.com

Neill Shrimpton, Partner | International Disputes: nshrimpton@brownrudnick.com

Didier Bruère-Dawson, Partner | Contentieux Restructuring: dbrueredawson@brownrudnick.com

Charlotte Møller, Partner | Restructuring & Insolvency: cmoller@brownrudnick.com

Nicholas Tse, Partner | International Arbitration: ntse@brownrudnick.com

Louisa Watt, Partner | Special Situations & Trading: lwatt@brownrudnick.com


Tuvi Keinan, Partner | Special Situations & Trading: tkeinan@brownrudnick.com

 Top Advisors Directory
LAW FIRMS

 Country
URUGUAY

BRAGARD

Legal / Tax / Accounting / Notarial

 Yamandú Rodríguez 1321,
Montevideo
Phone: (+598) 26004447

www.bragard.com.uy



María Laura Capalbo



Agustina Bomio



Jean Jacques Bragard

POSITIONING

BRAGARD's Litigation and Arbitration team members are specialized in different areas of practice such as procedural, administrative, commercial, banking, labour, family, environment, medical mal praxis, relationships with the Government and international Law. We have solid reputation for major trials involving disputes among minority and majority shareholders.

We also have considerable experience in judicial and extrajudicial settlements, as well as in the restructuring of companies and bankruptcy proceedings.

Our professionals are highly experienced in the recognition and execution of sentences and arbitral decisions, in both internal and international commercial arbitrations, as well as in investment arbitrations. They come from a strong academic background in which they have specialized in alternative means of dispute resolution, and they also participate actively in international forums and conferences regarding said specialty.

The Bragard litigation practice emphasizes team work and exhaustive investigation on the aspects involved in each case which determines a close relationship with our clients and enables solid business knowledge. This combination has led to extraordinary high standards on the results of the Department and constitutes the main characteristics of Bragard's litigation practice.

We are proud to say that our litigation results highly excel average of the regular corporate firms' litigation practice.

The Department aids clients in bankruptcy cases, such as creditors, by verifying their credits. Past clients have also been given counsel when it comes to declaring bankruptcy.

BUSINESS

- Banking & Capital Markets
- Corporate
- Company law
- M&A
- Tax
- Litigation and Arbitration
- Labor
- International Private Law
- Administrative law
- Family law
- Sports & Entertainment
- Infrastructure
- Bankruptcy
- Immigration
- Antitrust
- Real estate
- Compliance

CONTACTS

María Laura Capalbo: lcapalbo@bragard.com.uy

Agustina Bomio: abomio@bragard.com.uy

Jean Jacques Bragard: jbragard@bragard.com.uy

 Top Advisors Directory
LAW FIRMS

 Country
USA



 The Grace Building
1114 Avenue of the Americas
46th Floor
New York, NY 10036-7798
USA
Phone: +1 212 479 6000
Fax: +1 212 479 6275

www.cooley.com



Michael Attanasio



Mark Beckett



Christophe Bondy



Laurence Harris



Marc Lambert



Marc Suskin



Rachel Thorn

POSITIONING

Cooley is expanding its litigation capabilities with the arrival of three international arbitration partners. Mark Beckett, Rachel Thorn and Marc Suskin join Cooley as partners from Chadbourne & Parke, based in New York. They are experienced in ad hoc arbitration and arbitrations conducted under the leading global arbitration rules as the ICC, the LCIA, the UNCITRAL, the ICSID, the ICDR and Hong Kong Arbitration Center, among others.

The litigation & global disputes teams have extensive experience with energy and construction disputes (both for owners and contractors) and excels at mastering the technical and legal issues. They also draw on the resources of the firm's globally recognized technology and life sciences experience to deliver outstanding results for clients facing complex and novel legal issues.

Cooley's global 400-lawyer litigation department represents companies, governments, state entities and individuals in international arbitral disputes of various types involving complex issues of international, foreign and comparative law and procedure. In August 2016, Law360 heralded Cooley as a "go-to" firm, ranking it among the elite firms on the publication's Litigation Powerhouse list.

- Most active securities litigation defense practice in the US in 2015.
- 900+ lawyers across 13 offices in the United States, China and Europe.
- 300 partners in a single-tier global partnership.
- A Fortune Best Company to Work For.
- 7 Fellows of American College of Trial Lawyers
- 20+ former Assistant US Attorneys and Department of Justice lawyers.
- Complementary appellate practice that has handled more 100+ appeals over the past few years.

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BUSINESS

- Antitrust Litigation
- Appellate
- Asset Recovery
- Business Restructuring & Reorganization
- Commercial Class Action Litigation
- Commercial Litigation
- eDiscovery & Document Retention
- Employment & Labor
- False Claims Act/Qui Tam
- Government Contracts
- Intellectual Property Litigation
- International Anti-Corruption/FCPA
- International Commercial Arbitration
- Law Firm Liability & Malpractice Defense
- Patent Office Litigation
- Privacy & Data Protection
- Product Compliance & Product Liability
- Public International Law
- Real Estate Litigation
- Securities Litigation
- Shareholder Activism
- Tax Litigation
- Trade Secret Litigation & Dispute Counseling
- Venture Capital Litigation & Dispute Counseling
- White Collar & Regulatory Defense

CONTACTS

Mark Beckett, Partner: mbeckett@cooley.com

Rachel Thorn, Partner: rthorn@cooley.com

Marc Suskin, Partner: msuskin@cooley.com

Michael Attanasio, Global head of Litigation: mattanasio@cooley.com

Mark Lambert, Vice chair of Litigation, SD: mlambert@cooley.com

Laurence Harris, Vice chair of Litigation, London: lharris@cooley.com

Christophe Bondy, Special Counsel, Arbitration: cbondy@cooley.com

 Top Advisors Directory
LAW FIRMS

 Country
USA

Dechert

LLP

 1900 K Street, NW, Wash-
ington, DC, United States of
America 20006-1110
Phone: +1 202 261 3300
Fax : +1 202 261 3333
www.dechert.com



Arif H. Ali



Eduardo Silva Romero



Alexandre de Gramont



Érica Franzetti

POSITIONING

Established in 1875, Dechert has built a global platform across 26 locations in 12 countries with a singular focus—delivering the highest-quality advice that is actionable, commercial and delivered efficiently. With more than 1000 lawyers speaking more than 40 languages, we recruit and develop the best talent, and we are committed to ensuring that Dechert reflects the societies we live in.

International Arbitration

Dechert's multicultural, multilingual and multijurisdictional international arbitration group is a global leader. We act as counsel on behalf of multinational corporations, businesses of all sizes, high-net worth individuals, sovereign States and State-owned enterprises in treaty and contract arbitrations around the world. As well as being active in the major industry sectors—energy, mining, construction, financial services, telecom and life sciences—we also pioneer the use of international arbitration in new areas such as internet governance and disputes involving corruption.

Our clients benefit from our keen understanding of how tribunals function, as our experience includes acting as arbitrators in scores of international arbitrations worldwide. Our diverse team, based in principal arbitration centers around the world, including New York, Washington, DC, London, Paris, Brussels, Dubai, Singapore, Hong Kong and Beijing, handles sensitive and sophisticated matters for our clients in any forum and jurisdiction. And, as a specialty practice, we offer deep partner involvement and lean teams to control costs while ensuring the highest quality product. Among our cost management strategies are creative fee structures, third-party funding, using and developing new technology and using Dechert's best-in-class project management department. Above all, we are driven by one key principle: exceptional client service.

BUSINESS

- Investor-State Arbitration
- International Commercial Arbitration
- Public International Law
- Energy Sector Arbitration
- Mining Sector Arbitration
- Construction Sector Arbitration
- Telecom Sector Arbitration
- Life Sciences Sector Arbitration
- Financial Services Sector Arbitration
- Internet Governance Arbitration

CONTACTS

Arif H. Ali, Co-chair and Partner: arif.ali@dechert.com
Eduardo Silva Romero, Co-chair and Partner: eduardo.silvaromero@dechert.com
Alexandre de Gramont, Partner: alexandre.degramont@dechert.com
Érica Franzetti, Partner: erica.franzetti@dechert.com

Top Advisors Directory
LAW FIRMS

Country
USA



Freshfields Bruckhaus Deringer



601 Lexington Avenue
31st Floor
New York, NY 10022
Phone: +1 212 277 4000
Fax: +1 212 277 4001

www.freshfields.com



Eric Bruce



Kimberly Zelnick



Nigel Blackaby



Noiana Marigo



Eric Mahr



Mary Lehner

POSITIONING

Freshfields advises leading multinational corporations, financial institutions, governments and investors across the world.

We do what we do better than any other firm – we execute on the most complex cross-border transactions; deal with the most challenging multijurisdictional litigations and global investigations; handle arbitrations and regulatory issues that involve multiple countries; and provide financing solutions that give our clients ultimate flexibility.

Our offer is simple – we deliver the best advice and the best service wherever our clients need support. We build teams of the highest quality in any country, adding value and reducing inefficiency. Our US partners have decades of top-level experience in key disciplines for US and global organizations – M&A, antitrust, finance, capital markets, employment, international arbitration, litigation and tax.

Our US partners work seamlessly across borders with their peers in Europe, the Middle East and Asia, delivering domestic US advice of the highest quality and tackling the most challenging cross-border issues with an unrivaled international platform.

Working globally

We know the global market and build long-term relationships that withstand the most high-pressure situations.

Over the past three years we have helped our clients do business in more than 150 countries. We have more than 100 “country partners” who know their jurisdictions intimately and understand how to do business there.

Each country partner also knows the leading local lawyers through our *StrongerTogether* network, which comprises more than 300 firms covering almost 200 jurisdictions.

This means you get a tailored team that combines our international experience with the best on-the-ground knowledge. Whatever the job, you’ll receive superlative Freshfields quality anywhere in the world.

BUSINESS

- Antitrust and competition
- Banking and financial services
- Cartel and civil conduct investigations
- Class actions
- Commercial arbitration
- Corporate and commercial litigation
- Corporate criminal liability
- Energy and natural resources
- Environmental
- Infrastructure and transport
- Insolvency
- International arbitration
- Investment treaty protection
- Life sciences and consumer healthcare
- Post M&A disputes
- Public international law
- Sanctions and trade
- Securities litigation and enforcement
- Tax investigations and disputes
- Technology media and telecoms
- White collar and regulatory investigations



NEW YORK OFFICE

13th Street, NW
10th Floor
Washington, DC 20005-3960
Phone: +1 202 777 4500
Fax: +1 202 777 4555



CONTACTS

Eric Bruce, Partner, Washington: eric.bruce@freshfields.com
Kimberly Zelnick, Partner, New York: kimberly.zelnick@freshfields.com
Nigel Blackaby, Partner, Washington: nigel.blackaby@freshfields.com

Noiana Marigo, Partner, New York: noiana.marigo@freshfields.com
Eric Mahr, Partner, Washington: eric.mahr@freshfields.com
Mary Lehner, Partner, Washington: mary.lehner@freshfields.com

 Top Advisors Directory
LAW FIRMS

 Country
USA

JENNER & BLOCK LLP

 353 N. Clark Street
Chicago, IL 60654-3456
USA
Phone: +1 312 222 9350
www.jenner.com



Craig C. Martin



David J. Bradford

POSITIONING

Jenner & Block's litigation department differentiates itself through its deep experience and abiding commitment to excellence.

With more than 400 litigators and dispute lawyers in five offices, the firm's known reputation and trusted experience for board-level counsel, internal investigations, complex commercial disputes and arbitrations position Jenner & Block to handle its clients' most sensitive and sizable matters. Clients entrust the firm with the responsibility to handle their most high-profile and complex litigation matters because the firm has built a team of distinguished trial lawyers, recognized for their principled and effective advocacy, with breadth, experience and sophistication across industries and issues. For clients as diverse as family-run businesses and Fortune 100 companies, Jenner & Block often achieves pre-litigation resolutions that accomplish their objectives quickly and cost-effectively.

The firm's best-in-class investigators are widely recognized for running complex investigations, whether industry-specific, regulatory or involving highly confidential issues. Jenner & Block's approach blends extraordinary preparation with a search for the truth and the clear and unbiased presentation of the facts to clients.

Jenner & Block's London office provides direct access to the highest-quality English law advice and further enhances the ability to assist clients worldwide in navigating disputes or investigations with a nexus to the UK or English law. In addition, the firm has handled a wide range of cross border disputes, including commercial and investment arbitrations involving parties from multiple jurisdictions and spanning a diverse range of claims and industries.

The department is chaired by David J. Bradford (Acting Chair). Another primary contact is Craig C. Martin, the Chair of the Firm, who is a widely recognized litigator with an extensive track record representing clients as lead counsel in trials and appeals in state and federal courts as well as domestic and international arbitrations in a wide range of substantive legal areas.

CONTACTS

Craig C. Martin, Firm Chair: cmartin@jenner.com


David J. Bradford, Acting Chair Litigation Practice: dbradford@jenner.com

BUSINESS

- Antitrust and Competition Law
- Appellate and Supreme Court
- Aviation and Aerospace
- Bankruptcy Litigation
- Class Actions
- Communications, Internet and Technology
- Complex Commercial Litigation
- Consumer Law
- Content, Media and Entertainment
- Crisis Management
- Data Privacy and Cybersecurity
- Energy
- Environmental Litigation
- ERISA Litigation
- Financial Services Litigation
- Government Contracts
- Government Controversies and Public Policy
- Insurance Recovery and Counseling
- Intellectual Property (Patent, Copyright, Trademark, Trade Secret)
- International Arbitration
- Investigations, Compliance and Defense
- Monitorship Practice
- Professional Responsibility
- Public International Law
- Real Estate Litigation and Counseling
- Securities Litigation and Enforcement

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and creativity.
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(and life in general).**

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Why not choose the one firm they fear most?

**Quinn Emanuel is the law firm
major companies least want to face.**

Says who? Says them.

Top legal decision makers at over 300 organizations with more than \$1 billion in annual revenue were interviewed by leading independent research provider BTI Consulting Group for its *Litigation Outlook 2020*. Those interviewed were asked to name the law firm they least wanted to see as opposing counsel. And Quinn Emanuel ranked first.

The folks interviewed hire a lot of lawyers. And they face a lot more. And the firm they fear the most is Quinn Emanuel.

**So call us - and strike fear
in the hearts of *your* opponents.**

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Attorney Advertising. Prior results do not guarantee a similar outcome.

Source: BTI Litigation Outlook 2020; bticonsulting.com/themadclientist/clients-name-the-33-most-feared-firms-in-litigation 9/24/2019