



**LEADERS LEAGUE**

Intelligence Report & Rankings

2021-2022  
EDITION

# INVESTIGATIONS, COMPLIANCE & INSURANCE



Top law firms & consultancies  
Exclusive interviews with leaders  
Insights & analysis



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# LEADERS LEAGUE

Intelligence Report & Directory Series

Strategic Information for Top Executives

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POWERED BY



ARJUN SAJIP  
 Managing Editor

## A BUSY YEAR FOR RISK MANAGERS, COMPLIANCE EXPERTS AND INSURERS

It is a commonplace to state that all of law, really, is in some way “compliance”: lawyers’ work largely comprises guiding clients through corporate, commercial or contentious matters in a way that is most advantageous to the clients while also complying with the law. But the topics that have most been on compliance lawyers’ minds in recent years – data protection, ESG, anti-corruption – were pushed to the forefront throughout a 20-month period where the rules of inter-party interaction were forcibly rewritten. One felt an acute sense of the future being written as it was being lived, and while this made a plethora of radical possibilities feel tantalizingly close, there was a widespread feeling that innovation and rethinking could not come at the cost of basic compliance.

The increased carefulness around compliance – driven not least by bigger consequences for non-compliance – went hand-in-hand with a robust approach to risk management. Pandemic-related measures gave rise to a host of new challenges, questions and risks, the upshot of which was that most major companies realized the importance of their human capital and optimized for risk accordingly. Law firms and consultancies thrived on identifying potential pitfalls and helping clients respond to them, which in many cases involved structurally adjusting business activities around those risks. Monitoring and communicating about the changing situation was something law firms and clients alike had to be especially sharp on.

Meanwhile, insurers of all stripes were kept busy. M&A insurers had their hands full with representations, warranties and indemnities; cyber insurers had to adjust their pricing models following a wave of data breaches facilitated in part by mass working-from-home; and insurance companies in general came under increased regulatory pressure to address their own ESG obligations, and increased financial pressure to examine the sustainability liabilities of their policyholders.

The guide you are about to read recaps some key compliance, risk management and insurance topics, and features exclusive interviews with leaders in these fields, as well as numerous rankings of leading law firms and consultancies by country and practice area, to help you address these increasingly vital issues. ♦



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EXECUTIVE

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**SUMMARY**





# POST-TRAUMATIC STRESS

Although the world started to adapt to lockdowns and remote working almost as soon as the pandemic began two years ago, many of the aftershocks of those changes are only now being felt. Compliance and the insurance industry are two areas that saw particularly significant changes in 2021.

While 2020 may have been the year in which digital technologies took their great leap forward thanks to the requirements forced upon us by the pandemic, 2021 was the year in which the effects of those changes truly began to be felt. As major parts of the economy moved from the real world to online, fraud and crime followed close behind.

With cybersecurity attacks and vulnerabilities making global headlines, regulators stepped in with new rules and more stringent oversight. Digital technologies

are providing criminals with increasingly sophisticated tools, but they may also provide the opportunity for better oversight and security, with companies moving to implement new regulatory technology solutions.

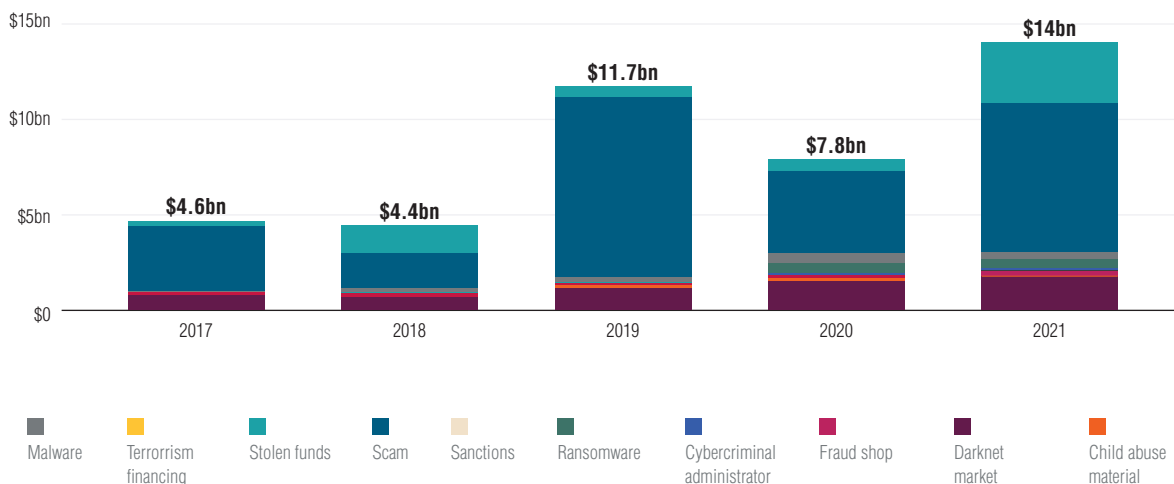
New technologies also had a huge impact on the insurance sector last year: insurers have made big investments in AI and machine learning to help support underwriting. Two years of the pandemic have changed the insurance landscape in other ways as well, driving demand

for new solutions to manage increasingly complex risks. Other macro trends that are either unrelated or only tangentially related to the pandemic, such as climate change and supply chain woes, have created entirely new risks and subsequently the need for new solutions to address them.

### Blockchain as both sword and shield

Perhaps one of the most worrying trends of the last year was how new technologies

TOTAL CRYPTOCURRENCY VALUE RECEIVED BY ILLICIT ADDRESSES, 2017-2021



© Chainalysis

have made compliance much more difficult in many ways. Cryptocurrencies had something of a breakout year: the price of Bitcoin rose from \$29,000 at the beginning of the year to over \$46,000 at the end, the sheer number of different cryptocurrencies skyrocketed, and El Salvador became the first country to accept Bitcoin as legal tender. Of course, the anonymous nature of cryptocurrencies is part of their appeal, leading criminals to adopt them with alacrity. The value of criminal activities involving cryptocurrencies reached a record high of \$14bn last year, up 79% from 2020's total of \$7.8bn. Although much of this likely stemmed from ransomware attacks, the speed at which cryptocurrencies can be anonymously transacted without using financial intermediaries make them a tempting tool for money launderers.

These trends were likely exacerbated by the explosion in popularity of non-fungible tokens (NFTs), digital tokens that represent unique assets and can be traded as such. As unique digital assets that are often purchased using cryptocurrencies, NFTs represent yet another new opportunity for money laundering operations.

To make things worse, the novelty of NFTs and cryptocurrencies means that few regulatory bodies have begun to even consider how the assets should be regulated. In some cases it is not even clear which agencies would have the authority to regulate such assets and how far their authority might extend. Whether cryptocurrencies are defined as commodities or securities, for example, can determine which agencies would be responsible for their oversight under existing legal frameworks and the extent of their enforcement powers. Different agencies have defined these digital assets in different ways, leading to a hazy compliance landscape and a number of legal gray areas.

But despite these challenges, progress is being made in the fight against fraud and money laundering. US law enforcement seized over \$3.5bn worth of cryptocurrency used in fraudulent activity, and the US Treasury's Office of Foreign Assets Control punished two Russian cryptocurrency services by putting them on a sanctions list. Meanwhile, US multinational financial institution J.P. Morgan was fined \$200m at the end of the year for bookkeeping failures stemming from its employees using technologies such as SMS, WhatsApp, and email in an attempt to evade federal record-keeping requirements, a practice

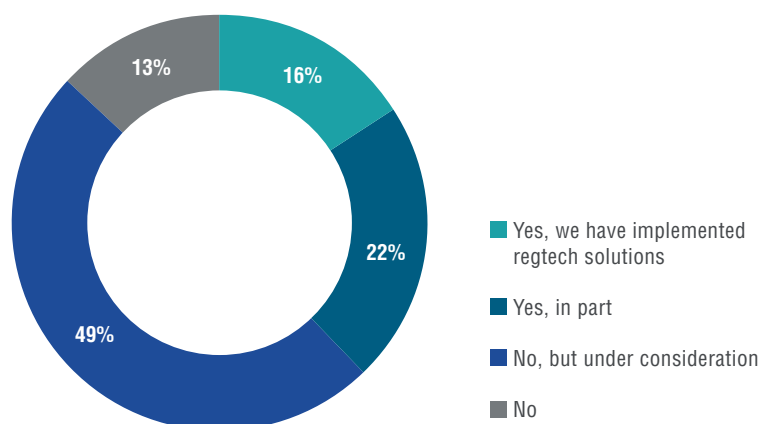
that has become rampant on Wall Street in the last 18 months. The case will likely continue to make headlines, as the US Securities and Exchange Commission (SEC) has said that it is continuing its investigation into J.P. Morgan's compliance violations, while the bank has agreed to hire a compliance advisor to review its policies and procedures and has already begun upgrading its compliance software.

The US also made compliance news with the signing into law in January 2021 of the US Anti-Money Laundering Act

themselves. However, while the promise of blockchain's positive impact on compliance is significant, its implementation remains nascent. We should expect to see further developments in the coming years.

Another way in which technology is being used to improve compliance is the adoption of fintech and regtech solutions. According to a recent Thomson Reuters survey, 70% of responding firms said changes brought about by the pandemic have increased their use of fintech to improve compliance. As a result of the

#### ARE REGTECH SOLUTIONS IMPACTING HOW YOU MANAGE COMPLIANCE?



© Thomson Reuters

(AMLA), arguably the most significant update to the nation's legal framework for financial crimes since the Patriot Act in 2001. While the law went into effect last January, regulators are still working to translate its mandates into specific regulations, many of which we are likely to see implemented this year. These will likely affect everything from corporate requirements on reporting ownership interests to transparency in the antiquities trade.

Perhaps ironically, while blockchain technology (the concept at the core of most cryptocurrencies) may be making life easier for some criminals, it is also being used to improve compliance for both financial institutions and supply chains. By providing a secure, verifiable, and traceable audit trail for records of compliance and audit procedures that cannot be altered or tampered with, blockchain tools offer the promise of lower compliance costs and fewer errors. By providing data that is both secure and accessible, blockchain may also help make regulators' lives easier by reducing the hurdles to collecting, storing, and aggregating data

increased use of technology, compliance officers have been able to spend less time on routine, low-level activities and more on value-added work, including analyzing regulatory changes. Among the ways companies are using regtech and fintech are regulatory management change, anti-money laundering (AML) and sanctions compliance, automated GRC [governance, risk and compliance] solutions, regulatory reporting, and compliance training.

#### ESG

Increased focus on environmental, social, and governance (ESG) compliance and reporting was another major trend in 2021. While the importance of ESG has been rising for years, last year saw some major milestones. In March, the SEC launched a new ESG Task Force within its Division of Enforcement, with the goal of proactively identifying ESG-related misconduct and focusing on material gaps or misstatements among issuers' disclosure of climate risks under existing rules. The task force will also analyze disclosure and compliance issues related to investment

► advisers' and funds' ESG strategies. The US is far from an outlier in this regard: corporations are being subjected to a growing number of transparency requirements around the globe, and European regulators and companies have been ahead of the US on ESG issues for years. The UK government announced its plans to create a framework for sustainable investment disclosure based on the International Sustainability Standards Board, which could go into effect as early as this year.

The trend has not been limited to heightened scrutiny on the part of regulators. Corporate information is becoming more accessible to the public every year, intensifying scrutiny and the need for companies to make sure their reporting is up to snuff. More financial institutions and investors are beginning to factor ESG issues into their analyses of corporate balance sheets and taking a more critical eye toward potential greenwashing. This has made robust ESG reporting and compliance important for corporations' purse strings above and beyond their need to adhere to government regulations. This trend only intensified in the wake of the pandemic, with external stakeholders raising the heat on companies for ESG compliance and heightening the consequences for bad actors. This has led insurance companies to focus more on clients' ESG measures (more on this below).

### Higher stakes for non-compliance

Last year's trends have only served to make compliance more complicated, precisely at a time when the penalties for non-compliance are becoming more severe. While inaccurate tax filings have typically resulted in fines in the past, enforcement agencies have grown more willing in the last year to force companies to suspend their activities. The frequency of operating licenses being suspended and businesses being prevented from doing business at all also rose last year. According to the TMF Group's 2021 Global Business Complexity Index (GBCI) report, the suspension of business activity has increased from 13% of jurisdictions worldwide in 2020 to 25% in 2021 for cases involving inaccurate tax filings, with the likelihood of license suspension rising from 9% to 14% over the same period. The number of cases involving companies being prevented from doing further business jumped from 8% to 18% over the same period.

Personal liability for non-compliance for company directors also rose last year, up to and including risk of imprisonment. In the last year, directors were held personally liable for legal commitments, tax compliance, and shareholder damages. In some jurisdictions, prison terms were handed out for failure to register for taxes and company secretary failings, although this punishment seems to be declining in favor of others. According to the GBCI report, the percent of cases of companies

missing deadlines for tax filings resulting in imprisonment fell from 16% in 2020 to 10% in 2021 worldwide, and from 43% to 39% of cases in which companies were found to be doing business in a jurisdiction without registering to pay taxes.

### Rising cost of claims and insurance

The insurance sector experienced a second year of turbulence in 2021 as it continued to adapt to the pandemic. Many insurance lines saw higher losses last year as the value of claims climbed even while the number of claims remained stable. This led to higher premia and reduced risk capacity, a situation that is expected to continue for the first part of 2022, although it might stabilize or decline in the latter half of the year.

Health insurance costs continued to rise, particularly in the US, where employer-provided insurance costs per employee rose 6.3%, the biggest increase in more than 10 years and almost double the 3.4% increase seen in 2020. Some of this was likely driven by a rebound in the number of elective procedures, many of which were postponed in 2020 as hospitals were at or beyond capacity and patients feared exposing themselves to Covid by coming in for a procedure that could wait a year. Claims may also be rising in response to treatment needs due to the long-term effects of Covid.

Meanwhile, supply-chain problems created by the ongoing crisis had an impact

#### PENALTIES IMPOSED IN THE CASE OF...

|  |      | Fines | Suspension of activity | Imprisonment | Licence suspension | Prevention from doing further business | Other | None of the above |
|--|------|-------|------------------------|--------------|--------------------|--|-------|-------------------|
| <b>Doing business without being tax registered</b> | 2021 | 93%   | 68%                    | 39%          | 45%                | 47%                                    | 8%    | 3%                |
|  | 2020 | 84%   | 57%                    | 43%          | 36%                | 34%                                    | 12%   | 5%                |
| <b>Missed deadlines for tax filings</b>            | 2021 | 97%   | 19%                    | 10%          | 14%                | 13%                                    | 10%   | 0%                |
|  | 2020 | 97%   | 20%                    | 16%          | 14%                | 13%                                    | 13%   | 1%                |
| <b>Inaccurate calculations for tax filings</b>     | 2021 | 95%   | 25%                    | 22%          | 14%                | 18%                                    | 13%   | 3%                |
|  | 2020 | 93%   | 13%                    | 24%          | 9%                 | 8%                                     | 16%   | 3%                |

on insurers' marine and financial lines. The growing number of extreme weather events brought on by climate change wreaked havoc with companies' natural catastrophe and property & casualty business lines. In the US alone, extreme weather events causing more than \$1bn-worth of damage resulted in a total economic cost of \$145bn last year.

Given the enormous impact climate change has on the insurance sector, it will continue to be one of the main focuses of the industry in 2022, particularly when it comes to identifying new risks and adopting technologies such as AI and machine learning to improve analytics and underwriting. Like most other industries, insurance companies doubled down on investing in digital tools last year to help them tailor risk-mitigation solutions to customer needs and more complex and specific risks and to underwrite risks more accurately. While the insurance sector has been slow to adopt automation solutions in the past, the increased appetite for technological tools demonstrated last year should help improve data and cut costs for the industry.

### EIOPA stress test

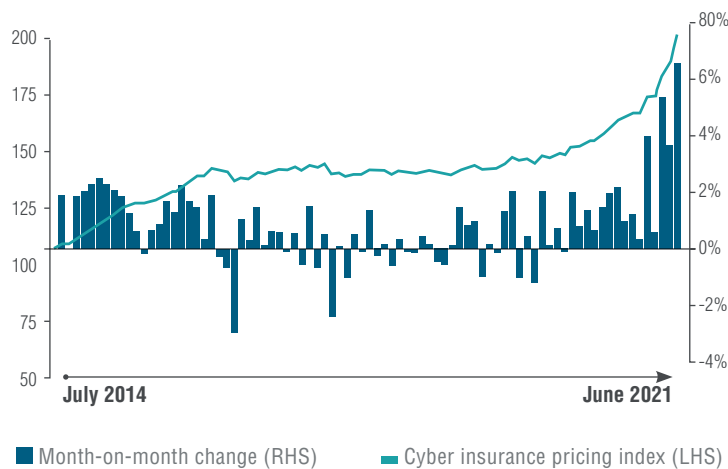
While 2021 had more than its share of challenges for the insurance industry, the sector nevertheless appeared to maintain its resilience to potential shocks. The European Insurance and Occupational Pensions Authority (EIOPA) conducted a stress test involving 44 participants representing 75% of the insurance market in the European Economic Area with the aim of determining how insurers would hold up against a prolonged continuation of the pandemic amid persistently low interest rates.

The test confirmed that despite the recent challenges, insurers' capital buffers are high enough that they will be able to withstand significant adverse scenarios, although they would see material decreases. The EIOPA did say that the test indicated that one of the industry's key vulnerabilities was exposure to market shocks, and this finding could influence whether the body will issue new guidance or recommendations for the sector this year.

### M&A insurance flies high

M&A insurers had a banner year. Following a dip in 2020 as lockdowns caused delays in global M&A, 2021 was the busiest M&A insurance market in history, accord-

### GLOBAL CYBER INSURANCE PRICING INDEX



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ing to a review by insurance company Gallagher. Fortunately, many insurers spent their time in lockdown building their underwriting teams in their representations & warranties and warranty & indemnities lines in anticipation of the expected rebound in deal flow. Volume was so high that many insurers had to wrap up their underwriting by October, having already reached their capacity to take on risk for the year. 2022 has all the hallmarks of being another busy year for M&A insurers, even if it does not reach quite the same heights as 2021.

### Cyber liability insurance

The massive shift in employees working from home across the globe greatly increased the risk of cyberattacks, impacting the cyber liability insurance market. Insurers were forced to raise premia and limit their exposure to cyber risk last year, with AIG seeing a 40% rise in breaches. This has also affected the way insurers analyze and price risk for cyber breaches, with lower premia being offered to companies that are able to demonstrate that they have implemented robust defenses to protect themselves from the risks created by more remote work and videoconferencing.

### ESG as risk indicator

As mentioned above, ESG was a major theme in 2021, no less so for insurance companies. Perhaps unsurprisingly, companies who perform better in ESG metrics also tend to be less at risk of accidents at the workplace, regulatory sanctions, and damaging controversies. Insurers are

finding themselves under as much pressure to improve their ESG metrics as the companies they insure. In November, the UK government ordered all insurers and re-insurers to publish plans for how they will transition to net-zero by 2050.

In addition, several insurance companies established new emissions goals last year: Zurich Insurance Group pledged to reach net-zero emissions by 2050 last year, while Aon set a goal of becoming net zero by 2030. In addition to pressure to improve ESG within their own operations, insurers also came under increasing pressure last year to refuse to do business with companies with bad ESG practices.

Indeed, insuring or investing in companies with less than stellar ESG reputations can now have a negative effect on the insurer's reputation itself. Aviva, for example, stopped underwriting companies generating more than 5% of their revenues from thermal coal or unconventional fossil fuels by the end of the year.

These developments are not only leading insurers to take a harder line on ESG among their clientele, but to review their own investment portfolio. In addition to pledging to cut its own emissions, Zurich also promised to de-carbonize its investment portfolio and use its leverage as an investor to push ESG efforts at other companies. Swiss Re, meanwhile, promised to exit thermal coal underwriting by 2040 as part of its efforts to achieve net-zero emissions, while increasing its green, social, and sustainability bond exposure to \$4bn, including \$750m in social and renewable infrastructure investments. ♦

Jef Cozza

The

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**LEADERS**



Leaders League brings you the thoughts of a range of experts in the compliance and insurance sectors.

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**COMPLIANCE:  
IN-HOUSE**

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# “Compliance goes beyond merely not breaking the law”



Interview with

**AUDREY MORIN**  
Group Compliance Director,  
**SCHNEIDER ELECTRIC**

“Environmental, social and governance considerations inform each strategic decision the group takes”

Audrey Morin has been in her current role since the summer of 2019. Here, she outlines the main ethics and compliance challenges facing multinationals such as Schneider Electric, and discusses the measures she has put in place at the company.

**LEADERS LEAGUE.** You have drawn up a comprehensive ethics and compliance programme at Schneider Electric. What obstacles did you face in promoting a good compliance culture at the company?

**Audrey Morin.** Any multinational is faced with three main challenges when introducing good compliance behavior across its group. The first is to ensure that the programme dovetails with the core values of the company.

At Schneider Electric, our speak-up culture, which covers everything from the simple encouragement of staff to talk about everyday issues all the way up to whistleblowing, was drawn up in close co-operation with our HR department, and forms part of the group’s wider ‘People 2021-2025’ strategy.

The second thing to bear in mind is that any programme must take into account the business model of the group. Therefore, we position ourselves as a partner to our clients, helping them achieve their digital transition and energy management goals. As a result, Schneider Electric’s business model is reflected in our approach to ethics and responds to its needs.

The third aspect that must be taken into account for an international group is getting a handle on the issues affecting each client. Schneider Electric is present in more than 100 countries and since 2019 has a compliance officer network in place, which helps ensure operational uniformity across the group on issues such as risk and industry regulations. It also has the advantage of ensuring that specific local considerations are appreciated at group level.

**Given the company has a committee entitled Ethics & Compliance, do you believe it is no longer possible to separate these two issues?**

Our system of governance reflects the

complementary nature of these two notions. It is worth pointing out that the notion of compliance goes beyond merely not breaking the law. It also means not breaking any of the covenants we have made to demonstrate our values as a company. Ethics, then, are the principles all staff share, and compliance is the thing that ensures these principles are practiced on a daily basis.

The onus is on each department within the group to educate its teams about the different fundamentals that go into making Schneider Electric an ethical and responsible company.

**The Ethisphere Institute ranks Schneider Electric among the most ethical companies on the planet. What are your core values?**

Our business plan is built specifically around the notion of sustainable development. Environmental, social and governance considerations inform each strategic decision the group takes, and we take pride in helping clients reach their ESG objectives as well.

In addition, we promote an empowerment culture within the group, encouraging each and every member of staff to feel responsible for their own actions, and in so doing help ensure that our values are respected by all.

Lastly, we verify that the companies we work with share our values. To help facilitate this, in 2018 we set up a third-party alert system covering our partners and suppliers, the objective being to build trusting relationships between our staff and third parties.

Included in our Schneider Sustainability Impact (SSI) 2021-2025 Report is our trust indicator, a system that measures and monitors the level of trust that exists among suppliers. The recognition we have received from Ethisphere has spurred us on to do even better in the future. ♦

# “Innovation in the pharmaceutical industry is a basic principle; legal & compliance teams cannot be excluded”



Interview with

## **TOMMY MENESES**

Legal & Compliance Coordinator for Chile, Ecuador & Peru,  
**BOEHRINGER INGELHEIM**

“In Latin America, the implementation of internal compliance programs is still relatively new”

Tommy Meneses, legal & compliance coordinator for Chile, Ecuador and Peru at Boehringer Ingelheim, one of the world’s leading pharmaceutical companies, tells us about the main tools used by the company to mitigate risks, the innovation instruments that the legal and compliance team uses to streamline its processes, and the changes and opportunities generated by the pandemic.

**LEADERS LEAGUE.** What are the main risk-mitigation tools when it comes to compliance at Boehringer Ingelheim?

**Tommy Meneses.** Maintaining a robust internal compliance program is a daily task. Several elements must be considered, such as well-defined internal policies, training for the teams based on the concept of customer-centricity, and a periodic monitoring plan on the different building blocks of the program.

Another essential tool when it comes to mitigating risk is having a properly functioning compliance risk assessment which, in my experience, is more efficient when used in tandem with the business areas that know how processes are managed on a daily basis and can identify the main risks in a more practical way, and then define action plans with responsible parties.

Undoubtedly, one of the greatest challenges is to promote a compliance culture. It is a reality that in the Latin American region, the implementation of internal compliance programs is something relatively new and new things usually generate significant resistance, so it is necessary to work with the teams on the perception of processes and progress checks as tools that allow us to improve as an organization. To achieve this, it is essential the tone is set from the top; that is, to have the support of the executive committee in conveying this message.

**What legal innovation tools do you use on a daily basis?**

Innovation in the pharmaceutical industry is a basic principle, and legal and compliance teams cannot be excluded. We live in a globalized and dynamic world that is rapidly changing, which

means that those of us who provide legal services must constantly renew ourselves and work hand-in-hand with technology. The main tools we use in the legal and compliance department are Docusign, a practical electronic signature system that makes life easier for the company’s legal representatives and attorneys-in-fact who sign documents of various kinds on a daily basis; Efect, a tool that provides a friendly and automated experience to users when making contracts of various types based on pre-approved forms by the legal and compliance teams in the region, which is linked to Docusign; and CorA, which is a tool that works as a repository of contacts and issues alerts in advance when they are about to expire.

It is of the utmost importance for the internal compliance program to have a training plan adjusted to the different pillars and audiences in the company. For this, LOS (Learning One Source) contains training materials previously prepared and reviewed by the compliance team that are assigned to users based on an annual training plan and also allows reports generation on the conducted trainings.

**What regulatory changes have had the greatest impact on the sector in recent times?**

As a consequence of the Covid-19 pandemic, digitalization has marked a before-and-after in the countries of South America, representing a milestone and an advantage for the pharmaceutical industry since, previously, processes were managed manually and physically. Now, however, procedures before the authorities have been streamlined and are carried out in a much more efficient way.

Although Covid-19 vaccination programs have advanced in the region, technical meetings with health authorities are, for the most part, still being held virtually. It is important to highlight the case of Chile, where the Institute of Public Health receives certificates of good manufacturing practices in digital format. This represents an important advance in regulatory processes.

**How did you deal with the pandemic? What changes did it bring about for the company?**

The pandemic is undoubtedly synonymous with change. One of these changes is teleworking. Although at Boehringer Ingelheim this option was already available before the pandemic, making it permanent was a challenge.

Meetings and conventions that used to be held in person had to be changed to a virtual format, which meant that everyone's schedules ended up being full and we spent long hours in front of the computer. This is why the HR team constantly monitored the situation to gauge how we were coping and also offered psychological, nutritional, financial and legal support to all employees.

**What are the challenges for an in-house lawyer today? What aspects do you usually delegate to law firms?**

Being an in-house lawyer is extremely interesting, as it involves soaking up the culture of a company, meeting the needs of internal clients and also getting a feel for the key initiatives and projects an organization has.

It is not an easy task, it requires a lot of market research, business priorities and also a practical knowledge of the company's compliance policies. Finding a balance between the above elements is key.

External legal advisors can be a strategic ally for the legal teams of the companies, as long as their potential is maximized, since they can provide advice on various impactful issues for an organization which, added to the knowledge of the pharmaceutical industry, the internal policies of the company and the culture, can generate great results.

Regarding the aspects that are delegated to law firms, there is no general rule; there is a wide spectrum. It can be day-to-day issues (such as the construction of contracts and templates) or issues of great impact and specialization (such as competition and personal data). ♦

**“External legal advisors can be a strategic ally for the legal teams of the companies, as long as their potential is maximized”**



# “I recommend getting to know your company from head to toe”



Interview with  
**FEDERICO GOTTLIEB**  
Chief Compliance Officer,  
**ARCOR ARGENTINA**

“In Argentina, companies were not used to having to fully implement compliance measures”

Federico Gottlieb, chief compliance officer of confectionery giant Arcor Argentina, tells us about the Corporate Criminal Responsibility Law and its impact on the food sector, post-pandemic improvement opportunities, and the most important skills for an in-house lawyer today.

**LEADERS LEAGUE.** What have been the most important recent regulatory changes in terms of compliance and risk prevention in Argentina and what has been their impact on the sector?

**Federico Gottlieb.** Compliance in Argentina is a relatively new phenomenon that began in earnest in 2018, when the Law of Corporate Criminal Responsibility arrived. Thus, for companies with a certain number of employees and level of invoicing, it has become mandatory to have a person responsible for internal compliance. Previously this was optional.

**What is covered by this law?**

Companies are obliged to have an integrity program, which consists of internal regulations to fight corruption in general terms. In Argentina, conduct is sanctioned if it violates duly codified laws. Corruption was always penalized but the difference was, in the past companies could not be sanctioned, only natural persons. Now legal persons can also be penalized.

**What specific impact has the law had for the sector?**

Companies are still adapting to the law. In Argentina, companies were not used to having to fully implement compliance measures; conceptually we appreciated it because all Arcor Group companies have a high ethical code that regulates the whole company, so this new law built on what we were doing out of conviction anyway. We just had to adjust internal rules and procedures, from production to sales, in response to it.

**How did you cope with the pandemic, from an operational point of view?**

With the pandemic, compliance and risk prevention had to adapt significantly to

the new circumstances. Being a food company, we were essential workers. We tried to keep on top of the job. Although we were already evolving in terms of technology, the pandemic accelerated everything. Fortunately we were prepared for it, but there was nonetheless a major impact because, in addition to compliance, I am in charge of legal aspects, not only in Argentina, but also in Chile, Brazil and other offices. Given that we could not travel, organizing everything remotely had a very big impact on daily management.

Once we got to grips with the situation we were able to organize staff and also contain the psychological impact on workers, having weekly meetings to be able to share work experiences, as well as personal issues. This helped preserve the mental health of the workers. In addition, we were able to do virtual training at the general company level. Technology provided an opportunity for improvement, allowing us to speed up meetings and include more people in them.

**How did your previous experience as legal manager of the company contribute to the position you hold today?**

It was very important because, in addition to the technical knowledge you must have, you must also know people. A person's position doesn't always tell you enough about who the person is. In a company there are people who do not have an elevated position but have a lot of responsibility. It is very important to know the basics of the company in order to move up the ladder.

Besides, regular training keeps you informed, refreshes your knowledge and helps you anticipate issues, and solve problems you previously may not have been able to.

**What do you think are the most important skills that a corporate lawyer needs to have nowadays?**

Professional training in each area is what should be emphasized the most, the baseline is having the professional knowledge to start participating in the life of the company. Once you are in a position to do this, I recommend getting to know the business where you work from end to end; that is, from the purchase of raw materials to the sale of the product and its distribution. Knowing the processes of production, warehousing, storage, logistics, delivery to customers and, finally, how the consumer receives what is produced, is crucial.

If you know your business well, everything is easier. Lawyers often deal with conflict situations and having more alternatives in your pocket to solve them is good. Understanding the business from head to toe helps with identifying opportunities for improvement and avoiding problems that may arise.

Given the large number of issues that may arise, I believe that we should not focus on a specialism, but, rather, be generalists. In such a large company we become generalists by acquiring a lot of knowledge in several areas of the profession.

**Does that imply leaving a little bit the traditional role of a lawyer behind?**

Yes, a little bit. The range is so wide that

there is room for specialists and also generalists, but personally and from the firm's perspective, I think it is essential to be a generalist: you have to be able to assess the relative importance of all the issues that arise in order to know when it is appropriate to look for a specialist.

**What personal achievement has given you the greatest satisfaction during your current role in Arcor?**

I have been with the company for 18 years and I have had many moments of personal and professional satisfaction. In general terms, the latest M&A and joint ventures with foreign companies in which I have participated have given me a lot of satisfaction due to the magnitude of the transactions and the successful results we have enjoyed.

**What does your legal department expect from the law firms it works with?**

I expect them to help us solve all internal problems. As a rule, we try to handle everything internally, but when something requires external expertise, we ask for support from external firms.

We hire specialists. Each task we take on requires specialist advice, which could be a one-off consultation or the accompaniment throughout a process, as in the case of an M&A deal, where even though we handle the process, external support is fundamental. ♦

**“In a company there are people who do not have an elevated position but have a lot of responsibility”**





**COMPLIANCE:  
INSTITUTIONS**

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# “It’s the job of the AFA to teach less developed countries about anti-corruption”



Interview with  
**HÉLÈNE DENIS**  
Deputy CEO, **FRENCH**  
**ANTI-CORRUPTION AGENCY**

“Public companies are generally less sophisticated than private ones in terms of their anti-corruption measures”

Deputy CEO of the AFA (the Agence française anticorruption) since September 2020, Héléne Denis discusses the OECD’s latest anti-corruption evaluation and the various cooperation protocols signed with other anti-corruption bodies, both in France and abroad.

**LEADERS LEAGUE.** You are an engineer by training. How did you end up working at the French Anti-corruption Agency?

**Héléne Denis.** During my time as a supervisor of banks and insurers, I gained experience auditing companies in the financial sector. This led me to forming a broad but nuanced view of the situations these institutions can find themselves in and the risks they face.

In the course of carrying out my duties, I interacted on a regular basis with people at all levels of a company. There is a direct correlation between running a thorough check of a company in the financial sector and its strategy: we need to take a holistic approach and really understand why a company made the decisions it did.

Ensuring anti-corruption rules are being followed is not so different, as it happens. The main task is to ensure a company’s policies are compliant, both domestically and abroad. To be able to do this, you need to understand the company’s strategy and the key factors that enable it to be profitable in each market it operates in. It is also essential to explore the decision-making processes in place to detect the risk a company faces when conducting business in different parts of the world and how well it manages these risks. When the AFA started out, the expertise we brought to carry out these tasks was new, especially in the administrative sector.

I have also worked in the private sector, which has given me a clear picture of the operational challenges posed by anti-corruption regulations for companies. As I carry out my duties, I pay particular attention to providing a detailed cost-benefit analysis, which is something the companies are keen for us to do.

In 2020, when the AFA was looking to

bring in a deputy CEO, it wanted to have someone who would pay particular attention to the balance between the law and business; to be a sounding board for both the economy and finance ministries, as well as act in the interests of the justice ministry. I decided to apply, and am delighted to be able to bring my experience to the agency.

**How would you assess your initial months in the job?**

The AFA has been able to very quickly establish itself in the French anti-corruption landscape. Everything there was to understand, we eventually came to understand, both at the national and international level. At the same time, the AFA remains a relatively young organization and there is a lot of room to develop.

As regards audits, we must redouble our efforts, which have already been considerable, in order to ensure that checks are faster and more pertinent, while ensuring a nuanced, global approach to assessing the anti-corruption measures companies have in place. We also need to strive to ensure that we, as an organization, employ best practices when carrying out our anti-corruption reviews of these companies, and this is where the experience we have accumulated over the past handful of years – the AFA has been in existence now for over four years – is crucial. I have noticed that boards of companies, in addition to their legal teams, are very keen to work with us.

Thanks to the experience we have garnered and feedback from the companies we audit, we recently put in place new guidelines, with updated advice on the appropriate preventative anti-corruption measures to take. The relationship is mutually beneficial: the companies learn

**“As I carry out my duties, I pay particular attention to providing a detailed cost-benefit analysis”**

► from us and we learn from them. I would like to point out that public bodies are generally less sophisticated than companies in the private sector, in terms of the anti-corruption measures they have put in place. There are a few reasons for this. It is difficult to compare the culture and ecosystem of a public-sector organization with those of a private company that is present internationally. In addition, the measures we ask them to put in place are not legally binding, and so there is no power to sanction where they are found to be lacking. Lastly, workers in the public sector are not deployed in the same way as those in the private sector.

I believe that standards of anti-corruption preparedness in the public sector can be more ambitious and better aligned with international standards.

#### **What key development at the AFA in 2021 would you like to highlight?**

At the beginning of 2021 we published new recommendations based on our experience over the past couple of years. The detailed exchanges we have had with company directors has allowed us to better understand the issues they face and put us in a better position to offer them anti-corruption solutions and best practices. To be able to carry out an effective audit, we need to be clear about the task at hand, and the AFA's approach is one that's based on listening and understanding.

#### **How did France's latest assessment by the OECD's anti-corruption commission go?**

France was assessed in 2012 and the results were mixed. We were assessed again in 2021, which culminated in an inspection by the OECD in the spring. This visit provided the evaluators with the chance to meet the various stakeholders on the ground – local authorities engaged in the fight against corruption alongside foreign counterparts, as well as company directors, NGOs and even members of the public interested in these questions.

Since the 2012 assessment, France has made great strides, notably with the introduction of the Sapin II anti-corruption law in 2016, which has reinforced the ability of the authorities in the country to both detect and sanction corrupt behavior. But we can be doing more to uncover corruption, both by using the tools at our disposal and developing others.

#### **Tell us a bit about the AFA's work on the international stage.**

In 2020 the AFA embarked on new partnerships and signed new protocols with the African Development Bank, the office of the Inspector General in Colombia (PGN), the Quebec anti-corruption commission (CLCC) and the Palestinian anti-corruption commission. The purpose of these partnerships is to share best practices on how to detect and prevent corruption.

In addition, we have received a number of foreign delegations who wanted to get first-hand experience of the latest French anti-corruption measures and run a series of technical meetings with civil authorities from around the globe. The job of the AFA is to educate people from countries that are less advanced than France in terms of anti-corruption, and to show them how our model works.

In 2020 the AFA held the presidency of the Council of Europe's NCPA [Network of Corruption Prevention Authorities], before making way for another member in 2021, as was required, becoming vice-president in the process.

In the future we would like to enter into partnerships with other organizations around the world, especially those in other EU countries, which could help develop new perspectives. In the medium term, we would like to see the emergence of a negotiated justice tool at EU level, in the image of the France's CJIP [Convention Judiciaire d'Intérêt Public] regulation, to promote greater judicial cooperation and harmonize the response to corrupt cross-border business practices. ♦



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**INSURANCE**

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# “We actively collaborate with insurtechs in our B2C and B2B2C businesses”



Interview with

**BORJA DÍAZ**

Iberia CEO, **ALLIANZ PARTNERS**

“Europe’s insurtech market exceeds €23 billion in value”

Borja Díaz has been CEO of the Iberia region at Allianz Partners since 2020. He talks to us about market trends, challenges ahead, the rise of insurtech, and what Allianz Partners is doing in terms of ESG.

**LEADERS LEAGUE.** What trends do you see developing in the insurance sector in the past year?

**Borja Díaz.** During 2021, there has been a certain recovery in the sector. Insurance companies obtained premium income of almost €62 million in 2021, which is 5% more than in 2020, but still 3.65% below that what was achieved in 2019.

The non-life branch has not recovered lost ground. The auto business has transferred to 2021 the correction in premiums, derived from the non-use of vehicles in 2020; health insurance grew by 4.93%, a level similar to what it has been doing in recent years; and multi-risk insurance performed profitably in 2021, partly due to the incidence of natural phenomena that occurred, as well as an increase in its contracting linked to the greater mortgage cycle.

Risk life insurance has grown by 3.47%, thanks in part to the normalization of mortgage credit. On the other hand, savings life insurance grew by 9.14%, but is still 18% below 2019, largely affected by low interest rates, the rise in inflation and the macroeconomic situation.

In 2021, low interest rates have caused a series of very relevant challenges for the insurance sector, potentially affecting its positions. The consequences of this level of interest rates on assets and liabilities, on results and on reinvestments have important impacts on equity, the attraction of savings clients, and solvency in general. The past year has also been characterized by the consolidation of several global trends that we have been observing for a few years. Firstly, there has been the strong development of sustainability. The insurance sector has maintained coverage and support for policyholders in the face of extraordinary natural phenomena such as Storm Filomena, and many companies have initiated actions to help the community, as well as support in this pandemic situation (with direct support to the medical and scientific community – such as

support for the development of the Spanish vaccine) and to protect the environment.

We have also seen developments in the use of new technologies, for example:

- Predictive data / artificial intelligence (AI).

The industry relies on predictive data to manage its services, handle claims, and create personalized products. AI has begun to alter most areas of the industry (distribution, underwriting and claims), helping to increase productivity.

- Robotics. Increasingly, and arising in part from the challenges arising during the pandemic, robotics has begun to be deployed in the sector, with the aim of improving processes. 54% of industry executives already expect their companies to use robotics by 2022.

- The internet of things (IoT) has been gaining popularity in 2021. There are already 30 billion connected devices in the world and by 2025 that number is expected to be 41 billion. During 2021, many companies in the sector have been adopting the IoT, especially since the launch of 5G. The greatest implementation has begun to occur in sensors and portable devices for life, health and home insurance.

**What are the key lessons Allianz Partners has learned from the pandemic (besides the importance of pandemic clauses)?**

The pandemic showed us the importance of what we have, the value of time, the value of relationships, the value of life and the importance of being close to our employees and customers. But it has also helped us to understand how important it is to be prepared and be able to move as soon as possible to respond to challenges that previously could not even have crossed our minds.

During 2021, we have understood that we must be there to support our clients. For this reason, we have strengthened more than ever all the projects of active listening

► to the client with the aim of being able to give the best answers in the most delicate moments, but also in flexibly developing products of extreme necessity for the moment in which we have lived, such as all travel insurance products and their coverage against COVID. We know that keeping the client at the center always has a return, and if you help a client in a difficult moment, this client will thank you forever.

We have also confirmed the importance of workers and collaborators, and how important it is to take care of them. It is a priority investment because they have given their best in these difficult times and we have seen how through care and motivation we have been able to improve service levels and productivity despite the difficulties.

And yes, the pandemic has moved us to a digital world, in our personal and professional lives. We have learned that we must be digital by design, we have all had to adapt to providing services remotely, to serving customers digitally, and what we have learned is that this is possible, very possible, and we have to learn to make it coexist with the face-to-face world that we knew before.

**“When I became CEO, one of my first decisions was to create a Sustainability Committee to consciously work on ESG and become an organization that contributes to our local community”**

#### **What are your goals for the company as CEO of Iberia?**

Our goal at Allianz Partners is to create an ecosystem of services and insurance products to take care of our clients, employees and collaborators for the future. In the last years in my responsibilities for Spain and Portugal we have put a series of actions to meet a series of clear objectives:

- Lead the assistance market with a 100% orientation towards the client and stand out as the company with the best and highest levels of quality in the market.
- Create a company where all our employees want to be, increasing the sense of belonging, lowering the staff turnover rate and increasing productivity levels.
- Be absolutely a digital company, focused

on simple processes and products that reach current and future customers.

- Strongly increase business development by providing tools, knowledge and data that allow us to create products to respond to market needs and underlying trends.
- Sustainable, equals and diverse by design in our organization.

These objectives should help us to be a reference in the Iberian market, to be a reference within the Allianz Group, and to double the size of our company in Spain and Portugal in only few years.

To achieve these objectives, we have carried out a multitude of initiatives and decisions in the last two years, such as increasing our investment in the development of technological tools; creating a sales, marketing and communication team with a new business plan and of communication; forming a new sustainability strategy accompanied by a sustainability committee; and building a new operational model where new AI tools help to improve the relationship with policyholders.

#### **What is the current regulatory environment like in Iberia for B2B2C insurance?**

The new insurance distribution regulations – which have been developed since 2020 – reinforce the need for customer information and regulate the sale of related products, in order to promote the freedom of the insured in contracting insurance.

I believe these rules favorably regulate the transparency and organization of the market through the administrative register of insurance and reinsurance distributors in which insurance brokers, supplementary insurance brokers and reinsurance brokers must register. It also professionalizes the sale of insurance, which has led companies like ours to improve the training and information available to the employees of our B-Partners.

There has also been a relevant change in the practices of combined and linked sales, establishing the obligation for the insurance distributor to inform the client, when the insurance contract is offered together with ancillary services or products.

#### **Does Allianz Partners Iberia perceive much competition from insurtechs, and if so, how is the company dealing with this?**

The global insurtech market beat records in 2021, with around €15 billion in investment; Europe’s insurtech market ex-

ceeds €23 billion in value. In the case of Spain, the number of insurtech projects grew by more than 50% this past year.

We as a sector are increasingly aware of the benefits of insurtechs and their current relevance in the market. Today we are not understanding this trend as a new competition, but as an opportunity to complement our current capabilities and our offering to the clients.

Insurtechs can help us complement capabilities, such as in the application of AI and robotics; they can also help us develop flexible and fully digital relationship models with our clients to facilitate onboarding via digital platforms, websites, mobile applications and others, as well as developing new business models that allow us to quickly put new products on the market with specific distribution needs.

At Allianz Partners we actively collaborate with insurtechs in our B2C and B2B2C businesses through strategic and corporate alliances with some specific ones in different geographies.

#### **What specific things is Allianz Partners Iberia doing in terms of ESG?**

I do believe we have to look beyond our organization and dig into what we can do for our society, for the people around us, and for our planet. The way I see our ESG approach at Allianz Partners Spain and Portugal is leading by example and helping other business units to walk on the sustainable path by being a referent.

As a company, we must keep a 100% sustainable vision for our business, not only from an environmental perspective but thinking of the financial sustainability of our company.

When I first started my role as CEO for the Iberia region in 2020, one of my first decisions was to create a Sustainability Committee to consciously work on this area and become an organization that actively contributes to our local community. During the last two years, I've carefully designed a sustainability strategy that serves as a referent for our international group. We offer an innovative approach based on collaborative and strategic partnerships with key non-profit organizations that have an important role within the society. These associations help us activate the four stakes we are focused on: health and wellbeing, diversity and inclusion, the environment, and support to the local and international community.

Regarding the health and wellbeing pillar, it's important to look at the local community, but mainly towards our employees, who are the foundation of Allianz Partners. We talk about psychological support, workshops and activities with an emotional and physical focus as training for people-care. In this pillar we also count the support of some non-profit organizations as Fundación Freno al ICTUS or the Spanish Association against Cancer (AECC).

**“In 2022 we face several challenges: the rise in interest rates, energy costs and inflation, and more recently the unexpected impacts of the war in Ukraine”**

CO2 reduction is also an important objective for our company. We are working on reducing this kind of emission through our solutions portfolio and integrating some sustainable platforms as Companies for a Sustainable Mobility (Empresas por la Movilidad Sostenible) or the World Tourism Organization (UWNTO).

One of the topics that bring more satisfaction to my conviction about the impact we have as an organization in society is our action plan on Diversity and Inclusion. We fight for providing equal opportunities to all teammates, despite their gender, culture or sexual orientation. We've recently been recognised with the “Move” level of the EDGE [Economic Dividends for Gender Equality] certification. This achievement is an important step forward on our commitment towards our teammates, proving that we are a proactive company in equal rights for all. As a leading assistance and insurance company, we want to be an active member in our professional sector; we belong to the EWI [Empower Women in Insurance] Network. We also believe opportunities have to be offered to everyone and sometimes it's as simple as making differentiation and uniqueness visible; this is why we are very proud to count on two exceptional brand ambassadors, the Paralympians ▶

- ▶ Sergio Garrote and Susana Rodríguez, as part of our partnership with the Spanish Paralympic Committee.

**“Regarding the health and wellbeing pillar of Allianz Partners: it’s important to look at the local community, but employees – the foundation of our company – are our main focus”**

**What challenges do you foresee for insurance companies in the coming years, and how does Allianz Partners plan to overcome them?**

In 2022 we are facing several macro challenges: the rise in interest rates, higher inflation, the expected end of the pandemic (and its impact on the economy in general, especially vis-à-vis the increase in mobility and travel), the increased cost of fuel and energy, and

more recently the unexpected impact on society and the economy of the recent evolution of the war in Ukraine. These aspects of absolute relevance can modify any forecast and clearly affect the evolution of all lines of insurance.

In addition, I believe that in the next few years we will find the balance between the physical and the digital, given that already more than 75% of insured users use the digital and physical world. It will be a hyper-connected future in which insurers will evolve towards a more preventive model, thanks to the possibilities of hyper-connection offered by the IoT. Data democratization models will see data become a key value to personalize products according to customer needs. There will also be a journey towards the Cloud (as a service model). Last but not least, I hope that sustainable and ethical practices will be consolidated, which will be essential to attract younger audiences.

At Allianz Partners we are working on all global levers to be able to lead the changes in the markets where we work. ♦



# “We must begin to see insurance as a high-end service”



Interview with

**MORGANE POURCHET**  
Director of Risk & Insurance  
**CLUB MED**

“When you work in the tourist industry, you are always working in crisis-management mode to some degree”

Club Med was hit hard by the pandemic, which has been ravaging the tourism industry for almost two years now. Adept at risk management, the group took several important measures in the early days of the crisis to limit the fallout. Morgane Pourchet tells us about these and the more banal, everyday risks Club Med has to deal with.

**LEADERS LEAGUE.** Club Med offers travel insurance in some 20 countries. Can you give us some more details on the type of coverage offered?

**Morgane Pourchet.** We offer a programme of assistance for all Club Med customers. Our travel insurance covers a large number of countries, and each country’s policy is informed by the logic of that particular market. Our insurance is included in the price of the stay, is an optional extra at the discretion of the customer (as is often the case in Europe), or is a mix of the two.

In some cases, insurance can be a tool to help sell a holiday package. For example, we offer a “snow guarantee” for ski trips so customers can make a booking safe in the knowledge that, if there is little or no snow at their ski resort, they can cancel free of charge, or receive compensation should they decide to go ahead with their trip.

**Do you think that, in the post-pandemic world, more people will take out trip cancellation insurance?**

This question has come to the fore in light of the pandemic. At Club Med, we have been offering customers quality insurance schemes for years. But for Club Med sales representatives, selling insurance is much less compelling than, say, explaining the advantages of a golf or spa package.

Nevertheless, we need to begin to see insurance as a high-end service. Taking out this kind of coverage offers you the possibility of being compensated in the event that the service proposed fails to be delivered, for a wide range of reasons that are out of our control. At Club Med, we strive to always propose solutions so that holidaymakers can make the most of their stay with us. I should add that Club Med has an excellent rate of claims being accepted. Indeed, this is an ambition of ours. It is true that we have never seen as many claims as we did for Covid-related reasons.

**How is your relationship with your insurers?**

The thing I appreciate a lot about Club Med’s insurers is that they are eager to play the role of a true partner. But this cuts both ways. I explain, and encourage my colleagues to understand, the stakes for the insurance company in addition to helping the insurer understand our business, both in theory and in practice.

We routinely host insurers at our holiday resorts, organizing seminars and risk-assessment visits in the presence of our technical and maintenance managers, as we also do for marketing and sales subjects.

Insurance often has a negative image, and we need to work to change that perception. Club Med staff work hand-in-hand with the companies providing us with insurance.

**What part does risk management play in the overall strategy of the group?**

Crisis management is in our DNA. In fact, when you work in the tourist industry, you are always working in crisis-management mode to some degree. Since we are a global company, even when things are running smoothly in most zones, there are sure to be tensions in others. We have to be ready to deal with financial, healthcare, political and environmental crises, not to mention industrial action.

**The pandemic hit the tourist sector harder than most. How were you able to cope, as a company?**

We were quite well prepared, actually. This crisis started for me on 22 January 2020, a couple of days before the Chinese New Year.

From the beginning of the crisis, our Chinese shareholders took an active role in our emergency meetings and provided us with daily updates on the evolving situation on the ground. The experience of

**“A couple of years ago we carried out a mock hostage-taking situation on our Club Med 2 cruise ship while it was docked at Nice”**

▶ having gone through the H1N1 epidemic in 2009 also served us well. At Club Med we have worked for many years to limit risks linked to viral outbreaks or food poisoning. We already have a lot of measures in place as regards food hygiene and regularly test samples taken from the food buffet. In addition, a team of doctors is always on hand at our resorts, should guests require medical attention, and they also carry out audits and train staff. But the sheer scale of the Covid-19 pandemic has laid bare the limits of risk management. We can prepare for a lot of things, but there is nothing we can do when the government says we must close a resort. I would like to point out, however, that in the summer of 2020, the rate of contamination at our resorts was extremely low. To achieve this, we had to adapt all our cleaning, dining and recreational practices, while making sure that we complied with local laws. Our teams around the globe were proactive and dynamic and did sterling work. Club Med is a very resilient company; we have had to deal with every conceivable type of crisis, and dealt with them we have.

**What does the picture look like now, more than a year on?**

When we reopened our resorts in Guadeloupe and the Dominican Republic in the summer of 2020, we were quite busy, even if we were obliged to reduce the number of guests we could host with the return of border closures in the autumn of 2020. In China, however, all Club Med resorts re-opened in May 2020 and have been open ever since! The picture in Europe last winter was rather different. All the ski resorts where we are based, except for those in Switzerland, were obliged to remain closed throughout the season. In fact, in March 2021, only 15 of our 75 ski resorts remained open.

**Club Med has locations all over the world, sometimes in places where the security situation is not always ideal. What measures have you taken to ensure the guests' safety?**

It is the group director of security and their team that takes care of this aspect. We receive alerts from both our security specialists and, of course, the [French] Ministry for Foreign Affairs with which we have a close relationship. Our resorts can act as disaster centers in certain countries too, or

be a gathering point for French nationals when a serious incident takes place. Our teams are conscious of the risks in certain countries and have done our utmost to secure our sites, wherever they may be.

For example, we took the decision to permanently close our resort in the Sinai region of Egypt due to ongoing instability there. A couple of years ago, during the Arab Spring, we decided to temporarily close a number of our resorts in North Africa. At Club Med, safety takes precedence over business.

As a company we are well integrated into the local community and in general are well regarded by the local authorities, because Club Med can act as a lever for the entire national tourist industry, as is the case for Senegal or the Dominican Republic, for example.

We are also partners with organizations such as the GIGN [the elite police tactical unit of the French National Gendarmerie] and RAID [the elite tactical unit of the French police], which have provided us with advice and training on how to secure our sites and what to do in the event of a terrorist attack.

A couple of years ago we carried out a mock hostage-taking situation on our Club Med 2 cruise ship while it was docked at the port of Nice.

**You have as many resorts in the mountains as by the sea. What is Club Med doing as regards climate risk?**

Climate risk is something we are actively involved in and take very seriously. We have worked with experts in the field in order to demonstrate to insurers that it is not possible for any of our resorts to be completely destroyed in the event of a category 5 hurricane. We have acquired a lot of experience dealing with category 5 hurricanes in the Caribbean because, after all, they occur every year.

Furthermore, in Japan for example, we take into account risk derived from earthquakes, and across the globe our teams also look at issues such as coastal erosion. We try to protect the environment to the best of our ability. Sustainable development plays a key part in our strategy. Club Med set up an initiative called “Bye-bye plastics” whose goal is to eliminate single-use-plastic products from our bars, restaurants and guest rooms. Environmental risk is difficult to manage, but we must do our best to protect the planet. ♦



# “An optimal relationship between risk managers and HR directors is an objective still to be attained”



Interview with

**ALAIN RONOT**  
Director of Risk & Insurance,  
**CAPGEMINI**

“Since neither a permanent return to the office nor 100% teleworking is practical, we have adapted our professional environment for a blended approach”

Alain Ronot explains how the latest insurance risk strategy at Capgemini will be implemented, as well as HR risk-management in the post-Covid era.

**LEADERS LEAGUE.** As a risk management expert, how have you made Capgemini more resilient in the face of the ongoing pandemic?

**Alain Ronot.** Since the start of the pandemic, we have been working to limit the impact of the crisis on the activities of Capgemini. I was part of the crisis committee at the beginning of the pandemic and more recently have been working with our ‘New Normal’ project team. Each year, the team undertakes a detailed analysis of the entire spectrum of risk and an action plan is then put in place to deal with the critical areas, in order to limit our exposure.

The pandemic gave us the opportunity to carry out a new review. We also had to revise all our insurance programmes – non-life, personal and those related to staff mobility – in a period of market downturn.

While it is true that we are in a crisis period, we have been able to cope with risks related to the ongoing healthcare emergency and have continued to provide traditional risk-management services such as contractual prevention onsite, and audits and advice to our teams on new projects.

**What challenges has the pandemic thrown up?**

The pandemic has transformed the world of work, and forced companies to rethink the way staff collaborate. One of our main avenues of transformation has been the

switch to teleworking, a practice that is here to stay. In this regard we may see, in addition to more traditional forms of risk, ones linked to health and wellbeing and the general management of human resources. I am thinking here in particular of psychosocial risks (burnout, addiction, loss of motivation) in addition to physical ones, such as back pain or eye strain, on top of things like absenteeism or the difficulty in attracting and retaining talent when working remotely.

Beyond these people-related risks, there are other challenges to be faced, including IT security risks and privacy issues, again all related to staff working from home.

**How can the industry understand, or even anticipate, the challenges still to come?**

It’s clear that a permanent return to the office is not on the cards in the short term. But neither is it practical to move 100% to teleworking, because of the nature of certain activities. Therefore, a blended approach is required.

This has obliged us to redesign and refurbish the professional environment in order to make it more multifunctional. In addition, we can continue to attract talent and respond effectively to the challenges we are sure to be faced with. More generally speaking, it is important that companies put in place adequate measures to ensure that their activities continue. ♦



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RANKINGS

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**2021-'22**



|                      |   |
|----------------------|---|
| <b>NORTH AMERICA</b> |   |
| <b>CANADA</b>        |   |
| 37                   | White-collar Crime  |
| 38                   | Insurance: Litigation                                       |
| 38                   | Insurance: Advisory   |
| <b>MEXICO</b>        |   |
| 39                   | Compliance & Fraud  |
| 40                   | White-collar Crime  |
| 41                   | Insurance Litigation  |
| <b>USA</b>           |   |
| 42                   | White-collar Crime  |
| 43                   | Forensics & Investigations                                  |
| 43                   | Insurance: Advisory   |
| 44                   | Insurance litigation: Acting for Insurers                   |
| 44                   | Insurance litigation: Acting for Policyholders              |
| 45                   | Insurance litigation: Product Liability                     |
| <b>SOUTH AMERICA</b> |   |
| <b>ARGENTINA</b>     |   |
| 47                   | Compliance & Fraud  |
| 47                   | Forensic & Integrity Services                               |
| 48                   | White-collar Crime  |
| 48                   | Insurance Litigation  |
| <b>BRAZIL</b>        |   |
| 49                   | Forensics & Complex Investigations                          |
| 51                   | Compliance  |
| 52                   | White-collar Crime  |
| 56                   | Antitrust Investigations                                    |
| 57                   | Insurance & Reinsurance                                     |
| <b>CHILE</b>         |   |
| 58                   | Strategic Communication & Crisis Management                 |
| 59                   | White-collar Crime  |
| 61                   | Insurance Litigation  |
| 62                   | Compliance & Fraud  |
| 62                   | Competition Law Compliance                                  |
| <b>COLOMBIA</b>      |   |
| 63                   | Compliance & Fraud  |
| 64                   | Insurance Litigation  |
| 65                   | White-collar Crime  |
| 66                   | Forensics & Complex Investigations                          |
| <b>ECUADOR</b>       |   |
| 67                   | White-collar Crime  |
| 67                   | Compliance & Fraud  |
| <b>PERU</b>          |   |
| 68                   | Compliance & Fraud  |
| 69                   | White-collar Crime  |
| 71                   | Insurance Litigation  |
| 72                   | Compliance & Fraud  |
| 72                   | Strategic Communication & Crisis Management                 |
| 73                   | Forensics & Complex Investigations                          |
| <b>URUGUAY</b>       |   |
| 74                   | Compliance & Fraud  |
| 74                   | Strategic Communication & Crisis Management                 |
| 75                   | White-collar Crime  |
| <b>EUROPE</b>        |   |
| <b>AUSTRIA</b>       |   |
| 77                   | White-collar Crime  |
| <b>BELGIUM</b>       |   |
| 78                   | White-collar Crime  |
| 79                   | Insurance Law & Litigation                                  |
| <b>DENMARK</b>       |   |
| 80                   | Insurance   |
| <b>FRANCE</b>        |   |
| 82                   | Compliance  |
| 84                   | White-collar Crime  |
| 88                   | International & Internal Investigations                     |
| 90                   | Financial Fraud   |
| 91                   | Cyber Fraud & e-Discovery                                   |
| 92                   | Claims & Insurance Litigation                               |
| 94                   | Insurance & Liability Litigation: Aviation                  |
| 95                   | Insurance & Liability Litigation: Road & Rail               |
| 96                   | Insurance & Liability Litigation: Shipping                  |
| 97                   | Insurance   |
| <b>GERMANY</b>       |   |
| 98                   | Compliance & Investigations                                 |
| 99                   | White-collar Crime  |
| 100                  | Insurance litigation  |
| <b>ITALY</b>         |   |
| 101                  | Compliance  |
| 102                  | White-collar Crime  |
| 103                  | Insurance: Advisory   |
| 104                  | Insurance Litigation  |
| <b>LUXEMBOURG</b>    |   |
| 105                  | Investigations & White-collar Crime                         |
| 106                  | Insurance   |
| <b>NETHERLANDS</b>   |   |
| 107                  | Insurance   |
| <b>NORWAY</b>        |   |
| 108                  | Insurance   |
| <b>PORTUGAL</b>      |   |
| 109                  | Compliance & White-collar Crime                             |
| <b>RUSSIA</b>        |   |
| 110                  | White-collar crime  |
| <b>SPAIN</b>         |   |
| 111                  | Compliance  |
| 112                  | Investigations & White-collar Crime                         |
| 113                  | Litigation Support & Forensics                              |
| <b>SWEDEN</b>        |   |
| 114                  | Insurance   |
| <b>SWITZERLAND</b>   |   |
| 115                  | Insurance Litigation  |
| 116                  | White-collar Crime  |
| 117                  | Internal Investigations & Compliance                        |
| <b>UK</b>            |   |
| 118                  | Insurance Litigation: Acting for Policyholders              |
| 119                  | Insurance Litigation: Acting for Insurers                   |
| 120                  | Investigations & White-collar Crime: Acting for Corporates  |
| 121                  | Investigations & White-collar Crime: Acting for Individuals |
| <b>ASIA</b>          |   |
| <b>INDIA</b>         |   |
| 123                  | White-collar Crime  |
| 124                  | Insurance   |



**NORTH AMERICA**

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# CANADA

## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                       | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                             |  |
| <b>Bennett Jones</b>                       | Jim Patterson, Munaf Mohamed, Lincoln Caylor           |
| <b>Blake, Cassels &amp; Graydon</b>        | Mark Morrison, Sean Boyle                              |
| <b>McCarthy Tétrault</b>                   | Andrew Matheson  |
| <b>EXCELLENT</b>                           |  |
| <b>Fenton, Smith Barristers</b>            | Scott Fenton   |
| <b>Greenspan Humphrey Weinstein</b>        | Brian Greenspan  |
| <b>Norton Rose Fulbright</b>               | François Fontaine                                      |
| <b>Osler, Hoskin &amp; Harcourt</b>        | Lawrence Ritchie, Stéphane Eljarrat                    |
| <b>HIGHLY RECOMMENDED</b>                  |  |
| <b>Borden Ladner Gervais</b>               | Graeme Hamilton, Milos Barutciski                      |
| <b>Davies Ward Phillips &amp; Vineberg</b> | Sandra Forbes, John Bodrug, Guy Du Pont, Léon Moubayed |
| <b>Gowling WLG</b>                         | Glen Jennings  |
| <b>McMillan</b>                            | Guy Pinsonnault  |
| <b>Stockwoods</b>                          | Brian Gover  |



## INSURANCE: LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                      | KEY FIGURES                                     |
|---------------------------|---|
| <b>LEADING</b>            |   |
| Borden Ladner Gervais     | Larry Elliot                                    |
| <b>HIGHLY RECOMMENDED</b> |   |
| Blaney McMurtry           | Tim Farrell                                     |
| Gowling WLG               | Filomena Frisina, David Bishop                  |
| Lenczner Slaght           | Glenn Smith, Nina Bombier                       |
| Stikeman Elliott          | Peter Cullen, Laurent Fortier                   |
| Torys                     | John Terry, David Outerbridge                   |
| <b>RECOMMENDED</b>        |   |
| McCarthy Tétrault         | Ariel DeJong, William Scott                     |
| Thomas Gold Pettingill    | Thomas Donnelly, Ian Gold, Alexander Pettingill |

## INSURANCE: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                        | KEY FIGURES                                    |
|-----------------------------|--|
| <b>LEADING</b>              |  |
| Blake, Cassels & Graydon    | Paul Belanger                                  |
| Stikeman Elliott            | Stuart Carruthers                              |
| Torys                       | Blair Keefe, Jill McCutcheon                   |
| <b>EXCELLENT</b>            |  |
| 1 Fasken                    | Robert McDowell, Koker Christensen             |
| 2 Cassels Brock & Blackwell | Gordon Goodman                                 |
| McCarthy Tétrault           | Nancy Carroll                                  |
| <b>HIGHLY RECOMMENDED</b>   |  |
| Borden Ladner Gervais       | Donna Spagnolo, Prema K. R. Thiele             |
| Gowling WLG                 | Filomena Frisina, Peter Koch, Michael Garellek |
| McMillan                    | Gerald Badali                                  |

# MEXICO

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## COMPLIANCE & FRAUD

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES  |
|---|--|
| <b>LEADING</b>  |  |
| <b>Greenberg Traurig</b>                              | Hugo López Coll  |
| <b>Jones Day</b>                                      | Guillermo Larrea   |
| <b>EXCELLENT</b>                                      |  |
| <b>Lec, Litigio Estratégico Y Compliance</b>          | Luis Dantón Martínez Corres, Daniela Ortega, José Antonio Coto |
| <b>Oca Law Firm</b>                                   | Luis Ortiz   |
| <b>Orta Compliance</b>                                | Jesús Orta   |
| <b>Von Wobeser Y Sierra</b>                           | Diego Sierra   |
| <b>HIGHLY RECOMMENDED</b>                             |  |
| <b>Baker McKenzie</b>                                 | Jonathan Edward Adams  |
| <b>BGBG - Bello, Gallardo, Bonequi Y García, S.c.</b> | Miguel Gallardo-Guerra   |
| <b>Cannizzo</b>                                       | Carlo Cannizzo, Enrique garcía                                 |
| <b>Chávez Vargas Minutti Abogados</b>                 | Brian Minutti  |
| <b>Creel García-Cuéllar Aiza y Enríquez</b>           | Leonel Pereznieto  |
| <b>Gonzalez Calvillo</b>                              | Luis Felipe Mancera de Arrigunaga, Juan Carlos Peraza          |
| <b>Martín, Isla &amp; Pickering Abogados</b>          | Ricardo Martín González  |
| <b>Sanchez Devanny</b>                                | Daniel Maldonado, Humberto Morales Barrón                      |

### CHÁVEZ VARGAS MINUTTI: COMPLIANCE SPECIALISTS



Brian Minutti

Key figure:  
Brian Minutti  
Established: 2011

**Track record:** The boutique has solid experience in banking and financial matters and extensive knowledge and expertise in the area of compliance. It deals with the implementation of compliance programs, data protection and forensic consulting for national and international clients, as well as the outsourcing of compliance officers for companies in various sectors.

**Team & differentiation:** The firm has a multi-disciplinary team of professionals specialize in compliance, anti-bribery risk and process design. Each of its consultants is an ISO37001 certified auditor. Brian Minutti has extensive experience in mergers and acquisitions, trust design, implementation of derivative transactions and advising issuers in all types of public securities offerings.



## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES  |
|--|--|
| <b>EXCELLENT</b>                             |  |
| <b>Nassar, Nassar y Asociados</b>            | José Luís Nassar Daw   |
| <b>Zinser, Esponda y Gómez Mont</b>          | Fernando Gómez Mónt Urueta, Alan Punsky                      |
| <b>HIGHLY RECOMMENDED</b>                    |  |
| <b>Bufete Aguilar y Quevedo</b>              | Alonso Aguilar Zinser  |
| <b>Bufete Ruiz Durán</b>                     | Diego Ruiz Durán   |
| <b>Izunza y Maluf Abogados</b>               | Jose Luis Izunza   |
| <b>RECOMMENDED</b>                           |  |
| <b>Carranca, Araujo, Acosta y Riquelme</b>   | Agustin Acosta Azcon   |
| <b>Requena Abogados</b>                      | Carlos Requena   |
| <b>Riquelme, Sirazi, Gomez Mont Abogados</b> | Francisco Riquelme Gallardo                                  |
| <b>Zinser &amp; Olea</b>                     | Xavier Oléa Peláez, Ricardo Zincer Cruz                      |
| <b>VALUABLE PRACTICE</b>                     |  |
| <b>Basham Ringe y Correa</b>                 | Francisco Tiburcio, Alejandro Catalá                         |
| <b>Del Rio Y Moreno De Lejía</b>             | Alberto del Rio, Jesus Ismael Moreno, Manuel Fletes Stadeler |
| <b>Macdonel, Uribe Y Esquivel Abogados</b>   | Eliser García Macdonel                                       |
| <b>Rafael Anzures Abogado</b>                | Rafael Anzures   |



## INSURANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES   |
|---|---|
| <b>LEADING</b>                                  |   |
| <b>Colin Vega Fletes S.C.</b>                   | Francisco Guerra Fletes   |
| <b>Dac Beachcroft S.C.</b>                      | Enrique Urbano, Alfonso Loera, Alma Urquiza, Nayvy Nava, Andrea Cordero |
| <b>EXCELLENT</b>                                |   |
| <b>Garza Tello Clyde &amp; Co</b>               | Vicente Bañuelos Rizo   |
| <b>Kennedys</b>                                 | Michael Hennessy, Alberto Torres  |
| <b>HIGHLY RECOMMENDED</b>                       |   |
| <b>Creel García-Cuéllar Aiza &amp; Enriquez</b> | Leonel Perez Nieto  |
| <b>Jauregui &amp; del Valle</b>                 | Alberto Balderas, Luis Gerardo del Valle                                |
| <b>Mañon Quintana Abogados</b>                  | Gerardo Quintana, Dario Jandette  |
| <b>Martinez Algaba De Haro y Curiel</b>         | Daniel Ortega, Javier Curiel  |
| <b>Ocampo 1890 S.C.</b>                         | Aldo José Ocampo Castañares   |
| <b>RECOMMENDED</b>                              |   |
| <b>Adame González de Castilla &amp; Besil</b>   | Alvaro Adame, Ramito Besil  |
| <b>Bello Gallardo Bonequi &amp; García</b>      | Juan Bonequi, Javier Pérez  |
| <b>Bufete Asali</b>                             | Jorge Asali   |
| <b>Galicia Abogados</b>                         | Rodrigo Zamora  |
| <b>Gonzalez Calvillo</b>                        | Edgar Grajeda, Luis Mancera   |
| <b>Müggenburg, Gorches y Peñalosa, S.C.</b>     | Esteban Gorches   |



# USA

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## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                      | KEY FIGURES   |
|---|---|
| <b>LEADING</b>                            |   |
| <b>1</b> Debevoise & Plimpton             | Bruce Yannett, Mary Jo White  |
| Gibson, Dunn & Crutcher                   | Joseph Warin, Charles Stevens, Joel Cohen   |
| Paul, Weiss, Rifkind, Wharton & Garrison  | Lorin Reisner, Roberto Finzi  |
| Skadden, Arps, Slate, Meagher & Flom      | David Zornow, David Meister   |
| <b>2</b> Cleary Gottlieb Steen & Hamilton | Lev Dassin, David Brodsky   |
| Kirkland & Ellis                          | Mark Filip, Henry DePippo   |
| <b>EXCELLENT</b>                          |   |
| Covington & Burling                       | Nancy Kestenbaum, Steven Fagell, Aaron Lewis                                      |
| Davis Polk & Wardwell                     | Greg Andres, Martine Beamon, Angela Burgess, Neil MacBride                        |
| Dechert                                   | David Kelley, David Kistenbroker  |
| King & Spalding                           | Wick Sollers, Mark Jensen   |
| Latham & Watkins                          | Benjamin Naftalis, Nathan Seltzer, Douglas Greenburg                              |
| Sullivan & Cromwell                       | Nicolas Bourtin   |
| WilmerHale                                | Stephen Jonas, Howard Shapiro, Ronald Machen, Anjan Sahni                         |
| <b>HIGHLY RECOMMENDED</b>                 |   |
| Paul Hastings                             | Kenneth Breen, Gary Giampetruzzi, Robert Luskin, Kwame Manley, Matthew Herrington |
| Quinn Emanuel Urquhart & Sullivan         | William Burck, Juan Morillo, John Potter, James Asperger                          |
| Sidley Austin                             | Timothy Treanor, David Hoffman, Karen Popp, James Cole                            |
| Wachtell, Lipton, Rosen & Katz            | John Savarese, David Anders   |
| Williams & Connolly                       | David Zinn, Tobin Romero  |
| <b>RECOMMENDED</b>                        |   |
| Arnold & Porter                           | John Nassikas, Michael Rogoff, Amy Jeffress, Marcus Asner                         |
| Cravath, Swaine & Moore                   | David Stuart, John Buretta, Benjamin Gruenstein, Rachel Skaistis, Evan Norris     |
| Freshfields Bruckhaus Deringer            | Aaron Marcu, Adam Siegel  |
| Hogan Lovells US                          | Peter Spivack   |
| Jones Day                                 | Karen Hewitt, Theodore Chung  |
| Miller & Chevalier Chartered              | Addy Schmidt, Andrew Wise   |
| Simpson Thacher & Bartlett                | Stephen Cutler  |
| <b>VALUABLE PRACTICE</b>                  |   |
| Diaz, Reus & Targ                         | Robert Targ, Michael Diaz, Marta Colomar-Garcia                                   |
| Jenner & Block                            | Anthony Barkow, Katya Jestin, Reid Schar  |
| Orrick, Herrington & Sutcliffe            | Robert Stern  |
| Ropes & Gray                              | Laura Hoey, Michael McGovern, James Dowden  |
| Stephens & Johnson                        | Reid Weingarten, Brian Heberlig, Jason Weinstein, Chris Niewoehner                |



USA

## FORENSICS & INVESTIGATIONS

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                               | KEY FIGURES                              |
|------------------------------------|--|
| <b>LEADING</b>                     |  |
| Alvarez & Marsal                   | Larry Iwanski                            |
| Deloitte Risk & Financial Advisory | Don Fancher                              |
| FTI Consulting                     | Edward Westerman, Brian Ong              |
| PwC                                | Ryan Murphy, Kristin Rivera              |
| <b>EXCELLENT</b>                   |  |
| Ankura                             | Martin Wilczynski, Jason Flemmons        |
| Berkeley Research Group            | Michael Pace, Saul Solomon               |
| Charles River Associates           | Peter Nolan, Rob Brunner                 |
| EY                                 | Tony Jordan                              |
| Floyd Advisory                     | Joseph Floyd                             |
| Nardello & Co.                     | Mark Califano, Tara MacMillan            |
| StoneTurn                          | Allen Applbaum                           |
| <b>HIGHLY RECOMMENDED</b>          |  |
| AlixPartners                       | Meaghan Schmidt, Brad Mroski             |
| BDO USA                            | Timothy Mohr                             |
| Credibility International          | Tim Hart                                 |
| KPMG                               | Amanda Rigby, Matthew McFillin           |
| Kroll                              | Richard Plansky                          |
| <b>RECOMMENDED</b>                 |  |
| Cornerstone Research               | Elaine Harwood                           |
| Forensic Risk Alliance             | Drew Costello, Neil Kennan, Stacy Fresch |
| K2 Integrity                       | Brian Cairl                              |
| <b>VALUABLE PRACTICE</b>           |  |
| Baker Tilly                        | Jonathan Marks                           |
| Delta Consulting Group             | Jeff Harfenist                           |
| Mazars                             | Michael Kupka                            |

## INSURANCE: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                 | KEY FIGURES  |
|--------------------------------------|--|
| <b>LEADING</b>                       |  |
| Debevoise & Plimpton                 | Nicholas Potter, John Vasily                         |
| Willkie Farr & Gallagher             | Alexander Dye, John Schwolsky                        |
| <b>EXCELLENT</b>                     |  |
| Sidley Austin                        | Jonathan Freedman, Perry Shwachmann, Michael Goldman |
| Skadden, Arps, Slate, Meagher & Flom | Todd Freed   |
| <b>HIGHLY RECOMMENDED</b>            |  |
| Clifford Chance                      | Gary Boss  |
| Eversheds Sutherland                 | John Pruitt, Cynthia Shoss                           |
| Mayer Brown                          | Stephen Rooney, David Alberts, Lawrence Hamilton     |
| <b>RECOMMENDED</b>                   |  |
| DLA Piper                            | Michael Murphy                                       |
| Simpson Thacher & Bartlett           | Lee Meyerson, Gary Horowitz                          |
| Sullivan & Cromwell                  | Marion Leydier, Stephen Kotran                       |



## INSURANCE LITIGATION: ACTING FOR INSURERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                              | KEY FIGURES   |
|-----------------------------------|---|
| <b>LEADING</b>                    |   |
| 1 Simpson Thacher & Bartlett      | Mary Beth Forshaw, Bryce Friedman                               |
| 2 Clyde & Co                      | Paul Koepff, Michael Knoerzer, Eileen King Bower                |
| Dentons                           | Shari Klevens, Keith Moskowitz, Sonia Martin                    |
| O'Melveny & Myers                 | Tancred Schiavoni, Richard Goetz                                |
| Step toe & Johnson                | Harry Lee, Frank Winston Jr.                                    |
| <b>EXCELLENT</b>                  |   |
| Cahill Gordon & Reindel           | Joel Kurtzber, Thorn Rosenthal                                  |
| Choate Hall & Stewart             | Robert Kole, David Attisani, Jean-Paul Jaillet                  |
| Cozen O'Connor                    | Joseph Ziemianski, Melissa Brill                                |
| Crowell & Moring                  | Mark Plevin, Laura Foggan, Clifford Hendler                     |
| Duane Morris                      | Brian Kelly, Max Stern  |
| Sidley Austin                     | Ellen Dunn  |
| <b>HIGHLY RECOMMENDED</b>         |   |
| Chaffetz Lindsey                  | Charlie Scibetta, Steven Schwartz, Peter Chaffetz, Cecilia Moss |
| McDermott Will & Emery            | Margaret Warner, Ryan Smethurst                                 |
| Quinn Emanuel Urquhart & Sullivan | Michael Carlinsky   |
| Wiley Rein                        | Daniel Standish, Kimberly Melvin                                |

## INSURANCE LITIGATION: ACTING FOR POLICYHOLDERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                            | KEY FIGURES                                   |
|---------------------------------|---|
| <b>LEADING</b>                  |   |
| Covington & Burling             | Benedict Lenhart, Mitchell Dolin              |
| <b>EXCELLENT</b>                |   |
| 1 Anderson Kill                 | Robert Horkovich, William Passannante         |
| Jones Day                       | Tyrone Childress                              |
| Reed Smith                      | David Halbreich                               |
| 2 Blank Rome                    | Linda Kornfeld, John Gibbons, James Murray    |
| Jenner & Block                  | John Mathias, Brian Scarbrough, David Kroeger |
| <b>HIGHLY RECOMMENDED</b>       |   |
| K&L Gates                       | David McGonigle, Sarah Turpin                 |
| Morgan, Lewis & Bockius         | Paul Zevnik                                   |
| Pillsbury Winthrop Shaw Pittman | Robert Wallan, Peter Gillon                   |
| Proskauer Rose                  | Seth Schaffler, Marc Rosenthal, John Failla   |
| <b>RECOMMENDED</b>              |   |
| Hunton Andrews Kurth            | Walter Andrews                                |
| Latham & Watkins                | David Barrett                                 |
| Perkins Coie                    | Selena Linde                                  |

## INSURANCE LITIGATION: PRODUCT LIABILITY

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                                     |   |
| 1 <b>Arnold &amp; Porter</b>                       | Anand Agneshwar, Pamela Yates                               |
| 2 <b>DLA Piper</b>                                 | Christopher Campbell  |
| <b>Jones Day</b>                                   | Stephanie Parker  |
| <b>King &amp; Spalding</b>                         | John Hooper, Bruce Hurley                                   |
| <b>Wheeler Trigg O'Donnell</b>                     | Michael O'Donnell, Malcolm Wheeler                          |
| <b>EXCELLENT</b>                                   |   |
| <b>Bowman And Brooke</b>                           | Paul Cereghini, Vincent Galvin                              |
| <b>Greenberg Traurig</b>                           | Francis Citera, Lori Cohen, Gretchen Miller                 |
| <b>Kirkland &amp; Ellis</b>                        | Leslie Smith, Mike Brock                                    |
| <b>Norton Rose Fulbright</b>                       | Steven Jansma   |
| <b>Shook, Hardy &amp; Bacon</b>                    | Alicia Donahue  |
| <b>Sidley Austin</b>                               | Heidi Levine, Alycia Degen                                  |
| <b>HIGHLY RECOMMENDED</b>                          |   |
| <b>Bartlit Beck</b>                                | Adam Hoefflich, Jason Peltz                                 |
| <b>Dechert</b>                                     | Mark Cheffo, Sheila Birnbaum                                |
| <b>Goldman Ismail Tomaselli Brennan &amp; Baum</b> | Tarek Ismail  |
| <b>Goodwin</b>                                     | Richard Oetheimer   |
| <b>Hogan Lovells US</b>                            | Lauren Colton, Michael Kidney                               |
| <b>Mayer Brown</b>                                 | Daniel Ring, Michael Olsen, Henninger Bullock               |
| <b>McGuireWoods</b>                                | Tracy Walker IV, Samuel Tarry Jr., Diane Flannery           |
| <b>Morrison &amp; Foerster</b>                     | Erin Bosman, Julie Park, Tiffany Cheung                     |
| <b>O'Melveny &amp; Myers</b>                       | Richard Goetz, Steve Brody, Sabrina Strong                  |
| <b>Reed Smith</b>                                  | Melissa Geist, Robert Roth                                  |
| <b>Williams &amp; Connolly</b>                     | Heidi Hubbard, Joseph Petrosinelli                          |
| <b>RECOMMENDED</b>                                 |   |
| <b>Butler Snow</b>                                 | Alyson Jones, Orlando Richmond                              |
| <b>Covington &amp; Burling</b>                     | Michael Imbroscio, Paul Schmidt                             |
| <b>Hughes Hubbard &amp; Reed</b>                   | Robb Patryk, James Fitzpatrick                              |
| <b>Latham &amp; Watkins</b>                        | Gwyn Williams, Thomas Heiden, Christine Rolph               |
| <b>Morgan, Lewis &amp; Bockius</b>                 | Paul Zevnik, Yardena Zwang-Weissman                         |
| <b>Quinn Emanuel Urquhart &amp; Sullivan</b>       | Adam Abensohn, William Adams, James Asperger, Andrew Berdon |
| <b>Skadden, Arps, Slate, Meagher &amp; Flom</b>    | John Beisner  |
| <b>Tucker Ellis</b>                                | Sherry Knutson, Mollie Benedict                             |
| <b>Winston &amp; Strawn</b>                        | Matt Campbell, Sandra Edwards, George Lombardi              |



**SOUTH AMERICA**

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# ARGENTINA

## COMPLIANCE & FRAUD

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES  |
|---|--|
| <b>EXCELLENT</b>                                      |  |
| <b>Beccar Varela</b>                                  | Maximiliano D'Auro, Gustavo Papeschi                       |
| <b>Bruchou Fernandez Madero &amp; Lombardi</b>        | Guillermo Jorge  |
| <b>Marval O' Farrell &amp; Mairal mal</b>             | Gustavo Morales Oliver, María Lorena Schiariti             |
| <b>Mitrani Caballero &amp; Ruiz Moreno</b>            | Cristian Mitrani, Mariela Melhem                           |
| <b>HIGHLY RECOMMENDED</b>                             |  |
| <b>Allende &amp; Brea</b>                             | David Gurfinkel  |
| <b>Baker McKenzie</b>                                 | María Vanina Caniza, Fernando Goldaracena                  |
| <b>Bomchil</b>  | Francisco Gutiérrez, Florencia Pagani                      |
| <b>Munilla Lacasa, Salaber &amp; de Palacios</b>      | Vicente de Palacios, Ramiro Salaber, Hernán Munilla Lacasa |
| <b>RECOMMENDED</b>                                    |  |
| <b>Bullo Abogados</b>                                 | Esteban Gramblicka   |
| <b>Cerolini &amp; Ferrari</b>                         | Agustín Cerolini   |
| <b>Estudio Bunge – Bunge, Smith &amp; Luchía Puig</b> | Diego Cesar Bunge, Carlos Nogueira, Adriana Senatore       |
| <b>MBP Partners</b>                                   | Ignacio Meggiolaro, Martina Caunedo                        |

## FORENSIC & INTEGRITY SERVICES

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                      | KEY FIGURES                      |
|---------------------------|----------------------------------|
| <b>EXCELLENT</b>          |                                  |
| <b>Deloitte</b>           | Raul Saccani                     |
| <b>EY</b>                 | Luciano Badaracco, Leandro Dores |
| <b>HIGHLY RECOMMENDED</b> |                                  |
| <b>CIG</b>                | Matías Nahon                     |
| <b>Foresenics</b>         | Martín Elizalde                  |
| <b>KPMG</b>               | Diego Bleger, Ana López Espinar  |
| <b>PwC</b>                | Andres Sarcuno, Enzo Taibi       |
| <b>RECOMMENDED</b>        |                                  |
| <b>BDO</b>                | Pablo Silberfich                 |
| <b>Grant Thornton</b>     | Alejanro Chiappe, Mariana Alonso |



## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES  |
|--|--|
| <b>EXCELLENT</b>                             |  |
| Baker McKenzie                               | Fernando Goldaracena                                       |
| Beccar Varela                                | Manuel Beccar Varela, Francisco Zavalía                    |
| Durrieu Abogados                             | Guillermo Arias, Juan Martín López Quesada, Justo Lo Prete |
| Munilla Lacasa, Salaber & de Palacios        | Hernán Munilla Lacasa, Ramiro Salaber, Vicente de Palacios |
| <b>HIGHLY RECOMMENDED</b>                    |  |
| Bruchou Fernandez Madero & Lombardi          | Guillermo Jorge  |
| Carrio & Reussi Abogados                     | Alejandro Carrió   |
| Estudio de los Doctores Roca & Sarrabayrouse | Miguel A. Sarrabayrouse                                    |
| Fontán Balestra & Asociados                  | Carlos Fontán Balestra                                     |
| Ortiz Almonacid & Asociados                  | Luciano Ortiz Almonacid                                    |
| Velasco, Durrieu & Asociados                 | Roberto Durrieu  |
| Vergara & Asociados                          | Gonzalo Manuel Vergara                                     |

## INSURANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                       | KEY FIGURES  |
|--|--|
| <b>EXCELLENT</b>                           |  |
| Allende & Brea                             | Martín Argañaraz   |
| Beccar Varela                              | Daniel Seoane  |
| Bullo Abogados                             | Carlos Alberto Estebenet   |
| Marval O'Farrell & Mairal                  | Pablo Cerejido   |
| <b>HIGHLY RECOMMENDED</b>                  |  |
| Bomchil                                    | Javier Petrantonio, Martín Torres  |
| Kennedys                                   | Alberto Bunge  |
| Lopez Saavedra & Villarroel                | Diego López Saavedra   |
| Nicholson y Cano Abogados                  | María Fraguas, Juan Carlos Etchebehere   |
| Petersen & Asociados                       | Patricio Petersen  |
| Pérez Alati Grondona, Benítez & Arntsen    | Mariano Grondona, Lucila Guerrero, Lautaro Ferro, Arnaldo Cisilino, Guillermo Quiñoa |
| Zapiola Guerrico & Asociados               | Martín Zapiola Guerrico  |
| <b>RECOMMENDED</b>                         |  |
| Armando, Esnaola & Vidal Raffo             | Federico Vidal Raffo   |
| Brons & Salas                              | Pablo Daniel Brusco, Eduardo Represas  |
| Estudio Bunge – Bunge, Smith & Luchía Puig | Donaldo Smith, Gregorio Sánchez  |
| Manzano, Lopez Saavedra & Ramirez Calvo    | Martín Manzano Cornejo, Hernan Lopez Saavedra  |
| Martínez de Hoz & Rueda (MHR)              | Maximiliano Batista  |





# BRAZIL

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## FORENSICS & COMPLEX INVESTIGATIONS

Best Litigation Support & Expert Witnesses

In each tier, the firms are ordered alphabetically

| FIRM                         | KEY FIGURES                              |
|------------------------------|--|
| <b>LEADING</b>               |  |
| 1 EY                         | Marlon Jabbur, Cesar Atilio              |
| 2 KPMG                       | Raphael Soré, Emerson Melo               |
| <b>EXCELLENT</b>             |  |
| Control Risks                | Geert Aalbers                            |
| FTI Consulting               | Gustavo Oliva Galizzi, Thiago Coscarelli |
| PwC                          | Leonardo Lopes, Francisco Macedo         |
| <b>HIGHLY RECOMMENDED</b>    |  |
| Alvarez & Marsal             | Diego Pio                                |
| Deloitte                     | José Paulo Rocha                         |
| Grant Thornton               | Vitor Pedrozo                            |
| ICTS Protiviti               | Bruno Massard, Daniela Aggio             |
| Kroll                        | Fernanda Barroso Carneiro                |
| <b>RECOMMENDED</b>           |  |
| BDO                          | Carlos Dias                              |
| Charles Rivers Associates    | Cynthia Catlett                          |
| PP&C Auditores Independentes | Aline Poiani                             |



Our analysis

**CONTROL RISKS: EXCELLENT GLOBAL RISKS CONSULTANCY**



Geert Aalbers

Key figure:  
Geert Aalbers  
Established: 1975

**Track record:** Excellent forensics and complex investigations team prized for its track record in domestic and cross-border cases involving fraud, corruption and regulatory compliance. Sought out for its first-rate knowledge of FCPA provisions and Brazilian anti-corruption legislation. The firm's prestigious clientele includes Debevoise & Plimpton, Copel Telecom and Pinheiro Neto.

**Team & differentiation:** Control Risks has 34 offices worldwide and over 3,000 professionals on five continents including lawyers, investigators, political scientists and forensic accountants. From its São Paulo office, distinguished senior partner Geert Aalbers leads the company's Brazil and Southern Cone department which consists of 29 highly qualified professionals.

**FTI CONSULTING: ADMIRER RISKS ADVISORS**



Gustavo Oliva Galizzi

Key figures:  
Gustavo Oliva Galizzi and  
Thiago Coscarelli  
Established: 1982

**Track record:** Excellent global business advisory practice which capably provides counsel to national and international organizations on risk management and the handling of complex internal investigations. Often retained by major companies involved in strategic litigation and arbitration proceedings for its superior forensic accounting, dispute advisory and litigation support services.

**Team & differentiation:** With offices in 29 countries across six continents, FTI Consulting relies on over 6,600 professionals worldwide to support its market-leading clientele. The São Paulo-based forensic & litigation consulting team is captained by senior managing director Gustavo Oliva Galizzi who specializes in complex investigations, compliance and regulatory matters.

**ICTS PROTIVITI: LOCAL EXCELLENCE & GLOBAL REACH**



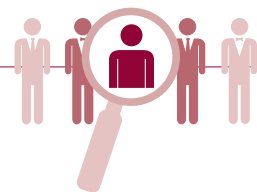
Bruno Massard

Key figures:  
Bruno Massard  
and Daniela Aggio  
Established: 2007

**Track record:** Distinguished global forensics and complex investigations practice frequently demanded by market-leading companies for its extensive experience in consulting, auditing, and risk management matters. Stands out for its excellent performances advising on fraud prevention, security management and sophisticated internal investigations. Additionally valued for its track record in the finance and technology sectors.

**Team & differentiation:** Celebrating its 15th anniversary in Brazil, ICTS Protiviti has offices in São Paulo, Barueri, Rio de Janeiro and Belo Horizonte and a robust team of over 200 professionals which capably assist over 1,000 domestic and foreign clients. With an impressive international reach, the Protiviti network has 85 offices in 25 countries which allows it to seamlessly advise major corporations across the five continents.

METHODOLOGY



**The criteria are:**

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

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

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

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

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

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

## COMPLIANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>   |   |
| 1 <b>TozziniFreire Advogados</b>                                 | Shin Jae Kim, Renata Muzzi, Giovanni Paolo Falcetta, Karla Maeji, Marcelo Zenkner |
| 2 <b>Maeda, Ayres &amp; Sarubbi Advogados</b>                    | Bruno Maeda, Carlos Ayres, Erica Sarubbi, Fernanda Bidlovsky                      |
| <b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b> | Thiago Jabor Pinheiro, Renato Tastardi Portella, Kevin Altit, Thiago Luís Sombra  |
| <b>EXCELLENT</b>   |   |
| <b>Demarest Advogados</b>  | Eloy Rizzo Neto, Carlo Verona, Bruno Drago, Fabyola En Rodrigues                  |
| <b>HIGHLY RECOMMENDED</b>  |   |
| <b>Madruga BTW</b>   | Antenor Madruga, Mariana Tumbiolo   |
| <b>Machado Meyer Advogados</b>                                   | Marcos Paulo Veríssimo, Juliana Sá de Miranda                                     |
| <b>Pinheiro Neto Advogados</b>                                   | José Alexandre Buaz Neto, Mário Panseri Ferreira, Ricardo Pagliari Levy           |
| <b>Saud Advogados</b>  | Salim Saud Neto, Caroline Rosa  |
| <b>Tauil &amp; Chequer Advogados</b>                             | Luís Inácio Adams, Michel Sancovski   |
| <b>RECOMMENDED</b>   |   |
| <b>Adriana Dantas Advogados</b>                                  | Adriana Dantas, Marina Nicolosi, Alba Duarte                                      |
| <b>Azevedo Sette Advogados</b>                                   | Isabel Franco   |
| <b>VALUABLE PRACTICE</b>   |   |
| <b>Campos Mello Advogados</b>                                    | Ricardo Caiado Lima, Antonio Tovo   |
| <b>Cescon, Barrieu, Flesch &amp; Barreto Advogados</b>           | Luciano Inácio de Souza, Yuri Sahione   |
| <b>David Rechulski Advogados</b>                                 | David Rechulski, Shierien Rechulski   |
| <b>Flesch Advogados</b>  | Esther Flesch   |
| <b>KLA Advogados</b>   | Filipe Magliarelli, Catarina Rattes   |
| <b>Trench Rossi Watanabe</b>                                     | Heloísa Barroso Uelze, Felipe Ferenzini   |
| <b>Warde Advogados</b>   | Valdir Moysés Simão, Leandro Daiello Coimbra                                      |

#### CAMPOS MELLO ADVOGADOS: CROSS-BORDER COMPLIANCE CAPABILITIES



Ricardo Caiado Lima

Key figures:  
Ricardo Caiado Lima  
and Antonio Tovo  
Established: 1981

**Track record:** Well-regarded practice sought out by domestic and foreign players for its significant experience conducting strategic risk assessments, cross-border internal investigations, integrity due diligences and drafting customized compliance programs. Especially valued for its counsel to companies from the energy, oil & gas, and construction sectors on the full range of compliance matters.

**Team & differentiation:** With offices in São Paulo, Rio, Brasília as well as London, Milan and New York, Campos Mello is reputed for its cross-border capabilities due to its partnership with international powerhouse DLA Piper. The firm's respected white-collar and compliance team consists of seven professionals and has recently been boosted by the arrival of new partner Antonio Tovo.



## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>   |   |
| <b>1</b> Almeida & Castro Advogados Associados                   | Antônio Carlos de Almeida Castro  |
| Bottini & Tamasauskas Advogados                                  | Pierpaolo Cruz Bottini, Igor Tamasauskas  |
| Dias e Carvalho Filho Advogados                                  | José Carlos Dias, Theodomiro Dias Neto  |
| Moraes Pitombo Advogados   | Antônio Sérgio Altieri de Moraes Pitombo  |
| Oliveira Lima & Dall'Acqua Advogados                             | José Luis Oliveira Lima, Rodrigo Dall'Acqua   |
| Toron, Torihara e Cunha Advogados                                | Alberto Zacharias Toron   |
| Vilardi Advogados  | Celso Sanchez Vilardi   |
| <b>2</b> Advocacia Mariz de Oliveira                             | Antonio Cláudio Mariz de Oliveira   |
| Batochio Advogados   | José Roberto Batochio   |
| Bulhões & Bulhões Advocacia                                      | Antônio Nabor Areias Bulhões  |
| Miguel Reale Júnior Advogados                                    | Miguel Reale Júnior   |
| Nelio Machado Advogados  | Nélio Machado   |
| Nilo Batista & Advogados Associados                              | Nilo Batista  |
| <b>EXCELLENT</b>   |   |
| Alexandre Wunderlich Advogados                                   | Alexandre Wunderlich  |
| Aloísio Lacerda Medeiros Advogados Associados                    | Aloísio Lacerda Medeiros  |
| Badaró Advogados Associados                                      | Gustavo Badaró  |
| Cavalcanti Sion e Salles Advogados                               | Dora Cavalcanti, Paula Sion, Bruno Salles Ribeiro, Luiza Ferreira                                 |
| Davi Tangerino e Salo de Carvalho Advogados                      | Davi Tangerino, Salo de Carvalho, Lilian Reolon, André Tanabe                                     |
| Joyce Roysen Advogados   | Joyce Roysen, Claudia Bernasconi  |
| Marcelo Leonardo Advogados Associados                            | Marcelo Leonardo  |
| Maria Elizabeth Queijo e Eduardo M. Zynger Advogados             | Maria Elizabeth Queijo  |
| Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados        | Rogério Fernando Taffarello, Paula Moreira Indalecio, Flávia Guimarães Leardini                   |
| Paulo Freitas Ribeiro Advogados Associados                       | Paulo Freitas Ribeiro, Raquel Dias  |
| Rahal, Carnelós e Vargas do Amaral Advogados                     | Flávia Rahal Bresser Pereira, Guilherme Ziliani Carnelós, Camila Vargas do Amaral                 |
| Ráo & Lago Advogados   | Sônia Cochrane Ráo, Natasha do Lago   |
| Rosenthal Advogados Associados                                   | Sérgio Rosenthal, Milton Rosenthal  |
| Tofic Simantob, Perez e Ortiz Advogados                          | Fábio Tofic Simantob, Débora Gonçalves Perez, Mariana Tranchesi Ortiz                             |
| Zanoide De Moraes, Peresi, Braun & Castilho Advogados Associados | Maurício Zanoide de Moraes, Caroline Braun, Daniel Diez Castilho                                  |
| <b>HIGHLY RECOMMENDED</b>  |   |
| CAZ - Costa, Coelho Araújo e Zaclis Advogados                    | Daniel Zaclis, Helena Lobo da Costa   |
| Carnelós e Garcia Advogados                                      | Eduardo Pizarro Carnelós  |
| Castelo Branco Advogados Associados                              | Tales Castelo Branco, Fernando Castelo Branco   |
| Cláudio Figueiredo Costa Advocacia Criminal                      | Cláudio Figueiredo Costa  |
| David Rechulski Advogados  | David Rechulski, Shierien Rechulski, Ricardo Pagés  |
| Escritório Professor René Dotti                                  | Alexandre Knopfholz, Gustavo Britta Scandelari  |
| Feldens Advogados  | Luciano Feldens   |
| Iokoi Advogados  | Pedro Ivo Gricoli Iokoi, Bruno Magosso de Paiva, Adriano Scalzaretto, Caio Nogueira Da Fonseca    |
| Mudrovitsch Advogados  | Rodrigo de Bittencourt Mudrovitsch, Felipe Fernandes de Carvalho, Ivan Candido da Silva de Franco |
| Reale Advogados Associados                                       | Eduardo Reale Ferrari   |
| Silveira e Salles Gomes Advogados                                | Renato de Mello Jorge Silveira, João Florêncio de Salles Gomes Junior                             |



## BRAZIL

## RECOMMENDED

|  |   |
|--|---|
| <b>Breda Advogados Associados</b>                    | Juliano Breda, José Guilherme Breda, Flávia Trevizan                                |
| <b>Carlos Eduardo Machado Advogados</b>              | Carlos Eduardo Machado, Rafael Duque Estrada, Mario Fabrizio Polinelli              |
| <b>David Teixeira de Azevedo Advogados</b>           | David Teixeira de Azevedo, André Azevedo, Sandro Lívio Segnini                      |
| <b>Delmanto Advocacia Criminal</b>                   | Roberto Delmanto Junior   |
| <b>Demarest Advogados</b>                            | Fabyola En Rodrigues  |
| <b>Fragoso Advogados</b>                             | Christiano Fragoso, Fernando Fragoso  |
| <b>Malheiros Filho, Meggiolaro e Prado Advogados</b> | Daniella Meggiolaro Paes de Azevedo   |
| <b>Maurício Campos Júnior Sociedade de Advogados</b> | Maurício de Oliveira Campos Júnior  |
| <b>Mirza &amp; Malan Advogados</b>                   | Diogo Malan   |
| <b>Muylaert, Kok, Noal e Queiroz Advogados</b>       | Eduardo Muylaert, Syllas Kok Ribeiro  |
| <b>Pinheiro Neto Advogados</b>                       | Mário Panseri Ferreira, Lourival Lofrano Junior, Natalia Genina Lugero de Almeida   |
| <b>Podval Advogados</b>                              | Roberto Podval  |
| <b>SiqueiraCastro</b>                                | João Daniel Rassi, Marcos Sérgio Cavalcanti Ribeiro                                 |
| <b>Sanz Advogados</b>                                | Eduardo Sanz  |
| <b>Torres, Falavigna &amp; Vainer Advogados</b>      | Luís Carlos Dias Torres, Leandro Falavigna, Andrea Vainer                           |
| <b>Teixeira Zanin Martins Advogados</b>              | Cristiano Zanin Martins, Valeska Teixeira Zanin Martins, Larissa Teixeira Quattrini |

## VALUABLE PRACTICE

|   |  |
|---|--|
| <b>Advocacia Casagrande</b>   | Daniel Alberto Casagrande                                    |
| <b>Andre Kehdi e Renato Vieira Advogados</b>                          | Andre Kehdi, Renato Vieira                                   |
| <b>Avelar Advogados</b>   | Leonardo Magalhães Avelar                                    |
| <b>Caputo, Bastos e Serra Advogados</b>                               | Paula Lima Hyppolito Oliveira                                |
| <b>Chinaglia Oliveira Advogados</b>                                   | Clarissa Oliveira  |
| <b>Corrêa Gontijo Sociedade De Advogados</b>                          | Conrado Almeida Corrêa Gontijo                               |
| <b>Donati Buzanelli Advogados</b>                                     | Conrado Donati, Paulo Buzanelli                              |
| <b>Figueiredo &amp; Velloso Advogados</b>                             | Ticiano Figueiredo, Pedro Ivo Velloso                        |
| <b>Gamil Föppel Advogados</b>   | Gamil Föppel, Gisela Borges                                  |
| <b>KLA Advogados</b>  | Filipe Magliarelli   |
| <b>Lacaz Martins, Pereira Neto, Gurevich &amp; Schoueri Advogados</b> | Miguel Pereira Neto, Luiz Fernando Ulhôa Cintra              |
| <b>Machado Meyer Advogados</b>  | Juliana Sá de Miranda  |
| <b>Miranda Coutinho, Carvalho &amp; Advogados</b>                     | Jacinto Nelson de Miranda Coutinho, Edward Rocha de Carvalho |
| <b>TozziniFreire Advogados</b>  | Isadora Fingermann, Carolina Franco                          |
| <b>Veirano Advogados</b>  | Marta Saad   |

## NOTABLE PRACTICE

|  |   |
|--|---|
| <b>Antun Advogados Associados</b>                  | Odel Mikael Jean Antun, Alvaro Augusto Orione Souza |
| <b>Arruda Botelho Sociedade de Advogados</b>       | Augusto de Arruda Botelho                           |
| <b>Campos Mello Advogados</b>                      | Ricardo Caiado Lima, Antonio Tovo                   |
| <b>Felipe Martins Pinto Sociedade de Advogados</b> | Felipe Martins Pinto, Letícia Junger                |
| <b>Felsberg Advogados</b>                          | André Fonseca                                       |
| <b>Höfling Sociedade de Advogados</b>              | Clarissa de Faro Teixeira Höfling, Pedro Beretta    |
| <b>Lefosse Advogados</b>                           | Ludmila Groch, Juliana Daniel                       |
| <b>Melchior Advogados</b>                          | Antonio Pedro Melchior, Leonardo dos Santos Rivera  |
| <b>Moreira Porto Advogados</b>                     | Luiz Guilherme Moreira Porto                        |
| <b>Trench Rossi Watanabe</b>                       | João Augusto Gamiero                                |



Our analysis

**TOFIC SIMANTOB, PEREZ E ORTIZ ADVOGADOS:  
OUTSTANDING CRIMINAL BOUTIQUE**



Fábio Tofic Simantob

**Key figures:**  
Fábio Tofic Simantob,  
Débora Gonçalves Perez and  
Mariana Tranchesi Ortiz  
Established: 2006

**Track record:** Outstanding white-collar firm retained by leading companies and high-ranking individuals for its successful performances in must-win criminal cases. Expertly handles strategic mandates involving finance, tax, antitrust, environment and money laundering matters. Especially admired for its victorious representation of C-level executives and public figures from the political sphere.

**Team & differentiation:** This flourishing São Paulo-based criminal boutique was founded in 2006 and is composed of three renowned partners and seven highly qualified associates. Founding partner, Fábio Tofic Simantob, is widely admired for his stellar defence of politicians, government representatives and leading businessmen in some of Brazil's most emblematic cases.

**DOTTI & ADVOGADOS ASSOCIADOS:  
LONG-STANDING CRIMINAL ADVISORS**



Alexandre Knopfholz

**Key figures:**  
Alexandre Knopfholz and  
Gustavo Britta Scandelari  
Established: 1961

**Track record:** Long-standing Curitiba-based firm widely respected for its extensive experience handling white-collar mandates at both state and federal level. Capably advises on the full life-cycle of criminal cases, from preventive strategies to investigations and court litigation before all levels of the judiciary, including the higher courts. Also valued for its expertise in environmental, tax, economic and antitrust crimes.

**Team & differentiation:** Founded in 1961, Dotti & Advogados Associados' prestigious white-collar team consists of six partners and eight highly specialized associates. The department is led by accomplished partners Alexandre Knopfholz and Gustavo Britta Scandelari, both of whom stand out for their comprehensive academic credentials.

**ARRUDA BOTELHO SOCIEDADE DE ADVOGADOS:  
ESTABLISHED WHITE-COLLAR BOUTIQUE**



Augusto de Arruda Botelho

**Key figure:**  
Augusto de Arruda Botelho  
Established: 2018

**Track record:** Well-regarded criminal practice singled out for its track record assisting major companies and senior executives from the construction, technology and finance sectors with strategic criminal mandates. Well-placed to counsel on complex tax, corporate, finance, environmental and electoral crimes. Also admired for its adept handling of cybercrimes and administrative crimes.

**Team & differentiation:** Founded in 2018, this São Paulo-based boutique is composed of two associates exclusively focused on white-collar matters who are captained by founding partner Augusto de Arruda Botelho. Mr. Botelho is a former president of the Institute for the Defence of the Right to a Defence (IDDD), a councilor to Human Rights Watch and has been practicing criminal law for over 23 years.

**RAHAL, CARNELÓS E VARGAS DO AMARAL ADVOGADOS:  
SUPERIOR CRIMINAL COUNSEL**



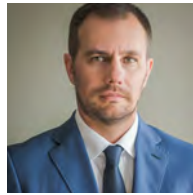
Flávia Rahal Bresser Pereira

**Key figures:**  
Flávia Rahal Bresser Pereira,  
Guilherme Ziliani Carnelós  
and Camila Vargas do Amaral  
Established: 2013

**Track record:** Prominent white-collar boutique singled out for its first-rate performances in criminal litigation and preventive consultancy mandates. Widely respected for its excellent representation of senior executives and major companies in cases involving white-collar, money laundering, tax, electoral and environmental crimes. Additionally valued for its track record in cybercrimes and defamation suits.

**Team & differentiation:** Founded in 2013, Rahal, Carnelós e Vargas do Amaral Advogados consists of eight practitioners all focused on strategic white-collar crime issues. With headquarters in São Paulo, the team is spearheaded by acclaimed founding partner, Flávia Rahal, who has been practicing criminal law for over 25 years, as well as well-known name partners Guilherme Carnelós and Camila Vargas do Amaral.

**CLÁUDIO FIGUEIREDO COSTA ADVOCACIA CRIMINAL:  
EMINENT RIO-BASED CRIMINAL ATTORNEYS**



Cláudio Figueiredo Costa

**Key figure:**  
Cláudio Figueiredo Costa  
Established: 2017

**Track record:** Rio-based criminal firm singled out for its exceptional track record advising major names from the construction, energy and finance sectors on the full range of criminal matters. Prized for its successful performances advising on complex white-collar, administrative and environmental crimes, as well as on criminal compliance and plea bargain mandates.

**Team & differentiation:** Established in 2017, this thriving white-collar boutique consists of five highly qualified criminal attorneys who regularly advise on some of Brazil's most emblematic criminal cases. Esteemed founding partner, Cláudio Figueiredo Costa, leads the team and draws on over 23 years of experience to counsel major national and international companies on strategic criminal consultancy and litigation cases.

**PAULO FREITAS RIBEIRO ADVOGADOS ASSOCIADOS:  
EXCELLENT RIO-BASED CRIMINALISTS**



Paulo Freitas Ribeiro

**Key figures:**  
Paulo Freitas Ribeiro  
and Raquel Dias  
Established: 2000

**Track record:** Excellent Rio-based boutique which stands out for its expertise in the complete range of corporate and economic criminal matters. Widely respected for its superior performances advising both market-leading companies and high-ranking executives on complex mandates involving money laundering and securities regulations as well as electoral, antitrust, tax and environmental crimes.

**Team & differentiation:** Founded in 2000, this long-standing practice consists of eight highly qualified attorneys who are led by founding partner Paulo Freitas Ribeiro. With over 30 years' experience, Mr. Ribeiro is acclaimed as one of Brazil's foremost white-collar experts and is a professor of Procedural Penal Law at Pontifícia Universidade Católica do Rio de Janeiro (PUC-RJ).



Our analysis

**IOKOI ADVOGADOS:  
WHITE-COLLAR TITANS**



Pedro Ivo Gricoli Iokoi

**Key figures:**  
Pedro Ivo Gricoli Iokoi,  
Bruno Paiva, Adriano  
Scalzaretto and  
Caiio Nogueira Da Fonseca  
Established: 2006

**Track record:** Distinguished criminal boutique trusted by market-leading domestic and foreign companies for its counsel on corporate and economic crimes, fraud prevention, bribery, embezzlement, tax evasion and money laundering issues. Clients include major corporations and high-profile executives from the banking, food and technology sectors, including heavyweights such as Itaú, Mars and iFood.

**Team & differentiation:** Founded in 2006, Iokoi Advogados consists of 29 highly qualified criminalists, making it Brazil's largest white-collar boutique. Headed by admired founding partner Pedro Iokoi, the firm has recently strengthened its capabilities by welcoming two new senior consultants, former appellate judge José Raul Gavião de Almeida and seasoned prosecutor Luiz Roberto Salles Souza.

**CARLOS EDUARDO MACHADO ADVOGADOS:  
RIO-BASED WHITE-COLLAR EXPERTS**



Carlos Eduardo Machado

**Key figures:**  
Carlos Eduardo Machado,  
Rafael Duque Estrada and  
Mario Fabrizio Polinelli  
Established: 1990

**Track record:** Esteemed Rio-based boutique often sought out by senior executives and major corporations for its expertise handling must-win economic and corporate criminal law cases. Well-equipped to assist clients from the construction, oil & gas and technology sectors with nationwide investigations as well as in criminal compliance, tax crimes and cooperation agreements before the relevant authorities.

**Team & differentiation:** Founded in 1990, this long-standing Rio-based boutique consists of nine skilled criminalists who are led by renowned founding partner and white-collar expert Carlos Eduardo Machado. Mr. Machado has over 30 years' experience as a criminal practitioner and is a professor of criminal law, economic criminal law and financial crimes at Cândido Mendes University.

**METHODOLOGY**



**The criteria are:**

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

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

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

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

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

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

**ANTUN ADVOGADOS ASSOCIADOS:  
WHITE-COLLAR SPECIALISTS**



Odel Mikael Jean Antun

**Key figures:**  
Odel Mikael Jean Antun and  
Alvaro Augusto Orione Souza  
Established: 2019

**Track record:** Notable practice which capably assists key companies and senior executives with the complete range of white-collar matters. Acknowledged for its comprehensive experience advising on environmental, administrative, tax and inheritance-related criminal issues. Additionally sought out for its expertise in cases linked to major enforcement operations.

**Team & differentiation:** This São Paulo-based firm has branch offices in Brasília and Rio de Janeiro and consists of four highly specialized associates who are captained by experienced founding partners Odel Mikael Jean Antun and Alvaro Augusto Orione Souza. Mr. Antun has over 25 years of experience in the field and an LL.M. in financial and capital market law from Insper.



## ANTITRUST INVESTIGATIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>   |   |
| <b>BMA - Barbosa, Müssnich, Aragão</b>                             | Barbara Rosenberg, José Inacio Ferraz de Almeida Prado Filho, Bernardo Cascão, Marcos Exposto, Camilla Paoletti |
| <b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b>   | Amadeu Ribeiro, Lauro Celidonio Neto, Marcio Soares, Michelle Marques Machado, Renata Fonseca Zuccolo Giannella |
| <b>Pereira Neto   Macedo Advogados</b>                             | Caio Mario da Silva Pereira Neto, Daniel Douek, Ricardo Ferreira Pastore  |
| <b>TozziniFreire Advogados</b>                                     | Marcelo Calliari, Guilherme Ribas, Marcel Medon Santos, Tatiana Lins Cruz, Vivian Fraga                         |
| <b>EXCELLENT</b>   |   |
| <b>Caminati Bueno Advogados</b>                                    | Eduardo Caminati, Marcio Bueno, Luiz Fernando Coimbra, Guilherme Misale   |
| <b>Demarest Advogados</b>  | Bruno Drago, Paola Pugliese, Daniel Andreoli, Milena Mundim   |
| <b>Grinberg Cordovil Advogados</b>                                 | Mauro Grinberg, Beatriz Cravo   |
| <b>Machado Meyer Advogados</b>                                     | Tito Amaral de Andrade, Maria Eugênia Novis, Marcos Paulo Veríssimo, Érica Sumie Yamashita                      |
| <b>Pinheiro Neto Advogados</b>                                     | Cristianne Zazur, José Alexandre Buai Neto, Renê Medrado, Leonardo Peres da Rocha e Silva                       |
| <b>Tauil &amp; Chequer Advogados</b>                               | Adriana Giannini, Francisco Todorov, Lorena Nisiyama  |
| <b>HIGHLY RECOMMENDED</b>  |   |
| <b>Brolio Gonçalves Advogados - BGA</b>                            | Priscila Brolio Gonçalves, Mariana Villela  |
| <b>Advocacia José Del Chiaro</b>                                   | Ademir Antonio Pereira Jr., José Del Chiaro   |
| <b>Lefosse Advogados</b>   | José Carlos Berardo, Juliana Daniel   |
| <b>Levy &amp; Salomão Advogados</b>                                | Ana Paula Martinez, Bolívar Moura Rocha, Mariana Tavares de Araujo  |
| <b>Magalhães e Dias Advocacia</b>                                  | Carlos Francisco de Magalhães, Gabriel Nogueira Dias, Fábio Nusdeo  |
| <b>VMCA - Vinicius Marques de Carvalho Advogados</b>               | Vinicius Marques de Carvalho, Ticiano Lima, Marcela Mattiuzzo   |
| <b>RECOMMENDED</b>   |   |
| <b>Ana Frazão Advogados</b>  | Ana Frazão, Angelo Prata de Carvalho  |
| <b>Cescon, Barriau, Flesch &amp; Barreto Advogados</b>             | Joyce Honda, Ricardo Lara Gaillard, Luciano Inácio de Souza   |
| <b>IWRFCF - Inglez, Werneck, Ramos, Cury e Françolin Advogados</b> | Ricardo Inglez de Souza   |
| <b>L.O. Baptista Advogados</b>                                     | Patricia Agra Araujo  |
| <b>Lobo de Rizzo Advogados</b>                                     | Sérgio Varella Bruna, Natalia S. Pinheiro da Silveira   |
| <b>Marchini Botelho Casella Advogados</b>                          | Aurélio Marchini, Ricardo Botelho, Daniel Casella   |
| <b>Mudrovitsch Advogados</b>                                       | Victor Rufino, Victor Cavalcanti  |
| <b>Sampaio Ferraz Advogados</b>                                    | Juliano Maranhão, Tércio Sampaio Ferraz Junior, Thiago Francisco da Silva Brito                                 |
| <b>Trench Rossi Watanabe</b>                                       | Paulo Casagrande, Bruno Corrêa Burini   |

### L.O. BAPTISTA: ADMIRER ANTITRUST ATTORNEYS



Patricia Agra Araujo

Key figure:  
Patricia Agra Araujo  
Established: 1972

**Track record:** Highly regarded practice with significant experience advising major names from the technology, energy and construction industries on the negotiation of settlement agreements and anticompetitive conduct investigations. Key clients include the likes of Supergasbras, VTEX and Vallourec. Well-placed to assist with antitrust risk mitigation and judicial litigation, challenging rulings by the Brazilian competition authority.

**Team & differentiation:** As the firm celebrates its 50th anniversary, L.O. Baptista's antitrust and compliance department consists of four associates who are led by experienced competition partner Patricia Agra Araujo. Ms. Araujo has valuable experience as both a legal practitioner and as an academic and previously worked for eight years within the Administrative Council for Economic Defense (CADE).



## INSURANCE & REINSURANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>   |   |
| <b>Ernesto Tzirulnik Advocacia</b>                               | Ernesto Tzirulnik, Paulo Luiz de Toledo Piza  |
| <b>Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados</b> | Cássio Gama Amaral, Marcelo Mansur Haddad, Thomaz Del Castillo Barroso Kastrup, Camila Calais                         |
| <b>EXCELLENT</b>   |   |
| <b>Demarest Advogados</b>  | Marcia Cicarelli Barbosa de Oliveira, André Alarcon, Luciana Prado  |
| <b>DR&amp;A Advogados</b>  | Danilo Garbin Machado, Dinir Salvador Rios da Rocha, Julia Santoro de Camargo Donato, Ricardo Ribeiro da Luz Loew     |
| <b>Raphael Miranda Advogados</b>                                 | Raphael Miranda, Pedro Ivo Mello, Antonio Pedro Raposo  |
| <b>HIGHLY RECOMMENDED</b>  |   |
| <b>CAL - Costa, Albino &amp; Lasalvia Sociedade de Advogados</b> | Julio Costa, Fernando Albino, Gustavo Lasalvia Besada   |
| <b>Chalfin, Goldberg &amp; Vainboim Advogados Associados</b>     | Ilan Goldberg, Rodrigo Gomes de Sousa   |
| <b>Pellon &amp; Associados Advocacia</b>                         | Luís Felipe Pellon, Sergio Ruy Barroso de Mello   |
| <b>Pinheiro Neto Advogados</b>                                   | Diógenes Mendes Gonçalves Neto, Bruno Balduccini, Fernando Mirandez Del Nero Gomes, Carlos Eduardo Gazineu de Azevedo |
| <b>Santos Bevilacqua Advogados</b>                               | João Marcelo dos Santos, Daniela Matos, Keila Manangão  |
| <b>Sergio Bermudes Advogados</b>                                 | Guilherme Valdetaro Mathias, Marcio Vieira Souto Costa Ferreira   |
| <b>RECOMMENDED</b>   |   |
| <b>1 F. Torres Advogados</b>                                     | Fábio Torres  |
| <b>RPZ Advogados</b>   | Carla Padilha, Dennys Zimmermann  |
| <b>Schalch Sociedade de Advogados</b>                            | Debora Schalch  |
| <b>Tavares Advogados</b>   | André Tavares, Daniel Chacur de Miranda   |
| <b>2 Campos Mello Advogados</b>                                  | Marcella Hill, Jaqueline Suryan   |
| <b>Machado Meyer Advogados</b>                                   | Eduardo Avila de Castro, Nei Schilling Zelmanovits  |
| <b>Penteado Mendonça e Char Advocacia n</b>                      | Armando Char  |
| <b>Pimentel e Associados Advogados</b>                           | Adilson José Campoy, Marcio Alexandre Malfatti  |
| <b>Queiroz Cavalcanti Advocacia</b>                              | Carlos Harten, Leonardo Cocentino, Bruno Novaes B. Cavalcanti   |
| <b>SABZ Advogados</b>  | Pedro Guilherme G. de Souza   |
| <b>Veirano Advogados</b>   | Felipe Bastos   |

#### RAPHAEL MIRANDA ADVOGADOS: TOP-TIER INSURANCE COUNSEL



Raphael Miranda

Key figures:  
Raphael Miranda,  
Pedro Ivo Mello and  
Antonio Pedro Raposo  
Established: 2011

**Track record:** Excellent Rio-based dispute resolution boutique widely admired for its superior performances in must-win insurance claims. Actively sought out by market-leading companies from the food, mining, construction and healthcare sectors for its performances in strategic civil litigation and arbitration mandates. The firm's impressive clientele includes giants such as BRF, Vale and Rede D'Or.

**Team & differentiation:** With offices in Rio de Janeiro and São Paulo, the firm's renowned insurance and reinsurance practice is captained by admired founding partners Raphael Miranda and Pedro Ivo Mello. Consisting of five partners and five attorneys, this flourishing team was recently strengthened by the arrival of four new associates, Rodrigo Nakane, Leonir Neto, Marina Buchalla and Luiz Felipe Dias.



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# CHILE

## STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                          | KEY FIGURES   |
|-------------------------------|---|
| <b>HIGHLY RECOMMENDED</b>     |   |
| <b>Audentia</b>               | Christian Fuenzalida, Ian Badiola                     |
| <b>Azerta</b>                 | Victoria Burr, Daniela Lipari                         |
| <b>Clmagen Comunicaciones</b> | Inés Chocano, Alicia Correa                           |
| <b>Consulting</b>             | Blanca Bulnes   |
| <b>Consiglieri</b>            | Claudio Ramirez                                       |
| <b>Dolce</b>                  | Gloria Stanley, Paula Valenzuela, Macarena San Martin |
| <b>Etcheberry Keller</b>      | María Elena Etcheberry, Nicole Keller                 |
| <b>Extend</b>                 | Felipe del Solar                                      |
| <b>Feedback</b>               | Martín Rodríguez Sickert                              |
| <b>Feedcom</b>                | Felipe Risopatrón, Gabriel Sanhueza                   |
| <b>Headline</b>               | Ana María Matulic                                     |
| <b>Imaginacion</b>            | Claudia Miralles Abarca                               |
| <b>Kom</b>                    | Eugenio Ravinet                                       |
| <b>Llorente y Cuenca</b>      | Marcos Sepúlveda                                      |
| <b>Main Comunicación</b>      | José Miguel Izquierdo                                 |
| <b>Paréntesis Estrategia</b>  | Felipe Venegas  |
| <b>Parla</b>                  | Sebastián Jordana, Francisco Derosas, Rodrigo Frey    |
| <b>Perceptiva</b>             | Manuel Cereda, Iván Canales                           |
| <b>Puerto C</b>               | Christian Von Der Forst                               |
| <b>Strategika</b>             | Paul Venturino  |
| <b>Tironi</b>                 | Eugenio Tironi  |
| <b>Vía Central</b>            | Gonzalo Gómez, María Irene Chadwick                   |
| <b>Zeta Comunicaciones</b>    | Carola Zuñiga   |

### CONSIGLIERI: EFFICACY, TRUST AND CONFIDENTIALITY



Claudio Ramirez

Key figure:  
Claudio Ramirez  
Established: 2017

**Track record:** With more than twenty years behind it, Consiglieri has worked with clients from various industries, in addition to executives and individuals, which allows it to have the necessary casuistry to face challenges of different types and sizes, both locally and regionally. Samtech, Mapfre, Sonda and Sanofi are clients.

**Team & differentiation:** Claudio Ramirez has 25 years' experience in corporate affairs, reputation management and crisis management for executives, companies, unions and associations in highly regulated industries. The team has obtained proven results on complex issues including regulations processes, reputational crises and shareholder-activism defense.

## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                                   |   |
| Bofill Escobar Silva Abogados                    | Jorge Bofill  |
| López Escobar Del Río Leiva                      | Julián López, José Ignacio Escobar Opazo                                |
| <b>EXCELLENT</b>                                 |   |
| Acosta & Cía                                     | Juan Domingo Acosta   |
| Albagli Zaliasnik                                | Gabriel Zaliasnik, Jaime Winter   |
| Harasic, Medina, Dal Pozzo                       | Gonzalo Medina, Davor Harasic   |
| Ortíz & Compañía                                 | Luis Ortiz Quiroga  |
| <b>HIGHLY RECOMMENDED</b>                        |   |
| <b>1</b> Balbontín Linazasoro & Cia              | Carlos Balbontín  |
| Balmaceda Cox & Piña Abogados                    | Matías Balmaceda Mahns, Francisco Cox Vial, Juan Ignacio Piña Rochefort |
| Bascañan Barra Awad Contreras Schürmann Abogados | Marcos Contreras, Miguel Schürmann                                      |
| Contreras Velozo                                 | Francisco Velozo, Natalia Diuana  |
| Giroux Vial Abogados                             | Christophe Giroux, Salvador Vial  |
| Insunza Abogados                                 | Matías Insunza Tagle  |
| Rivera Bunger Barahona Bonacic Castillo Abogados | Hugo Rivera Villalobos  |
| <b>2</b> Herмосilla y Compañía Abogados          | Juan Pablo Herмосilla   |
| Kehr Abuid Abogados                              | Omar Abuid  |
| Merino & Cia                                     | Eugenio Merino  |
| Rivadeneira Colombara Zegers                     | Rodrigo Zegers, Ciro Colombara  |
| <b>RECOMMENDED</b>                               |   |
| <b>1</b> Cisternas Y Cía Abogados                | Gonzalo Cisternas   |
| Hadwa Oxman Vargas Tuane Taller Juridico         | Marcelo Hadwa, Nicolás Oxman, Tatiana Vargas, María Catalina Tuane      |
| Lembeye  | Daniel Praetorius   |
| Montero, Silva & Valdés Abogados                 | Darío Silva   |
| Olivares Rodríguez & Cía                         | Ernesto Olivares  |
| Vial & Asociados Abogados                        | Paula Vial Reynal   |
| <b>2</b> Bustos Gómez Abogados                   | Andrés Bustos   |
| Cortés & Rodríguez Estudio de Abogados           | Carlos Cortés   |
| Espinoza & Heskia Abogados                       | Alejandro Espinoza, Joanna Heskia                                       |
| Estudio Navarro                                  | Catalina Navarro, Carlos Vernaza  |
| Honorato Delaveau                                | Carlos Frías, Rebeca Zamora   |
| Legaltec   | Soledad Díaz, Manuel Carvallo, Carla Robledo                            |
| Quintana Ried Flores                             | Ignacio Ried, Camila Flores, Rodrigo Quintana                           |
| <b>VALUABLE PRACTICE</b>                         |   |
| Barruel y Borzutzky Abogados                     | Felipe Barruel Labarca, Susana Borzutzky Klaber                         |
| Estudio Donoso Bonilla Arenas                    | Samuel Donoso   |
| Etcheberry, García, Bragado y Compañía           | Alfredo Etcheberry  |
| Morales & Besa                                   | Gonzalo Cordero   |
| Parraguez & Marín                                | Gustavo Parraguez, José Monrroy   |



Our analysis

**INSUNZA ABOGADOS:  
TEAM SPECIALIZED IN HIGHLY COMPLEX DISPUTES**



Matías Insunza Tagle

Key figures:  
Matías Insunza Tagle  
Established: 2011

**Track record:** Insunza Abogados specializes in the prevention and resolution of highly complex disputes, regularly advising major companies from various sectors. The team is known for its attention to detail and top-level cases, providing comprehensive advice to clients and drawing up strategy to resolve conflicts through extra-judicial negotiations or litigation before the Courts of Justice.

**Team & differentiation:** The praiseworthy team focuses on resolving criminal and civil litigation, taking on highly complex causes, linked to civil conflicts, fraud, cybercrime, bankruptcy and quasi-delict, and applying comprehensive legal strategies to them. Matías Insunza Tagle is a specialist in the design and implementation of procedural strategies and complex dispute resolution. He also has experience in criminal, commercial and civil Litigation, arbitration and constitutional actions.

**CISTERNAS Y CÍA ABOGADOS:  
EXPERT CONFLICT PREVENTION AND RESOLUTION TEAM**



Gonzalo Cisternas

Key figures:  
Gonzalo Cisternas,  
Katherine Hyde,  
Luis Masferrer,  
Domingo Hernández  
and Alfredo Larreta  
Established: 2000

**Track record:** The firm concentrates on the prevention and resolution of disputes, with a team of highly skilled professionals adept at preventing business risks, designing and administering dispute resolution models, and in negotiations and the specialties inherent to business activities. Corporación Municipal de La Florida, Contatto, Consorcio Tecdra and Embotelladora Dos Banderas are clients.

**Team & differentiation:** The civil and commercial litigation team is composed of three partners and 12 other lawyers and is led by Gonzalo Cisternas and Katherine Hyde, who specialize in contracts and civil litigation, investment projects, corporate, administrative and compliance law. The firm is a member of the Chilean Institute of Rational Business Administration (ICARE) and the Association of Entrepreneurs of Chile (ASECH).

**BUSTOS GOMEZ ABOGADOS:  
FIRM OF REFERENCE IN CRIMINAL MATTERS**



Andrés Bustos

Key figures:  
Andrés Bustos  
Established: 2017

**Track record:** BG Abogados prides itself on providing advice of the first order on criminal matters, via a team, committed to personalized service and cost-efficiency. Since the firm is dedicated exclusively to the criminal area, its specialization is a prized commodity.

**Team & differentiation:** The team offers legal services, both as a plaintiff and defense attorney, in matters related to criminal law, such as white-collar crime, cybercrime, and crimes of a sexual nature. Andrés Bustos is a specialist in white-collar crime whose views are routinely sought by the media and who pens a popular column in the local legal press.

**KEHR ABUID ABOGADOS:  
NEW AND GROWING FULL-SERVICE BOUTIQUE**



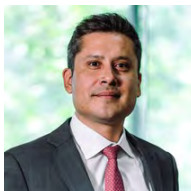
Omar Abuid

Key figures:  
Omar Abuid, Octavio Kehr  
and Juan César Kehr  
Established: 2020

**Track record:** Founded in April 2020, Kehr Abuid Abogados specializes in the resolution of highly complex controversies in civil, commercial, criminal, regulatory, and corporate matters, among others. The firm advises various national and foreign clients from private companies and government institutions, as well as individuals.

**Team & differentiation:** The team is composed of three partners and six other lawyers. Juan César Kehr and Octavio Kehr have extensive experience handling commercial litigation and arbitration matters, while Omar Abuid focuses mainly on complex and economic criminal and sanctioning litigation. The firm participates in Pro Bono, a non-profit organization that promotes and facilitates equal access to justice for socially disadvantaged individuals.

**OLIVARES RODRÍGUEZ & CÍA: EXPERTS IN PREVENTIVE LEGAL ADVICE**



Ernesto Olivares

Key figures:  
Ernesto Olivares  
Established: 2011

**Track record:** Olivares Rodríguez is a boutique known for its client-centric approach to cases. Over the years, the firm's strategy has been to remain a boutique firm, which has allowed it to maintain close ties with long-standing clients. The firm provides counsel and representation in criminal, tort and environmental damage cases, latterly to Saesa Group concerning wildfires.

**Team & differentiation:** The firm concentrates its work on economic offenses, especially in the electrical industry. The team's expertise includes identifying risks and proposing reasonable and effective measures. Ernesto Olivares concentrates his practice on white-collar crime, those involving civil servant and more generally crimes committed in the practice of business activity, as well as civil liability and administrative sanction litigation.



CHILE

## INSURANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES   |
|---|---|
| <b>LEADING</b>  |   |
| <b>Acuña, Hoetz &amp; Cifuentes</b>                   | Felipe Hoetz, Alejandro Acuña   |
| <b>Ríos Ramdohr García Abogados</b>                   | Roberto Ríos Ossa, Alonso García Echegoyen, Stefanie Ramdohr Montgomery |
| <b>Sahurie &amp; Asociados</b>                        | Emilio Sahurie Luer   |
| <b>EXCELLENT</b>                                      |   |
| <b>Carey</b>  | Ricardo Reveco, Gonzalo Fernández, Aldo Molinari, Juan Carlos Riesco    |
| <b>Contreras &amp; Cía</b>                            | Oswaldo Contreras Buzeta, José Manuel Madero, Oswaldo Contreras Strauch |
| <b>Dac Beachcroft</b>                                 | Andrés Amunátegui   |
| <b>Estudio Carvallo</b>                               | Francisca Román, Manuel Carvallo  |
| <b>Gutiérrez, Waugh, Jimeno &amp; Asenjo Abogados</b> | Cristóbal Jimeno  |
| <b>Molina Ríos</b>                                    | Carlos Molina   |
| <b>Pumpin, Dorfman, Nasser &amp; Díaz</b>             | Marcelo Nasser, Mauricio Dorfman, Ignacio Díaz, Gabriel Pumpin          |
| <b>Vergara Fernandez Costa &amp; Claro Abogados</b>   | Gloria Claro  |
| <b>HIGHLY RECOMMENDED</b>                             |   |
| <b>Garrigues Chile</b>                                | Mónica Van Der Schraft Greve  |
| <b>Infante Valenzuela Molina Abogados</b>             | José Miguel Infante   |
| <b>Kennedys</b>                                       | Gian Lorenzini  |
| <b>Ortúzar Vergara &amp; Boetsch Abogados</b>         | Cristián Boetsch, Benjamín Morales                                      |
| <b>Prieto Abogados</b>                                | Patricio Prieto, Fernando Samaniego                                     |
| <b>Sandoval Abogados</b>                              | Luis Sandoval   |
| <b>Seguros Lex</b>                                    | Sergio Arellano   |
| <b>RECOMMENDED</b>                                    |   |
| <b>Dentons Larraín Rencoret</b>                       | José Miguel López, Marcelo Alarcón                                      |
| <b>Gazmuri &amp; Cía</b>                              | Francisco Gazmuri   |
| <b>Portha Abogados &amp; Consultores</b>              | Rodrigo Sapag   |

### RIOS RAMDOHR GARCÍA: EXPERIENCED IN DISPUTE RESOLUTION MATTERS



Roberto Ríos Ossa

Key figures:  
Roberto Ríos Ossa,  
Stefanie Ramdohr  
Montgomery and  
Alonso García Echegoyen  
Established: 2019

**Track record:** The firm's distinguished dispute-resolution team specializes in insurance litigation, recovery or claims lawsuits and in civil liability trials. It has represented Chilena Consolidada Seguros Generales S.A. (Zurich) in addition to several major insurance companies. The team has also handled the defense of the insured in civil liability lawsuits for amounts exceeding \$50 million.

**Team & differentiation:** The team has experience in covered litigation, arbitration and advice on various matters such as policy, regulatory and corporate studies, claims associated with fire insurance, loss through physical damage, damages due to stoppage, civil liability, and all branches of general insurance or damages and related to industrial sectors such as agribusiness, mining, energy, transportation, construction.



## COMPLIANCE & FRAUD

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                          | KEY FIGURES  |
|-------------------------------|--|
| <b>LEADING</b>                |  |
| Albagli Zaliasnik             | Rodrigo Albagli, Daniela Hirsch  |
| Balmaceda Cox & Piña Abogados | Antonia Bernales, Iván Millán, Matías Balmaceda Mahns, Rodrigo Aldoney |
| Carey                         | Guillermo Acuña, Pablo Albertz   |
| <b>HIGHLY RECOMMENDED</b>     |  |
| Cariola Diez Pérez-Cotapos    | Jorge Boldt  |
| CMS Carey & Allende           | Rodrigo Campero  |
| Contreras Velozo              | Francisco Velozo, Natalia Diuana                                       |
| DLA Piper Chile               | Diego Noguera, Mauricio Halpern  |
| Honorato Delaveau             | Jose Luis Honorato, Rebeca Zamora, Carlos Frías                        |
| Ortíz & Compañía              | Luis Ortiz Quiroga   |
| Rivadeneira Colombara Zegers  | Ciro Colombara, Rodrigo Zegers   |
| <b>RECOMMENDED</b>            |  |
| Alessandri                    | Santiago Ortúzar   |
| Barros & Errázuriz            | Javier Díaz, Cristián Barros, Juan Cristóbal Schmidt                   |
| Flores Acevedo Abogados       | Pablo Acevedo, José Miguel Flores                                      |
| Jara Del Favero               | Andrea Abascal, Manuel Jimenez   |
| Morales & Besa                | María José Henríquez, Gonzalo Cordero                                  |
| Urenda Rencoret Orrego & Dörr | Nicholas Mocarquer, Alberto Rencoret, Ignacio Urrutia                  |

## COMPETITION LAW COMPLIANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                               | KEY FIGURES                                    |
|------------------------------------|--|
| <b>RECOMMENDED</b>                 |  |
| Bofill Mir & Álvarez Jana Abogados | Rodrigo Gil, Octavio Bofill, Alejandro Alvarez |
| Estudio Lewin Abogados             | Nicolás Lewin, Marco Mercado                   |
| FerradaNehme                       | Rafael Collado                                 |
| Guerrero Olivos                    | Pedro Pellegrini                               |
| Morales & Besa                     | María José Henríquez                           |
| Ortúzar Vergara & Boetsch Abogados | Juan Valdes, Nicolás Vergara                   |
| Pellegrini & Rencoret              | Julio Pellegrini, Pedro Rencoret, Diego Ramos  |
| Prieto Abogados                    | José Andrés Pascual                            |



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# COLOMBIA

## COMPLIANCE & FRAUD

### Best Law Firms

The firms are ordered alphabetically

| FIRM                                       | KEY FIGURES                                 |
|--|---|
| <b>EXCELLENT</b>                           |   |
| CMS Rodríguez-Azuero                       | Jacques Simhon, Daniel Rodríguez            |
| Diaz Reus & Targ                           | Marcela Blanco, Michael Diaz                |
| Fabio Humar Abogados                       | Fabio Humar                                 |
| OlarteMoure                                | Catalina Jiménez                            |
| Philippi Prietocarrizosa Ferrero DU & Uría | Pamela Alarcón                              |
| Posse Herrera Ruiz                         | Oscar Tutasaura                             |
| <b>HIGHLY RECOMMENDED</b>                  |   |
| Baker & McKenzie                           | Carolina Pardo                              |
| Brigard & Urrutia                          | Carlos Umaña, Ricardo Forero                |
| Cáez Muñoz Mejía                           | Freddy Navarrete, Alejandro Mejía           |
| Gómez-Pinzón Abogados                      | Adriana Bueno, Anguie Castro, Nathaly Acero |
| Sintura Martínez                           | Francisco Sintura Varela, Wilson Martínez   |



## INSURANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                 | KEY FIGURES  |
|--------------------------------------|--|
| <b>LEADING</b>                       |  |
| DAC Beachcroft                       | Camila de La Torre, Juan Diego Arango                        |
| Salazar Pardo & Jaramillo            | Carlos Ignacio Jaramillo                                     |
| Vélez Gutiérrez Abogados             | Armando Gutiérrez  |
| <b>EXCELLENT</b>                     |  |
| Botero Salazar Tobón Abogados        | Bernardo Salazar, Luis Felipe Botero Aristizábal             |
| DLA Piper Martínez Beltrán           | Camilo Martínez Beltrán                                      |
| Kennedys                             | Monica Tocarruncho, Mauricio Carvajal                        |
| Medina Abogados                      | Germán Andrés Cajamarca Castro, Héctor Mauricio Medina Casas |
| Tamayo Jaramillo & Asociados         | Francisco Javier Tamayo Jaramillo                            |
| Zúrek Gómez Abogados                 | María Isabel Zúrek, Enrique Gómez                            |
| <b>HIGHLY RECOMMENDED</b>            |  |
| Brigard & Urrutia                    | Irma Isabel Rivera   |
| Díaz Granados & Abogados Consultores | Juan Manuel Díaz Granados                                    |
| Garrigues Colombia                   | Alberto Acevedo  |
| Gómez-Pinzón                         | William Araque, David Ricardo Araque-Quijano                 |
| Posse Herrera Ruiz                   | Carolina Posada  |
| <b>RECOMMENDED</b>                   |  |
| Londoño & Arango Abogados            | Maximiliano Londoño  |
| Neira & Gomez Abogados               | José María Neira   |
| Pinilla, González & Prieto Abogados  | Carlos Felipe Pinilla, Oscar Javier Martínez                 |
| Tobar & Romero Abogados              | Jaime Tobar  |
| Víctor Gómez Enlace Legal            | Víctor Gómez   |

#### DLA PIPER MARTÍNEZ BELTRAN: EFFECTIVE STRATEGY AND CRISIS MANAGEMENT



Camilo Martínez Beltrán

Key figures:  
Camilo Martínez Beltrán and  
José Miguel Mendoza  
Established: 1996

**Track record:** The firm has a multidisciplinary litigation and arbitration team, well established in the Colombian market. It has experience representing clients in both national and international commercial arbitration before domestic and international arbitral institutions. Bancolombia, Tecnoquímicas and Chevron Colombian Branch are clients.

**Team & differentiation:** The team applies innovative resolution strategies and effective case and crisis management, which is why the firm is regularly called in to handle the main disputes arising in Colombia in fields such as distributorship agreements, commercial agency relationships, shareholder and D&O litigation, oil, mining and gas claims and insurance lawsuits.



## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES                                   |
|---|---|
| <b>LEADING</b>                              |   |
| De La Espriella Lawyers Enterprise          | Abelardo De La Espriella                      |
| Jaime Granados Peña & Asociados             | Jaime Enrique Granados                        |
| Jaime Lombana Villalba & Abogados           | Jaime Lombana Villalba                        |
| <b>EXCELLENT</b>                            |   |
| Francisco Sintura Varela Abogados Asociados | Francisco Sintura                             |
| Mestre Mendieta Penalistas                  | José Fernando Mestre, Nadia Carolina Mendieta |
| Prías Cadavid Abogados                      | Juan Carlos Prías                             |
| Sampedro Riveros Abogados                   | Juan David Riveros                            |
| <b>HIGHLY RECOMMENDED</b>                   |   |
| CMS Rodríguez-Azuero                        | Jacques Simhon, Daniel Rodríguez              |
| Cáez Muñoz Mejía                            | Alejandro Mejía                               |
| Díaz Reus & Targ                            | Michael Díaz                                  |
| Fabio Humar Abogados                        | Fabio Humar, Sandra Ramón                     |
| Idrobo & Asociados                          | Said Idrobo                                   |
| Jesús Yepes Abogados                        | Jesús Albeiro Yepes                           |
| Mauricio Pava Abogados                      | Mauricio Pava                                 |
| Philippi Prietocarrizosa Ferrero DU & Uría  | Juan Carlos Forero                            |
| Ricardo Calvete & Abogados Asociados        | Ricardo Calvete Rangel                        |
| Sampedro & Torres                           | Camilo Sampedro                               |
| <b>RECOMMENDED</b>                          |   |
| Brigard & Urrutia                           | Carlos Umaña, Ricardo Forero                  |
| Casas & Escobar Abogados                    | Samuel Escobar                                |
| OlarteMoure                                 | Juan Moure, Juan Felipe Acosta                |
| Posse Herrera Ruiz                          | Oscar Tutasaura                               |
| Vargas & Vargas Abogados                    | Luis Fernando Vargas                          |

#### FABIO HUMAR ABOGADOS: HIGH STANDARD OF PROFESSIONALISM AND DEDICATION



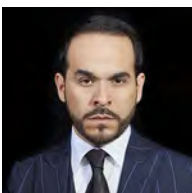
Fabio Humar

Key figures:  
Fabio Humar,  
Liliana Perez  
and Sandra Ramón  
Established: 2009

**Track record:** Fabio Humar Abogados is an economic criminal-law firm that specializes in white-collar crime and compliance matters. The firm successfully advised Media Law on a leaked information case. It regularly advises the Superintendence of Industry and Commerce on competition law issues which have an impact on criminal matters, such as collusion. Tubomar and Idearium are clients.

**Team & differentiation:** The team advises on compliance issues, in matters of competition law and public tenders, prevention of money laundering, banking and financial fraud, as well as consulting on criminal implications. Widely regarded as one of the best criminal law practitioners in Colombia, Fabio Humar specializes in criminal investigations at all court levels.

#### DE LA ESPRIELLA LAWYERS ENTERPRISE: CRIMINAL-LAW SPECIALISTS



Abelardo De La Espriella

Key figures:  
Abelardo De La Espriella,  
Daniel Peñarredonda,  
Karen Juris and Diana Bravo  
Established: 2002

**Track record:** The firm is well known in the Colombian market for its criminal-law expertise. It also has a comprehensive and respected portfolio of services in consultancy and legal representation. The team has achieved a number of high-profile successes in major cases throughout the years, due to its diligent and efficient approach. The firm has offices in Bogotá, Barranquilla, Medellín and Miami.

**Team & differentiation:** The team is made up of five partners and more than 80 other qualified lawyers. Partner Abelardo De La Espriella is a key contact for white-collar crime matters, with its clients coming from a broad range of industries. Partner Daniel Peñarredonda focuses on criminal law.



## FORENSICS & COMPLEX INVESTIGATIONS

### Best Litigation Support & Expert Witness Firms

In each tier, the firms are ordered alphabetically

| FIRM                             | KEY FIGURES  |
|----------------------------------|--|
| <b>EXCELLENT</b>                 |  |
| Control Risks                    | Andrés Sáenz   |
| EY                               | Édgar Sánchez  |
| FTI Consulting                   | Michael Cullen, Alejandro Hristodulopulos, Pablo Amaya |
| KPMG                             | Oscar Cifuentes  |
| Kroll                            | Pablo Iragorri   |
| <b>HIGHLY RECOMMENDED</b>        |  |
| Adalid                           | Andrés Guzman Caballero                                |
| CFS Investigaciones Estrategicas | Carlos Fernando Salazar                                |
| Deloitte                         | César Molano González                                  |
| Global Project Strategy (Gps)    | Carlos E. Sosa, Ricardo Abril, Bernardo Gamboa         |
| Pwc                              | Ana Milena Villarreal, Jorge Roperero                  |
| SAG Consulting                   | Simon Guzmán Guerrero, Mónica Vargas                   |
| <b>RECOMMENDED</b>               |  |
| BDO Colombia                     | Luis Enrique Sánchez Sánchez                           |
| DSA Russell Bedford              | Didier Sánchez Reinoso                                 |
| Ediligence                       | Bayron Prieto  |
| Global Forensic Auditing         | Carlos Julio Cortés                                    |
| Grant Thornton                   | Pedro Cruz Daza  |
| Guidepost Solutions              | Andrés Otero   |
| Itrust Consulting                | Andrés Sandoval  |
| Key Risk & Compliance Consulting | Jenith Linares   |
| Protiviti                        | Edward Merchán Mendoza                                 |
| Ratsel Business Group            | Juan David Benavides                                   |
| Rivas y Asociados Consultores    | Jose Rivas   |
| RSM                              | Óscar A. Bobadilla                                     |

#### FTI CONSULTING: MULTIDISCIPLINARY RESOURCES AND EXPERTISE



Michael Cullen

Key figures:  
Michael Cullen,  
Alejandro Hristodulopulos  
and Pablo Amaya  
Established: 2007

**Track record:** FTI Consulting has built a multidisciplinary team in Colombia that advises major companies on how to protect, enhance or maintain the value of their business. They offer advice on strategic communications, forensics and litigation consulting and corporate finance & restructuring. Clients mostly come from infrastructure, finance and energy sectors.

**Team & differentiation:** FTI Consulting's Colombia branch has a multidisciplinary team of more than 60 professionals. Michael Cullen specializes in complex, cross-border deals, disputes and arbitrations in Latin America. Alejandro Hristodulopulos leads the global risks and investigation practice of FTI Consulting's Latin America office in Bogota and Pablo Amaya is head of the disputes and arbitration practice in Latin America.

#### CFS INVESTIGACIONES ESTRATÉGICAS: TOP TEAM WITH GLOBAL EXPERIENCE



Carlos Fernando Salazar

Key figure:  
Carlos Fernando Salazar  
Established: 2008

**Track record:** For over 25 years, the team has provided solutions to clients, corporations and individuals, in cases related to risk and compliance, cybercrime and digital evidence, criminal investigation and forensic services, criminal defense, litigation and arbitration. Banco Serfinanza, Jaime Granados Peña & Asociados and GHL Hoteles are clients. The firm has offices in Colombia, Panama and Miami.

**Team & differentiation:** The team is made up of lawyers, accountants, economists, administrators, engineers, architects, technical experts in investigation, risk and compliance, analysts and forensic experts, who are dedicated to preparation, training and education, expanding their knowledge and accumulating experience for the continuous improvement of their skills.

# ECUADOR

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## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                   | KEY FIGURES                         |
|--|-------------------------------------|
| <b>EXCELLENT</b>                       |                                     |
| <b>Fexlaw</b>                          | Francisco Estupiñan                 |
| <b>Grund Abogados</b>                  | Pablo Encalada, Nicolas Salas       |
| <b>Molina Gallegos &amp; Asociados</b> | José Molina                         |
| <b>Rodriguez &amp; León Abogados</b>   | Felipe Rodríguez                    |
| <b>HIGHLY RECOMMENDED</b>              |                                     |
| <b>Cw&amp;a Legal</b>                  | Ernesto Albán Ricaurte              |
| <b>Expertise Advisor Abogados</b>      | Lorena Grillo                       |
| <b>Meythaler &amp; Zambrano</b>        | Carlos Carrasco                     |
| <b>Mlp Penal &amp; Compliance</b>      | María del Mar Gallegos, Laura Casal |
| <b>RECOMMENDED</b>                     |                                     |
| <b>García Falconí &amp; Asociados</b>  | Ramiro García, Estefany Alvear      |
| <b>Gsg Abogados</b>                    | Carlos Sánchez Gaete                |

## COMPLIANCE & FRAUD

### Best Law Firms

The firms are ordered alphabetically

| FIRM                                      | KEY FIGURES  |
|---|--|
| <b>EXCELLENT</b>                          |  |
| <b>1 Carmigniani Pérez Abogados</b>       | Carlos Andretta  |
| <b>2 Fexlaw</b>                           | Francisco Estupiñan  |
| <b>HIGHLY RECOMMENDED</b>                 |  |
| <b>Dentons Paz Horowitz</b>               | Agustín Acosta, Bruce Horowitz, Paulo Maruri, Gabriel Santelices           |
| <b>Ecija Gpa</b>                          | Gustavo Arrobo   |
| <b>Pérez Bustamante &amp; Ponce (Pbp)</b> | Rodrigo Jijón-Letort, Edgar Ulloa-Balladares, Diego Pérez, Ricardo Velasco |
| <b>Robalino</b>                           | Javier Robalino, Martín Pallares   |
| <b>RECOMMENDED</b>                        |  |
| <b>Falconi Puig Abogados</b>              | María Isabel Machado   |
| <b>García Falconí &amp; Asociados</b>     | Ramiro García, Estefany Alvear   |
| <b>Gottifredi</b>                         | María del Mar Peña   |
| <b>Mlp Penal &amp; Compliance</b>         | María del Mar Gallegos, Laura Casal  |
| <b>Solines &amp; Asociados</b>            | Santiago Solines   |

### GRUND ABOGADOS: LEADERS IN CRIMINAL MATTERS



Pablo Encalada

Key figures:  
Pablo Encalada  
and Nicolás Salas  
Established: 2012

**Track record:** Grund Abogados enjoys a high level of prestige in the Ecuadorian market for its expertise in criminal matters. It regularly participates in the most important cases in the country for clients such as ministers of state and assembly members, as well as companies from various sectors such as mining, oil, insurance, construction and pharmaceuticals.

**Team & differentiation:** The team is composed of highly qualified professionals, whose clients value the detailed preparation of each of its members, which gives them an influential opinion in criminal matters. Pablo Encalada and Nicolás Salas have solid experience in litigation and crimes related to public administration such as embezzlement, influence-peddling and illicit enrichment.



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# PERU

## COMPLIANCE & FRAUD

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES  |
|---|--|
| <b>LEADING</b>  |  |
| Caro & Asociados  | Dino Carlos Caro Coria, Luis Miguel Reyna Alfaro                       |
| CMS Grau  | Carolina Cueva   |
| Cortez Massa & Bello Abogados                             | Christian Bello, Jorge Massa, Luis Felipe Cortez                       |
| Estudio Echeopar - Member of Baker McKenzie International | Teresa Tovar   |
| Rebaza, Alcázar & De Las Casas                            | Augusto Loli, Héctor Gadea   |
| <b>EXCELLENT</b>  |  |
| <b>1</b> Benites Vargas & Ugaz Abogados                   | Roberto Pereira, Liliana Calderon                                      |
| Hernández & Cia   | Gonzalo Del Rio, Alfredo Filomeno                                      |
| <b>2</b> Barrios & Fuentes Abogados - Bafur               | Doris Alvaro   |
| Muñoz Olaya Melendez Castro Ono & Herrera Abogados        | Ian Paul Galarza, Mauricio Olaya, Pierino Stucchi, José Antonio Bezada |
| Payet, Rey, Cauvi, Pérez Abogados                         | Carlos Patron, José Cúneo, Juan Diego Ugaz                             |
| Rodrigo Elías & Medrano Abogados                          | José Reaño, Fernando Molina  |
| <b>HIGHLY RECOMMENDED</b>                                 |  |
| DLA Piper Perú  | Danae Beteta, José Marcelo Allemant                                    |
| DS Casahierro Abogados                                    | José Matto, Emma Canchari  |
| Miguel Mur Abogados                                       | Erick Valderrama, Karine Quinde  |
| Torres y Torres Lara                                      | Rafael Torres Morales  |
| <b>RECOMMENDED</b>  |  |
| CPB Abogados  | German Carrera Rey, Mario Pinatte, Giuseppe Manini                     |
| García Sayán Abogados                                     | Agustin Yrigoyen, Shirley Cardenas                                     |
| Philippi, Prietocarrizosa Ferrero DU & Uria               | Daniel Ramos Yrigoyen  |
| Santivañez Antúnez Abogados                               | Carlos Villafuerte, Alberto Alva                                       |
| Silva Abogados  | Fernando Silva La Rosa   |

## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES   |
|---|---|
| <b>LEADING</b>  |   |
| <b>Benites Vargas &amp; Ugaz Abogados</b>                     | Luis Vargas Valdivia, Jose Ugaz, Roberto Pereira, Carlos Samamé                                       |
| <b>Caro &amp; Asociados</b>                                   | Dino Carlos Caro Coria, Luis Miguel Reyna Alfaro  |
| <b>Rebaza, Alcázar &amp; De Las Casas</b>                     | Augusto Loli, Héctor Gadea  |
| <b>Rodrigo Elías &amp; Medrano Abogados</b>                   | José Reaño, Renzo Carrasco  |
| <b>EXCELLENT</b>  |   |
| <b>1 Cortez Massa &amp; Bello Abogados</b>                    | Jorge Massa, Christian Bello, Luis Felipe Cortez  |
| <b>Hernández &amp; Cia</b>                                    | Gonzalo Del Rio   |
| <b>2</b>  |   |
| <b>Azabache Caracciolo Abogados</b>                           | Cesar Azabache  |
| <b>Estudio Ore Guardia</b>                                    | Arsenio Ore   |
| <b>Payet, Rey, Cauvi, Pérez Abogados</b>                      | Juan Ugaz   |
| <b>HIGHLY RECOMMENDED</b>                                     |   |
| <b>DLA Piper Perú</b>   | Jose Marcelo Allemant   |
| <b>Linares Abogados</b>                                       | Augusto Linares M., Christian Linares, Sophia Icaza, Aldo Cárdenas, Roberto Noriega, Alexandra Vargas |
| <b>Muñiz Olaya Melendez Castro Ono &amp; Herrera Abogados</b> | Freddy Rojas Lopez  |
| <b>Silva Abogados</b>   | Fernando Silva La Rosa  |
| <b>Souza &amp; Nakazaki</b>                                   | César Nakazaki  |
| <b>Yon Ruesta Sanchez Malago &amp; Bassino</b>                | Roger Yon   |
| <b>RECOMMENDED</b>  |   |
| <b>Dentons</b>  | Claudio Cajina  |
| <b>Estudio Olaechea</b>                                       | Diego Abeo Sabogal  |
| <b>Estudio Torres y Torres Lara Abogados</b>                  | Percy Huaroc  |
| <b>Philippi, Prietocarrizosa Ferrero DU &amp; Uria</b>        | Daniel Ramos  |
| <b>Rodas &amp; Asociados</b>                                  | Carlos Rodas  |
| <b>Santiváñez Antúnez Abogados</b>                            | Juan José Santiváñez Antúnez, Carlos Villafuerte  |
| <b>Seminario Sayan Abogados</b>                               | Gustavo Seminario   |
| <b>Valverde, Morales &amp; Marticorena</b>                    | Vanessa Valverde, Julio Morales, Hugo Marticorena   |



Our analysis

**CMB - CORTEZ MASSA BELLO:  
WHITE COLLAR CRIME AND COMPLIANCE EXCELLENCE**



Luis Felipe Cortez

**Key figures:**  
Luis Felipe Cortez, Jorge Massa and Christian Bello  
**Established:** 1995

**Track record:** The firm, one of the largest practices in the country to exclusively specialize in white collar crime, has added several clients in the past 12 months such as Ripley, Talma, Sandoval, Servicentro Titi, Asociación Civil San Juan Bautista, Mitsui del Perú, Industrias Nettalco, Efide, Isege Peru, Cobra Instalaciones y Servicios, Minera Hochschild, Grupo Gloria, TDM Asfaltos, Laboratorios Bagó.

**Team & differentiation:** Three partners, each with more than 20 years' experience, lead the firm, which provides a range of criminal litigation services and has taken part in cases throughout the country. It also acts as expert witness in criminal law cases and advises on compliance. The firm has five experts trained in criminal compliance, allowing it to provide tailor-made preventive advice.

**SILVA ABOGADOS:  
OVER 20 YEARS' EXPERIENCE IN CRIMINAL LAW**



Fernando Silva La Rosa

**Key figures:**  
Fernando Silva La Rosa  
**Established:** 2004

**Track record:** Very active during the past 18 months, having handled over 300 white collar crime cases, the firm is particularly appreciated for its cutting-edge expertise providing advice in criminal, judicial and constitutional law matters in different processes related to economic crime. The firm has participated in some of the most emblematic and complex cases in the country in the past two decades.

**Team & differentiation:** Criminal litigation specialist Fernando Silva represents corporations, companies and national organizations as well as individuals before judicial and constitutional courts. The firm has four counsel, one associate and several other lawyers, including paralegals and interns. The team acts in cases before the judiciary and provides specialized consultancy services in criminal defense strategy.

**CARO & ASOCIADOS:  
LEADER IN THE CRIMINAL AND COMPLIANCE ARENAS**



Dino Carlos Caro

**Key figures:**  
Dino Carlos Caro and Luis Miguel Reyna Alfaro  
**Established:** 2005

**Track record:** The white-collar crime department has an outstanding record in the resolution of criminal cases and in the prevention of conflicts, setting important precedents in the legal field. Its client roster includes major companies from sectors such as mining, energy, construction, and oil & gas. It recently established a dispute resolution and litigation practice area.

**Team & differentiation:** Dino Carlos Caro is a name that always crops up when people talk about the best white-collar-crime lawyers in Peru. For years, his boutique has focused on white-collar crime matters, and it recently developed a practice area for dispute resolution. Caro is also active in compliance issues, and is the founder and president of the Peruvian Compliance Association.

**SANTIVÁÑEZ ANTÚNEZ ABOGADOS:  
SPECIALIZED IN HIGHLY COMPLEX LITIGATION**



Juan José Santiváñez Antúñez

**Key figures:**  
Juan José Santiváñez Antúñez and Carlos Villafuerte  
**Established:** 2017

**Track record:** This boutique law firm is well-equipped to advise on civil and administrative litigation, criminal and administrative law and compliance matters. Also noted for its ample expertise in arbitration both as lawyers and arbitrators. The firm advises on different civil litigations and in the implementation of criminal compliance programs in a wide range of economic sectors.

**Team & differentiation:** Juan José Santiváñez Antúñez is an expert in litigation and is the firm's lead litigation practitioner for criminal, constitutional and disciplinary processes. Carlos Villafuerte heads the compliance practice. Five other lawyers, who variously specialize in criminal law, administrative, labor, constitutional and civil litigation and arbitration, complete the team. Last year, the firm opened offices in Chile.

**BENITES, VARGAS & UGAZ:  
MARKET-LEADING CRIMINAL PRACTICE**



José Ugaz

**Key figures:**  
José Ugaz, Luis Vargas Valdivia, Roberto Pereira and Carlos Samamé.  
**Established:** 1996

**Track record:** The firm's lawyers are skilled at the prevention of criminal contingencies in corporate, contractual, tax and business transactions, as well participating in criminal proceedings and prosecution investigations. The team assists different offices of the judiciary, ministry of justice and the Congress of the Republic of Peru. Clients include Interbank, Telefonica Group, Cosapi, Scotiabank, Credicorp, OHL, Nestlé and Belcorp.

**Team & differentiation:** The firm is the only Peruvian member of Trace, one of the world's largest anti-bribery organizations. In 2019 it became the first Peruvian law firm to obtain the Clean Hands certification, issued by SMC Slovensko a.s., in acknowledgment of the firm meeting the highest national and international ethical and transparency standards. Recently, Carlos Samamé was promoted to partner.



**METHODOLOGY**

**The criteria are:**

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

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

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

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

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

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

## INSURANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES  |
|---|--|
| <b>LEADING</b>  |  |
| Kennedys Peru   | Marco Rivera Noya  |
| Osterling Abogados  | Enrique Ferrando, Gabriel Loli   |
| <b>EXCELLENT</b>  |  |
| Miranda & Amado   | Rafael Corzo   |
| Quiroga & Barton Abogados                                 | Manuel Quiroga Suito, Giancarlo Mandriotti, Victor Custodio, Jorge Acevedo |
| <b>HIGHLY RECOMMENDED</b>                                 |  |
| Arbe Abogados   | Omar Córdova Cordovi   |
| Estudio Mario Castillo Freyre                             | Mario Castillo   |
| Miraglia & Miraglia Abogados                              | Claudia Miraglia   |
| Torres Carpio Portocarrero & Richter Abogados             | Pedro Richter  |
| Rodrigo Elías & Medrano Abogados                          | Renzo Carrasco   |
| <b>VALUABLE PRACTICE</b>                                  |  |
| Estudio Arca & Paoli Abogados                             | Francisco Arca Patiño, Carla Paoli   |
| Estudio Echecopar -Member of Baker McKenzie International | Ana María Arrarte, Javier De Belaúnde, Yvo Cuba                            |
| Montezuma Abogados  | Alberto Montezuma Chirinos   |
| Rodríguez Angobaldo Abogados                              | Fernando Rodríguez Angobaldo, Ursula Caro Tumba                            |
| <b>VALUABLE PRACTICE</b>                                  |  |
| Alfaro Legal  | Omar Alfaro  |
| Aramburú Castañeda Boero                                  | Gustavo Ramos Bermejo  |
| Daly, Otero, Flórez & Núñez Del Prado Abogados            | Alonso Nuñez del Prado Simons  |
| Estudio Olaechea  | Manuel Villa-García, Cecilia Catacora, Jesus Matos                         |
| Llona & Bustamante Abogados                               | Juan Prado Bustamante  |
| Philippi, Prietocarrizosa Ferrero DU & Uria               | Leysser Leon   |
| Rafael Prado Litigio Judicial Y Arbitral                  | Américo Hidalgo, Marcial Gutierrez   |
| Simons Boutique De Litigios Y Arbitrajes                  | Adrian Simons, Verónica de Noriega   |
| Vuskovic, Aramburu, Escalante & Asociados                 | Katerina Vuskovic Pérez  |

### QUIROGA & BARTON: SEASONED INSURANCE AND REINSURANCE COUNSEL



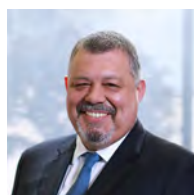
Manuel Quiroga

Key figures:  
Manuel Quiroga,  
Giancarlo Mandriotti,  
Victor Custodio and  
Jorge Acevedo  
Established: 2018

**Track record:** The team has gained a strong reputation in the market for its insurance and reinsurance litigation know-how and strong broking knowledge. It regularly acts for major companies in the market such as Arthur J Gallagher, Lockton and Marsh & McLennan. Its scope of expertise includes not only regulatory and transactional matters, but complex insurance claims chiefly involving the marine, energy, mining, construction, civil liability and health sectors.

**Team & differentiation:** This boutique, created in 2018 by the experienced Manuel Quiroga, has consolidated its position in the market and is fast becoming one of its leading boutiques for insurance and reinsurance broking. Its expertise includes not only regulatory and transactional matters, but also complex insurance claims related to the marine, energy, mining, construction, civil liability and health-care sectors.

### OSTERLING ABOGADOS: HIGHLY RELIABLE ADVISOR FOR INSURANCE LITIGATION MATTERS



Enrique Ferrando

Key figures: Enrique  
Ferrando, Gabriel Loli,  
Mauricio Martínez  
and Fernando Allasi  
Established: 1980

**Track record:** The firm is expert in Peruvian law regarding insurance and reinsurance covering the full spectrum of both practices. It regularly assists major players in the market, such as Mapfre, Startone, Zurich, Allianz, Genworth, AmTrust and Rimac. It also has strong international expertise in the aforementioned areas and a solid litigation and arbitration background as well.

**Team & differentiation:** Not only well known for its capabilities in judicial and arbitral procedures, the team benefits from deep, sector-specific knowledge in areas such as insurance, reinsurance, construction & engineering and energy. The knowhow they have gained not only as counsel but also arbitrators – Ferrando has a strong reputation as an arbitrator – and expert witnesses is a major selling point.



## COMPLIANCE & FRAUD

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES                                    |
|---|--|
| <b>EXCELLENT</b>                            |  |
| EY  | Rafael Huaman, Cecilia Melzi, Joaquin Valdivia |
| <b>HIGHLY RECOMMENDED</b>                   |  |
| Invextiga                                   | Edmundo Lizarzaburu                            |
| PwC Peru                                    | Nancy Yong                                     |
| <b>RECOMMENDED</b>                          |  |
| Baker Tilly Peru (Noles Montebianco & Asoc) | Luis Adolfo Meneses Romero                     |
| BDO Perú                                    | Miguel Lopez de Romaña Stein                   |
| Lima Law Partner                            | Caridad Molina Ortega                          |
| Nucleus Consultores Partner                 | Elsa Huarcaya                                  |
| Numa Consultoría                            | Roxana Elías                                   |
| PKF Vila Naranjo                            | Renato Vila Skrzypek                           |

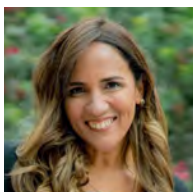
## STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                             | KEY FIGURES                                |
|----------------------------------|--|
| <b>EXCELLENT</b>                 |  |
| Apoyo Comunicación               | Gabriel Ortíz de Zevallos, Bernardo Oliart |
| Llorente y Cuenca                | Luis Miguel Peña                           |
| <b>HIGHLY RECOMMENDED</b>        |  |
| Adn Consultores                  | Mario Saldaña, Yvonne García               |
| Aktiva Group                     | Hector Agui                                |
| Azerta                           | Gayetana Aljovin, Alvaro Delgado           |
| Bcw Peru (Burson Cohn & Wolfe)   | Carolina Palacios                          |
| Café Taipá                       | Milton Vela Valencia                       |
| Chisac                           | Pedro Salinas                              |
| DAR – marcas con propósito       | Mariana Velarde Gutierrez                  |
| Efecto Estrategia Comunicaciones | César Cárdenas, David Hochstadter          |
| Lupú & Asociados                 | Marco Antonio Lupú Campos                  |
| Métrica Comunicación             | Pablo Cateriano                            |
| Paul Remy (Independent)          | Paul Remy                                  |
| Realidades                       | Luis Avellaneda                            |
| Toc Asociados                    | Maribel Toledo Ocampo                      |

#### TOC ASOCIADOS:



Maribel Toledo-Ocampo Aguayo

Key figure:  
Maribel Toledo-Ocampo  
Aguayo  
Established: 2013

**Track record:** The firm is well versed at providing strategic communication in reputation management and public relations matters. It advises on a wide range of services spanning the design of communication strategies, crisis prevention and relationships with local, regional and national authorities, on top of content creation and consultancy. Among its clients are: Entel, Interbank, Huawei, Samsung, BCP and Microsoft.

**Team & differentiation:** The firm has 31 specialists, including four directors and several journalists and PR experts. With over 15 years' experience in investigative journalism and corporate communications, CEO Maribel Toledo-Ocampo Aguayo, has extensive media experience and an excellent reputation in the Peruvian market. She is on the Women in Tech Communications Advisory Board.



## FORENSICS & COMPLEX INVESTIGATIONS

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                       | KEY FIGURES                               |
|----------------------------|---|
| <b>LEADING</b>             |   |
| <b>EY</b>                  | Rafael Huamán                             |
| <b>FTI Consulting</b>      | Alejandro Hristodulopulos                 |
| <b>EXCELLENT</b>           |   |
| <b>Control Risks</b>       | Nicolas Letts                             |
| <b>Deloitte</b>            | Fernando Oliva                            |
| <b>Guidepost Solutions</b> | Yohir Akerman                             |
| <b>KPMG</b>                | Marcelo de Angelo, Armando Briceño        |
| <b>PwC</b>                 | Nancy Yong, Alexander García              |
| <b>HIGHLY RECOMMENDED</b>  |   |
| <b>BDO</b>                 | Miguel Lopez de Romaña, Flavio San Martín |
| <b>DSA Russell Bedford</b> | Luis Acosta                               |
| <b>Grant Thornton</b>      | Juan Carlos Basurco                       |
| <b>Protiviti</b>           | Marco Villacorta                          |
| <b>Ratsel</b>              | Yurani Gomez                              |

#### FTI CONSULTING: MULTIDISCIPLINARY RESOURCES AND EXPERTISE



Michael Cullen

Key figures:  
Michael Cullen,  
Alejandro Hristodulopulos  
and Pablo Amaya  
Established: 2007

**Track record:** FTI Consulting offers a full suite of services designed to help customers throughout the business cycle such as global risks and investigations, forensic accounting and advisory services, strategic communications and compliance. The firm has participated in pre-investment risk consultancy for a metallurgical company in Cajamarca, Peru as well as in forensic auditing to investigate allegations of corruption.

**Team & differentiation:** The team is comprised of experts recognized regionally and internationally for their depth of knowledge and the positive impact they make with clients. Managing Director Michael Cullen specializes in complex, cross-border deals, disputes and arbitrations in Latin America. Alejandro Hristodulopulos leads the global risks and investigation practice of FTI Consulting's Latin America and Pablo Amaya is head of the disputes and arbitration practice in Latin America.

# URUGUAY

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## COMPLIANCE & FRAUD

### Best Law Firms

The firms are ordered alphabetically

| FIRM                           | KEY FIGURES            |
|--------------------------------|------------------------|
| <b>HIGHLY RECOMMENDED</b>      |                        |
| Bado Kuster Zerbino & Rachetti | Javier Fernandez       |
| Bergstein Abogados             | Guillermo Duarte       |
| Bragard                        | Jean Jacques Bragard   |
| Brum Costa Abogados            | Leonardo Costa Franco  |
| Ferrere                        | Isabel Laventure       |
| Guyer & Regules                | Florencia Castagnola   |
| Rueda Abadi Pereira            | Rafael García Martinez |

## STRATEGIC COMMUNICATION & CRISIS MANAGEMENT

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                                  | KEY FIGURES      |
|---------------------------------------|------------------|
| <b>LEADING</b>                        |                  |
| Quatromanos                           | Alvaro Amoretti  |
| <b>EXCELLENT</b>                      |                  |
| Butler Posicionamiento & Comunicación | Alejandro Butler |
| Improfit Casa De Comunicación         | Daniel Laino     |
| Mernies Consultores                   | Raúl Mernies     |
| Pauletti Comunicación                 | Leandro Pauletti |
| Signo Consultores En Comunicación     | Iván Kirichenko  |

## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                               | KEY FIGURES                         |
|------------------------------------|-------------------------------------|
| <b>LEADING</b>                     |                                     |
| Chaves Bordes                      | Gustavo Bordes, Gaston Chaves       |
| Estudio Jorge Barrera              | Jorge Barrera                       |
| Gonzalo Fernandez Abogados         | Gonzalo Fernandez                   |
| <b>EXCELLENT</b>                   |                                     |
| Andrés Ojeda Abogados              | Andrés Ojeda                        |
| Della Valle Balbi                  | Alejandro Balbi, Victor Della Valle |
| Molinari Gatto Cunéo Abogados      | Pablo Donnangelo                    |
| Pereira Schurmann                  | Jorge Pereira Schurmann             |
| <b>HIGHLY RECOMMENDED</b>          |                                     |
| ALC (Asesores Legales & Contables) | Ignacio Durán, Gumer Perez          |
| Fagundez & Asesores                | Juan Fagundez                       |
| Macedo Abogados                    | Florencio Macedo                    |
| Scelza & Montano                   | Pedro Montano                       |

#### ANDRÉS OJEDA ABOGADOS: STRENGTH AND EXPERTISE IN WHITE-COLLAR CRIME



Andrés Ojeda

Key figure:  
Andrés Ojeda  
Established: 2011

**Track record:** The firm enjoys a high standing in Uruguay for its successful involvement in some of the country's most sensitive criminal cases. The team is very active in cases related to money laundering, fraud, illicit enrichment and corruption. Clients include major national and international companies from various sectors and the team also handles insurance law cases.

**Team & differentiation:** The firm has a dynamic group of young lawyers with solid experience and a growing reputation. They pride themselves on keeping up to date with changes in the law to be able to offer the best solutions, and on their superior communication strategies. Founding partner Andrés Ojeda is an expert in handling complex white-collar cases and is praised by his peers as a lawyer of potential.

#### JORGE BARRERA & ASOCIADOS: HIGH LEVEL OF SPECIALIZATION IN CRIMINAL MATTERS



Jorge Barrera

Key figure:  
Jorge Barrera  
Established: 1994

**Track record:** The firm specializes in economic criminal law, civil liability, insurance law and notarial matters. Its services include representing clients in matters related to cyber-crime, crimes against freedom of expression, fraud, tax offenses and money laundering prevention. Its client list includes Mapfre, Sura, the doctor's union of Uruguay, UTE and URSEA, among others.

**Team & differentiation:** The team has extensive experience handling criminal matters. It has highly qualified professionals who offer clients efficient service with a personal touch, which takes risk management into account. Founding partner Jorge Barrera is considered a relevant player by his peers in the market for his expertise in complex matters related to fraudulent crime and criminal litigation.



**EUROPE**

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# AUSTRIA

## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                          | KEY FIGURES                                      |
|-------------------------------|--|
| <b>LEADING</b>                |  |
| <b>Cerha Hempel</b>           | Stefan Huber, Hans Kristoferitsch, Peter Lewisch |
| <b>EXCELLENT</b>              |  |
| <b>1 Baker McKenzie</b>       | Alexander Petsche                                |
| <b>Soyer Kier Stuefer</b>     | Roland Kier, Richard Soyer                       |
| <b>2 Dorda</b>                | Florian Kremslehner                              |
| <b>Knoetzl</b>                | Bettina Knoetzl                                  |
| <b>Kollman Wolm</b>           | Lukas Kollmann, Philipp Wolm                     |
| <b>PHH Prochaska Havranek</b> | Stefan Prochaska                                 |
| <b>WKK Law</b>                | Norbert Wess                                     |
| <b>Wolf Theiss</b>            | Clemens Trauttenberg                             |
| <b>HIGHLY RECOMMENDED</b>     |  |
| <b>1 Brandl Talos</b>         | Christopher Schrank                              |
| <b>Petsche Pollak</b>         | Simone Petsche-Demmel, Andreas Pollak            |
| <b>2 Binder Groesswang</b>    | Stefan Albiez                                    |
| <b>DLA Piper</b>              | Georg Krakow, Thomas Kralik                      |
| <b>Schoenherr</b>             | Wolfgang Höller                                  |



# BELGIUM

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## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES   |
|---|---|
| <b>LEADING</b>                                  |   |
| <b>Allen &amp; Overy</b>                        | Joost Everaert  |
| <b>Stibbe</b>                                   | Hans Van Bavel  |
| <b>EXCELLENT</b>                                |   |
| <b>Arcas Law</b>                                | J. Boucher, K.N. Maalouf, V. Autret, S. Koenigsberg, E. Robertson, R. Junck, E. Fisch, L. F. Randall, A. Good |
| <b>Eubelius</b>                                 | Ludovic Malgrain, Jean-Pierre Picca   |
| <b>FLHM Avocats</b>                             | David Père, Cécile Terret   |
| <b>Hirsch &amp; Vanhaelst</b>                   | Dirk Libotte, Joost Verlinden   |
| <b>Lefebvre Arbitration</b>                     | Tom Bauwens, Svjatoslav Gnedasj   |
| <b>Monard Law</b>                               | Adrien Masset   |
| <b>Omega Law</b>                                | Michèle Hirsch  |
| <b>Tetra Law</b>                                | Françoise Lefèvre   |
| <b>HIGHLY RECOMMENDED</b>                       |   |
| <b>Buyle Legal</b>                              | Jean-Pierre Buyle, André-Pierre André-Dumont, Thomas Metzger  |
| <b>Deloitte Legal</b>                           | Jürgen Egger  |
| <b>Dewandeleer &amp; Gillard Advocaten</b>      | Dirk Dewandeleer, Benjamin Gillard  |
| <b>Everest</b>                                  | Stijn De Meulenaer  |
| <b>luxta Legal</b>                              | Pierre Monville, Damien Holzapfel   |
| <b>Janson</b>                                   | François Koning, Dominique Blommaert  |
| <b>Lallemand Legros &amp; Joyn</b>              | Vincent Bodson  |
| <b>Liedekerke</b>                               | Magda Vandebotermet   |
| <b>Linklaters</b>                               | Florence Danis  |
| <b>LMDB</b>                                     | Emmanuel Roger France   |
| <b>Loyens &amp; Loeff</b>                       | Olivier van der Haegen, Clémence Van Muylder  |
| <b>Lydian</b>                                   | Yves Lenders, Jan Hoofens   |
| <b>Quinz</b>                                    | Benoit Alleermesh   |
| <b>Schmitz Jottrand Klees Gernay Risopoulos</b> | André Risopoulos  |
| <b>Strelia</b>                                  | Sébastien Ryelandt  |
| <b>Vanderveeren, Thys, Wauters &amp; De Nys</b> | Pascal Vanderveeren   |
| <b>Verhaegen Walravens</b>                      | Philippe Walravens  |

## INSURANCE LAW & LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                   | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                         |  |
| <b>1</b> Lydian                        | Hugo Keulers, Sandra Lodewijckx, Yves Lenders, Hugo Keulers, Jo Willems  |
| Praxislaw                              | Luc De Caebel, Daniela Bergmans, Paul Depuydt, Mélanie Ghys              |
| <b>2</b> D'Hondt De Caritat & Partners | Régis D'Hondt, Éric Jacques, Thierry De Moor, Christophe van den Hove    |
| Philippe & Partners                    | Denis Philippe, Marc Gouden, Pierre Moreau                               |
| Van Cutsem Wittamer Marnef & Partners  | Bertrand Wittamer, Pierre Beyens, Jan Cuypers                            |
| <b>EXCELLENT</b>                       |  |
| Allen & Overy                          | Tom Schoors  |
| ALTIUS                                 | Alexander Hansebout, Jérôme Vermeylen                                    |
| CMS                                    | Carl Leermakers, Pierre-Axel Chabot, Benoît Vandervelde, Virginie Frémat |
| DLA Piper                              | Pierre Berger, Alexander Hamels, Isabelle Van Biesen                     |
| Estienne & Callewaert                  | Vincent Callewaert, Nicolas Estienne                                     |
| Eubelius                               | Ignace Claeys, Jean-Marc Gollier   |
| Liedekerke                             | Olivier Vanden Berghe  |
| Nautadutilh                            | Stan Brijs   |
| Schuermans                             | Tom Hens, Luc Schuermans, Caroline van Schoubroeck, Kathleen Crommen     |
| Stibbe                                 | Paul Van der Putten, Olivier Stevens                                     |
| <b>HIGHLY RECOMMENDED</b>              |  |
| Adastone Law                           | Stéphanie Golinvaux  |
| Arcas Law                              | Joost Verlinden, Karel Schulpen  |
| Buyle Legal                            | Jean Pierre Buyle  |
| FLHM Avocats                           | Frédéric Leroy, Bernard Leroy  |
| Janson                                 | Paul-Henry Delvaux   |
| LMDB                                   | Ingeborg de Herdt  |
| Monard Law                             | Koen Geelen  |
| Ponet & LVP                            | Wendy Verhees  |
| Quinz                                  | Vincent van Obberghen  |
| Racine                                 | Kathlien Vergels   |
| Schoups                                | Marco Schoups, Bob Goedemé   |

#### VAN CUTSEM WITTAMER MARNEF & PARTNERS: CORE RISK MANAGEMENT EXPERTISE



Bertrand Wittamer

Key figure:  
Bertrand Wittamer  
Established: 1977

**Track record:** Recognized practitioners in the Belgian market, the independent firm acts for many insurers and brokers in the industrial financial risk markets on everything from contract aspects to litigation services. With a thorough knowledge of the Belgian insurance market, the insurance department also assists major international insurers and brokers on their post Brexit-strategies.

**Team & differentiation:** The team of five partners is dedicated to their insurance and reinsurance clients, providing liability law, distribution law, regulatory and compliance advice. It acts for Belgian and international (re)insurance companies, professional organizations, and insurance intermediaries with all kinds of insurance-related issues. They are regular speakers on insurance subjects and publish often on the subject.

#### D'HONDT DE CARITAT & PARTNERS: LEADING INSURANCE BOUTIQUE WITH EXPERT LITIGATORS



Régis D'Hondt

Key figure: Régis D'Hondt  
Established: 2007

**Track record:** With profound knowledge of insurance law, the firm focuses on liability insurance aspects such as corporate, professional, car & traffic, contract and damages claims. It advises in all insurance-related matters, from coverage to litigation, and in disputes, before legal or arbitration courts, and in negotiations intended to iron out disputes.

**Team & differentiation:** This Brussels-headquartered firm is home to five partners and works with national and international companies alike. It is one of the largest independent outfits in Belgium specializing in insurance law matters and has proven, in-depth experience and specialization in areas such as traffic and workplace accidents, and medical errors.



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# DENMARK

## INSURANCE

### Best Law Firms

The firms are ordered alphabetically

| FIRM                                | KEY FIGURES   |
|-------------------------------------|---|
| <b>LEADING</b>                      |   |
| <b>Bech-Bruun</b>                   | Anne Buhl Bjelke, Jes Anker Mikkelsen                         |
| <b>Gorrissen Federspiel</b>         | Henriette Gernaa, Morten Nybom Bethe                          |
| <b>Plesner</b>                      | Torben Bondrop, Charlotte Hasseriis Iversen                   |
| <b>Poul Schmith</b>                 | Henrik Nedergaard Thomsen, Sigrid Majlund Kjærulff, Inge Houe |
| <b>EXCELLENT</b>                    |   |
| <b>Accura Advokatpartnerselskab</b> | Jacob Møller Dirksen  |
| <b>DLA Piper Denmark</b>            | Georg Lett, Pernille Sølling                                  |
| <b>Horten</b>                       | Finn Schwarz, Christina Steen                                 |
| <b>Kennedys</b>                     | Medea Plesner Petersen  |
| <b>Kromann Reumert</b>              | Jakob Rosing, Kim Trenskow, Jens Rostock-Jensen               |
| <b>RECOMMENDED</b>                  |   |
| <b>Andersen Partners</b>            | Ulrik Christrup, Lissi Andersen Roost                         |
| <b>ARK Advokatpartnerselskab</b>    | Jesper Ravn, Anne Mette Myrup Opstrup                         |
| <b>Lundgrens</b>                    | Michael Amstrup, Nicolai Sørensen, Christina Bach Rasmussen   |
| <b>Lundsgaard &amp; Partnere</b>    | Søren Lundsgaard, Saskia Krüger Larsen                        |
| <b>Nielsen Nørager</b>              | Michael Wiisbye, Jan Presfeldt, Michael Kjær Lauritsen        |
| <b>NJORD Law Firm</b>               | Karsten Gudmand-Høyer, Rasmus Paus Torp                       |
| <b>WSCO Advokatpartnerselskab</b>   | Jesper Windahl, Christian Just Werenberg                      |





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# FRANCE

## COMPLIANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                              | KEY FIGURES  |
|-----------------------------------|--|
| <b>LEADING</b>                    |  |
| Hughes Hubbard & Reed             | A.Gaustad, M.Huneke, M-A.Nicolas, N.Tollet, B.Sillaman, K.Abikoff, D.McLaughlin                            |
| Mayer Brown                       | N.Jalabert-Doury, N.Kost de Sèvres, S.Eastwood, J.Sengupta, M.Sancovski, J.Linder                          |
| Norton Rose Fulbright             | Christian Dargham  |
| Skadden                           | J.Boucher, K.N.Maalouf, V. Autret, S.Koenigsberg, E.Robertson, R.Junck, E.Fisch, L. F.Randall, A.Good      |
| White & Case                      | Ludovic Malgrain, Jean-Pierre Picca  |
| <b>EXCELLENT</b>                  |  |
| Addleshaw Goddard                 | David Père, Cécile Terret  |
| Antonin Lévy & Associés           | Antonin Lévy, Ophélie Claude   |
| August Debouzy                    | Benjamin van Gaver, Bernard Cazeneuve  |
| Baker McKenzie                    | Éric Lasry, Iris Barsan, Renaud Jaune  |
| Bougartchev Moyné Associés        | Kiril Bougartchev, Emmanuel Moyné, Geoffroy Goubin   |
| Bredin Prat                       | Jean-Daniel Bretzner, Florian Bouaziz, Didier Martin, Éric Dezeuze, Guillaume Pellegrin, Eve Duminy        |
| Bryan Cave Leighton Paisner       | Constantin Achillas, Claire Fougea, Marion Brière Ségala   |
| Clifford Chance                   | Thomas Baudesson, Charles-Henri Boeringer  |
| Dentons                           | Aurélien Chardeau  |
| Gide                              | Dimitri Dimitrov, Sophie Scemla, Antoine Choffel, Jean-Philippe Pons-Henry, Emmanuel Reille, Bruno Quentin |
| Herbert Smith Freehills           | Jonathan Mattout, Sergio Sorinas   |
| Jones Day                         | Bénédicte Graulle  |
| Latham & Watkins                  | Matthias Rubner, Myria Saarinen, Fabrice Fages, Adrien Giraud, Jacques-Philippe Gunther, Mathilde Saltiel  |
| Quinn Emanuel Urquhart & Sullivan | Kami Haeri, Eric Russo   |
| Taylor Wessing                    | Paul-Albert Iweins, Markus Asshoff, Evelyne Friedel, Gilles Amsallem, Anne-Juliette de Zaluski             |
| Vigo                              | Emmanuel Daoud   |
| <b>HIGHLY RECOMMENDED</b>         |  |
| <b>1</b> Allen & Overy            | Denis Chemla   |
| Ayache                            | M.Ayache, J.Andrez, C.André-Hesse, J.Messeca, G.de Kerviler, M.Pouget, F.Fuchs                             |
| Cabinet Maisonneuve               | Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren   |
| Chemarin & Limbour                | Claudia Chemarin, Matthias Guillou   |
| CMS Francis Lefebvre Avocats      | Jérôme Sutour, Véronique Bruneau Bayard  |
| Cohen & Gresser                   | Muriel Goldberg Darmon, Loïc Henriot, Guillaume Guérin   |
| Cohen-Tanugi Avocats              | Laurent Cohen-Tanugi, Emmanuel Breen   |
| De Gaulle Fleurance & Associés    | Pierrick Le Goff, Matthieu Dary, Thierry Titone  |
| Fleurus Avocats                   | Fleur Jourdan  |
| Franklin                          | Serge Durox, Myriam de Gaudusson, Patrick Thiébart, Michel Sapin, Valérie Aumage                           |
| GGV Avocats                       | Bénédicte Querenet-Hahn  |
| Hogan Lovells                     | Arthur Dethomas, Christelle Coslin   |
| Huc-Morel Labrousse Associés      | Cédric Labrousse, Nicolas Huc-Morel, Julie Fréal-Saison  |
| Jeantet                           | Philippe Portier, Lorraine Donnedieu de Vabres-Tranié, Martine Samuelian, Frédéric Sardain                 |



## FRANCE

|   |  |
|---|--|
| <b>Kramer Levin</b>                         | Dana M. Anagnostou, Wadie Sanbar, Hugues Bouchetemble, Dominique Pénin                             |
| <b>Linklaters</b>                           | T.Elkins, J-C.Jaïs, A.Wachsmann, L.Vuidard, A.de La Cotardière, P.Debré, E.Hannezo                 |
| <b>McDermott Will &amp; Emery</b>           | Alexis Werl  |
| <b>Navacelle</b>                            | Stéphane De Navacelle, Julie Zorrilla, Clémentine Duverne  |
| <b>Noëlle Lenoir Avocats</b>                | Noëlle Lenoir  |
| <b>Paul Hastings</b>                        | Philippe Bouchez El Ghozi, Pierre Kirch, Nicola Bonucci, Camille Paulhac                           |
| <b>PBA Legal</b>                            | N.Blanchenay, J-F.Tréton, P.Bathmanabane, P.Pech de laclause, E.Gouesse                            |
| <b>Simmons &amp; Simmons</b>                | Etienne Kowalski, Jacques-Antoine Robert, Alexandre Regniault                                      |
| <b>Squair</b>                               | Maria Lancri   |
| <b>Veil Jourde</b>                          | Pierre-François Veil, François Esclatine, Georges Jourde, Jean Veil                                |
| <b>2 Baro Alto</b>                          | Caroline Joly, Géraldine Brasier Porterie, Pierrick Jupile-Boisverd                                |
| <b>Bird &amp; Bird</b>                      | Thomas Oster, Ariane Mole, Merav Griguer, Cathie-Rosalie Joly                                      |
| <b>Boken Avocats</b>                        | Antoine Beauquier, Franck Poindessault   |
| <b>Cleary Gottlieb Steen &amp; Hamilton</b> | Amélie Champsaur, Jean-Yves Garaud, Guillaume de Rancourt  |
| <b>Dechert</b>                              | Karen Coppens, Jacques Sivignon, Laurent Martinet  |
| <b>Feugère Avocats</b>                      | William Feugère, Antoine Moizan  |
| <b>Guillemin Flichy</b>                     | Alexis Guillemin, Thibault Guillemin, Stéphane Flichy  |
| <b>Kersus</b>                               | Florence Richard, Jacques Dubourg  |
| <b>Pinsent Masons</b>                       | Melina Wolman, Valérie Blandeau  |
| <b>Rödl &amp; Partner</b>                   | Hugues Boissel Dombreval, Jean-Yves Trochon  |
| <b>Soulez Larivière &amp; Associés</b>      | Daniel Soulez Larivière, Capucine Lanta de Bérard  |
| <b>Spitz Poulle Kannan</b>                  | Jean-Baptiste Poulle, Arut Kannan, Nicolas Spitz   |
| <b>Stas &amp; Associés</b>                  | Caroline Toby, Renaud Semerdjian   |
| <b>Temime</b>                               | Léon Del Forno, Julia Minkowski, Olinka Malaterre  |
| <b>Vasco Avocats</b>                        | Christophe Curtelin, Bénédicte Demangeat   |
| <b>Visconti &amp; Grundler</b>              | Benjamin Grundler  |
| <b>Willkie Farr &amp; Gallagher</b>         | Dominique Mondoloni, Grégoire Bertrou  |
| <b>RECOMMENDED</b>                          |  |
| <b>3Dtic Avocats</b>                        | Dominique Dedieu   |
| <b>Advant Altana</b>                        | Philippe Goossens  |
| <b>Arago</b>                                | Hervé Catteau  |
| <b>Aramis</b>                               | Aurélien Condomines  |
| <b>Astrée Avocats</b>                       | Isabelle Monin Lafin   |
| <b>Bass Mazon Associés</b>                  | François Mazon, Christophe Bass  |
| <b>Chaintrier Avocats</b>                   | Cédric Putigny-Ravet, Benoît Derieux   |
| <b>Coat Haut De Sigy De Roux</b>            | Julian Christen Coat, Claire de Haut de Sigy, Louis-Marie de Roux                                  |
| <b>Derriennic Associés</b>                  | Bruno Ducoulombier, François-Pierre Lani, Emmanuel Benoit  |
| <b>DS Avocats</b>                           | F.Bellanca, Y.Martinet, G.Beauchet, J.Peltzman, B.Charrière Bournazel, S.Hadri, P.Savin, J-M.Salva |
| <b>Duhamel</b>                              | Jérémie Duhamel  |
| <b>Grenier Avocats</b>                      | Patrice Grenier  |
| <b>King &amp; Spalding</b>                  | Ruxandra Lazar, Jean Tamalet   |
| <b>La Garanderie Avocats</b>                | Dominique de la Garanderie, Bertrand Merville, Stéphanie Serror                                    |
| <b>Lawint</b>                               | Alexandre Diehl  |
| <b>Lazarègue Avocats</b>                    | Alexandre Lazarègue  |
| <b>LPA-CGR Avocats</b>                      | Alexandre de Konn  |
| <b>PwC Société d'Avocats</b>                | Hannes Scheibitz, Lionel Yemal, Sandrine Cullaffroz-Jover, Edith Baccichetti                       |
| <b>Rimon Law</b>                            | Stephanie De Giovanni  |
| <b>Squire Patton Boggs</b>                  | Stéphanie Faber  |
| <b>UGGC Avocats</b>                         | Thierry Dal Farra, Franck Lepron, Benjamin de Sevin, Edouard Caupert, Corinne Khayat               |
| <b>Verdun Verniole Avocats</b>              | Franck Verdun  |
| <b>VALUABLE PRACTICE</b>                    |  |
| <b>Astaé Avocats</b>                        | Philippe Ravisy  |
| <b>DL Avocats</b>                           | Daphné Latour  |
| <b>FMA Avocats</b>                          | Olivier Laffitte   |
| <b>Impala Avocats</b>                       | Julie Prost  |
| <b>Klaeser Avocats</b>                      | Tatjana Klaeser  |
| <b>Lawins</b>                               | Céline Lemoux, Julien Bessermann   |
| <b>RCCL Avocats</b>                         | Thomas Charat  |



## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES  |
|---|--|
| <b>LEADING</b>                              |  |
| <b>1</b> Bredin Prat                        | Éric Dezeuze, Guillaume Pellegrin  |
| Temime                                      | H. Temime, J. Minkowski, C. Dreyfus-Schmidt, M. Reynaud, L. Del Forno, O. Malaterre, H. Teboul |
| <b>2</b> Advant Altana                      | Philippe Goossens  |
| Allen & Overy                               | Denis Chemla, Hippolyte Marquetty  |
| Antonin Lévy & Associés                     | Antonin Lévy, Ophélie Claude, Joris Monin de Flaugergues                                       |
| Bougartchev Moyné Associés                  | Emmanuel Moyné, Kiril Bougartchev, Geoffroy Goubin   |
| Cabinet Maisonneuve                         | Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren                                   |
| Chemarin & Limbour                          | Claudia Chemarin, Matthias Guillou   |
| Darrois Villey Maillot Brochier             | Christophe Ingrain, Jean-Michel Darrois, Cyril Bonan, Rémi Lorrain                             |
| Delecroix Gublin                            | Fabienne Delecroix, Alexis Gublin  |
| François Saint-Pierre                       | François Saint-Pierre  |
| French Cornut-Gentille & Associés           | Pierre Cornut-Gentille, Pauline Lambouroud   |
| Haïk & Associés                             | Jacqueline Laffont, François Artuphel, Maxime LOUVET   |
| Huc-Morel Labrousse Associés                | Cédric Labrousse, Nicolas Huc-Morel, Julie Fréal-Saison  |
| Kiejman & Marembert                         | Georges Kiejman, Thierry Marembert, Paul Le Fèvre  |
| King & Spalding                             | Jean Tamalet   |
| Le Borgne Saint-Palais Associés             | Christian Saint-Palais, Jean-Yves Le Borgne  |
| Marsigny Gosset Avocats                     | Emmanuel Marsigny, Louis Guesdon, Cyril Gosset   |
| Stas & Associés                             | Caroline Toby, Francis Szpiner, Christophe Ayela, Renaud Semerdjian, Vincent Nioré             |
| Veil Jourde                                 | Jean Veil, Georges Jourde, Pierre-François Veil, François Esclatine                            |
| Vigo  | Emmanuel Mercinier - Pantalacci, Emmanuel Daoud, Julie Ferrari, César Ghrénassia               |
| Visconti & Grundler                         | Benjamin Grundler, Julien Visconti   |
| White & Case                                | Jean-Pierre Picca, Ludovic Malgrain, Jean-Lou Salha  |
| <b>EXCELLENT</b>                            |  |
| <b>1</b> August Debouzy                     | Basile Ader, Benjamin van Gaver, Astrid Mignon Colombet, Valérie Munoz-Pons                    |
| BFPL Avocats                                | Arnault Buisson-Fizellier, Christophe Pech de Laclause, François Berbinau, Amaury Sonet        |
| Boken Avocats                               | Antoine Beauquier, Silvia Lepel  |
| Cabinet Thierry Herzog                      | Thierry Herzog   |
| Emmanuelle Kneusé                           | Emmanuelle Kneusé  |
| FTMS Avocats                                | Pierre-Olivier Sur, Mathias Chichportich   |
| Fédida Fabreguettes Associés                | Jean-Marc Fedida, Julie Fabreguettes   |
| Gide  | A. Boulanger, J-P. Pons-Henry, P. Quart, B. Quentin, S. Scemla, G. Navarro                     |
| Gutkès Avocats                              | Olivier Gutkès   |
| Herbert Smith Freehills                     | Jonathan Mattout   |
| Hogan Lovells                               | Arthur Dethomas, Christelle Coslin   |
| Hughes Hubbard & Reed                       | Felix De Belloy, Marie-Agnès Nicolas   |
| Lombard Baratelli & Associés                | Céline Astolfe, Marie Courpied-Baratelli, Olivier Baratelli, Christophe Rélu                   |
| Paul Hastings                               | Philippe Bouchez El Ghazi, Nicola Bonucci  |
| PBA Legal                                   | Emmanuel Gouesse, Philippe Pech de laclause  |
| Quinn Emanuel Urquhart & Sullivan           | Kami Haeri, Eric Russo   |
| Reinhart Marville Torre                     | Jean Reinhart, Olivier Bluche, Louis-Marie Absil, Agathe Moreau                                |
| Schapira Associés                           | Sébastien Schapira   |
| Soulez Larivière & Associés                 | Aurélia Grignon, Capucine Lanta de Bérard  |
| Taylor Wessing                              | Paul-Albert Iweins, Philippe Glaser, Benoit Goulesques-Monaux                                  |
| <b>2</b> Addleshaw Goddard                  | David Père, Cécile Terret  |
| Ayache                                      | Michel Ayache, Julien Andrez   |
| Baro Alto                                   | Géraldine Brasier Porterie, Pierrick Jupile-Boisverd, Caroline Joly                            |
| Betto Perben Pradel Filhol                  | Martin Pradel  |
| Beylouni Carbasse Guény Valot Vernet - BG2V | Karim Beylouni, Julien Vernet  |
| Bochamp                                     | François Géry, Nicolas Demard  |



## FRANCE

|   |   |
|---|---|
| <b>Bonifassi Avocats</b>                      | Stéphane Bonifassi  |
| <b>Bryan Cave Leighton Paisner</b>            | Philippe Métais, Elodie Valette   |
| <b>Chabert Avocats</b>                        | Benoît Chabert  |
| <b>Cleary Gottlieb Steen &amp; Hamilton</b>   | Jean-Yves Garaud  |
| <b>Clifford Chance</b>                        | Thomas Baudesson, Charles-Henri Boeringer   |
| <b>Coat Haut De Sigy De Roux</b>              | Claire de Haut de Sigy, Julian Christen Coat, Louis-Marie de Roux                       |
| <b>Consigny Monclin Bellour &amp; Bohbot</b>  | Charles Consigny, Gaspard de Monclin, Nawel Bellour, Benjamin Bohbot                    |
| <b>Courrégé Foreman</b>                       | Mauricia Courrégé, Simon Foreman, Aurélie Girault                                       |
| <b>Dalmasso</b>                               | Thierry Dalmasso  |
| <b>De Castro &amp; Stasse</b>                 | Julia Stasse, François De Castro, Laureen Kraftchik                                     |
| <b>Dentons</b>                                | Aurélien Chardeau   |
| <b>Doumic Avocats</b>                         | Solange Doumic, Alix de Saint Germain   |
| <b>Farthouat Avocats</b>                      | Nicolas Boulay, Christophe Llorca, Nicolas Cassart, Laurence Marot                      |
| <b>Feugère Avocats</b>                        | William Feugère, Antoine Moizan   |
| <b>Flécheux &amp; Associés</b>                | Xavier Flécheux   |
| <b>Guillemin Flichy</b>                       | Stéphane Flichy, Thibault Guillemin   |
| <b>Henri Leclerc &amp; Associés</b>           | Nathalie Senyk, Frédérique Baulieu  |
| <b>Ingouf Avocats</b>                         | Marie-Laure Ingouf  |
| <b>Lantourne &amp; Associés</b>               | Maurice Lantourne, Flavie Hannoun, Gauthier Doré  |
| <b>Lasek Avocats</b>                          | Céline Lasek  |
| <b>Levy &amp; Soussen</b>                     | Charles-Emmanuel Soussen, Jean-Paul Lévy  |
| <b>Lussan</b>                                 | François Martineau, Jean-Yves Dupeux, Xavier Autain, Beatriz de Silva, Étienne Gastbled |
| <b>Lysias Partners</b>                        | Pierre-Emmanuel Blard, Jean-Pierre Mignard  |
| <b>McDermott Will &amp; Emery</b>             | Alexis Werl   |
| <b>Montbrial Avocats</b>                      | Thibault De Montbrial   |
| <b>Navacelle</b>                              | Stéphane De Navacelle, Julie Zorrilla   |
| <b>Nerio Avocats</b>                          | Éric Deprez, Alain Salgado  |
| <b>Normand &amp; Associés</b>                 | Xavier Normand-Bodard, Ralph Boussier, Renaud Le Gunehec                                |
| <b>Norton Rose Fulbright</b>                  | Christian Dargham   |
| <b>Obadia &amp; Stasi</b>                     | Sophie Obadia, Mario Pierre Stasi   |
| <b>Oplus Avocats</b>                          | Benjamin Mathieu, Laurence Dauxin-Nedelec, Baptiste de Fresse de Monval, Olivier Pardo  |
| <b>Peltier Juvigny Marpeau &amp; Associés</b> | Frédéric Peltier, Clement Wierre  |
| <b>Seattle Avocats</b>                        | Emmanuel Tordjman, François de Cambiaire, Maud Toutou                                   |
| <b>Steru Baratte</b>                          | Edouard Steru   |
| <b>Teitgen &amp; Viottolo</b>                 | Francis Teitgen   |
| <b>Vey &amp; Associés</b>                     | Antoine Vey   |
| <b>Weil, Gotshal &amp; Manges</b>             | Didier Malka  |
| <b>Willkie Farr &amp; Gallagher</b>           | Dominique Mondoloni, Grégoire Bertrou   |
| <b>HIGHLY RECOMMENDED</b>                     |   |
| <b>1 28 octobre</b>                           | David Koubbi  |
| <b>ABPA</b>                                   | David Apelbaum, Margaux Poincloux, Michaël Bendavid                                     |
| <b>Alerion</b>                                | Sibylle Mareau, Jacques Bouyssou  |
| <b>Bass Mazon Associés</b>                    | Christophe Bass, François Mazon   |
| <b>Bosco Avocats</b>                          | Thomas Heintz, Jean-François Pardinielli  |
| <b>Bourdon &amp; Associés</b>                 | William Bourdon, Amélie Lefevre, Apolline Cagnat, Vincent Brengarth, Sandrine Richer    |
| <b>Cabinet Neuer</b>                          | Jean-Jacques Neuer  |
| <b>Chatain &amp; Associés</b>                 | Antoine Chatain, Camille Potier   |
| <b>Cohen &amp; Gresser</b>                    | Loïc Henriot  |
| <b>Dartevelle &amp; Dubest</b>                | Fabrice Dubest, Philippe Rossignol, Vincent Blondeau                                    |
| <b>Dechert</b>                                | Karen Coppens   |
| <b>Delsol Avocats</b>                         | Alexis Chabert, Thomas Amico  |
| <b>Friedland</b>                              | Alexandre Couilliot   |
| <b>Grall &amp; Associés</b>                   | Jean-Christophe Grall, Nathalia Kouchnir-Cargill, Thomas Lamy, Charles-Henri Calla      |
| <b>J.p. Karsenty &amp; Associés</b>           | Thomas Ricard, Matthieu Chirez, Paul Ricard   |
| <b>Jeantet</b>                                | Philippe Portier, Martine Samuelian, Xavier Pernot                                      |
| <b>Jones Day</b>                              | Bénédicte Graulle   |
| <b>Kosma</b>                                  | Noémie Ohana, Sarah Kryz  |



## FRANCE

|                    |                                   |  |
|--------------------|-----------------------------------|--|
| ▶                  | <b>Kramer Levin</b>               | Dominique Pénin, Guillaume Forbin  |
|                    | <b>Lamy Lexel</b>                 | Edouard Bertrand, Marie Duverne-Hanachowicz  |
|                    | <b>Laude Esquier Champey</b>      | Richard Esquier, Olivier Laude, Victor Champey, Claire Machureau                               |
|                    | <b>Le 16 Law</b>                  | Samuel Sauphanor   |
|                    | <b>Linklaters</b>                 | Arnaud de La Cotardière, Jean-Charles Jaïs, Eléonore Hannezo                                   |
|                    | <b>LPA-CGR Avocats</b>            | Pascaline Déchelette-Tolot, Alexandre de Konn  |
|                    | <b>Massoni Avocats</b>            | Paul-Philippe Massoni  |
|                    | <b>Osborne Clarke</b>             | Lucie Mongin-Archambeaud   |
|                    | <b>Pons &amp; Carrère</b>         | Frédérique Pons, Nathalie Carrère  |
|                    | <b>Simmons &amp; Simmons</b>      | Jacques-Antoine Robert, Alexandre Regniault, Etienne Kowalski                                  |
|                    | <b>Simon Associés</b>             | David Marais, Sophie Nayrolles   |
|                    | <b>Solférino Associés</b>         | Guillaume Buge, Charlotte Plantin  |
| <b>2</b>           | <b>Adaltys</b>                    | Sylvie Le Damany   |
|                    | <b>Aldébaran</b>                  | Marion Lambert Barre, Fanny Rocaboy  |
|                    | <b>APE Avocats</b>                | Adrien Perrot  |
|                    | <b>Bernard-Hertz-Béjot</b>        | Patrick Bernard  |
|                    | <b>Bersay</b>                     | Jérôme Bersay, Frédéric Flatrès, Mathilde Cousteau   |
|                    | <b>Binsard Martine Associés</b>   | Robin Binsard, Guillaume Martine   |
|                    | <b>Boutron-Marmion Associés</b>   | Pierre-Philippe Boutron-Marmion, Laure Boutron-Marmion   |
|                    | <b>Boyer Fontaine</b>             | Caroline Boyer, Margot Fontaine  |
|                    | <b>BS avocats</b>                 | François Buthiau   |
|                    | <b>Bélot Malan &amp; Associés</b> | Frédéric Bélot   |
|                    | <b>Cabinet Constantin-Vallet</b>  | Charles Constantin-Vallet, Hugo Delage, Paul Leyendecker                                       |
|                    | <b>Cabinet Guerin</b>             | Loïc Guérin  |
|                    | <b>Cabinet Thomas Klotz</b>       | Thomas Klotz   |
|                    | <b>Carlara Avocats</b>            | Marie-Laure Barré, Eric Morain, Fanny Desclozeaux  |
|                    | <b>CCB Avocats</b>                | Christian Charrière-Bournazel  |
|                    | <b>Chapelle Avocat</b>            | Juliette Chapelle  |
|                    | <b>Cornet Vincent Ségurel</b>     | Christian Naux, Bertrand Salmon, Thomas Deschryver, Nicolas De La Taste, Alban Pousset-Bougère |
|                    | <b>D'Antin - Brossollet</b>       | Team of partners   |
|                    | <b>De Pardieu Brocas Maffei</b>   | Dominique Lefort, Patrick Jaïs   |
|                    | <b>DLA Piper</b>                  | Fabien Ganivet, Pierre Stasse  |
|                    | <b>Ebl Lexington Avocats</b>      | Olivier d'Abo  |
|                    | <b>Farge Associés</b>             | Pierre Farge   |
|                    | <b>Frety Avocats</b>              | Antoinette Frety, Edmond-Claude Frety  |
|                    | <b>Gca Associés</b>               | Alexandre Gaudin, Hélène Chardin, Damien Canali  |
|                    | <b>HMN &amp; Partners</b>         | Simon Ndiaye, Juliette Vogel   |
|                    | <b>Kaminski Avocats</b>           | David-Olivier Kaminski   |
|                    | <b>Kennedys</b>                   | Aurélia Cadain, Alexis Valençon  |
|                    | <b>Lerins &amp; BCW</b>           | Antoine A. Camus   |
|                    | <b>Lexcase</b>                    | Hubert Mortemard de Boisse   |
|                    | <b>Margulis Associés</b>          | Sorin Margulis   |
|                    | <b>Marici Avocats</b>             | Brigitte Bézard-de-Rougé   |
|                    | <b>Marquet Sobel Poyer</b>        | Maud Sobel   |
|                    | <b>Mayer Brown</b>                | Émilie Vasseur, Jean-Philippe Lambert  |
|                    | <b>ML&amp;A</b>                   | Michel Laval   |
|                    | <b>Moncey Avocats</b>             | Philippe Lauzeral  |
|                    | <b>Spartans Avocats</b>           | Matthias Pujos   |
|                    | <b>Topaze Avocats</b>             | Laetitia Fayon   |
|                    | <b>Torossian Avocats</b>          | Sévag Torossian  |
|                    | <b>Tosca Avocats</b>              | Laure Tric   |
|                    | <b>UGGC Avocats</b>               | Thierry Dal Farra, Franck Lepron, Julien Mayeras   |
|                    | <b>Vinci Avocats</b>              | Virginie Bouchet   |
| <b>RECOMMENDED</b> |                                   |  |
|                    | <b>Apostrophe</b>                 | Delphine Dendievel   |
|                    | <b>Arago</b>                      | Hervé Catteau  |
|                    | <b>Arma</b>                       | Arnaud Péricard, Maximilien Mattéoli   |
|                    | <b>BCTG Avocats</b>               | Hughes Villey-Desmeserets, Augustin Nicolle  |
|                    | <b>Blackbird Associés</b>         | Georges Sauveur  |
|                    | <b>Bovis Avocats</b>              | Pierre-Henri Bovis   |
|                    | <b>Cabinet Benadava</b>           | Karine Benadava  |



## FRANCE

|  |  |
|--|--|
| <b>Cabinet Forgues Avocats</b>             | Frédéric Forgues   |
| <b>Cabinet Zaks</b>                        | Stéphanie Zaks   |
| <b>Cayol Cahen Tremblay &amp; Associés</b> | Bernard Cahen  |
| <b>CBR &amp; Associés</b>                  | Judith Vuillez, Pierre-Olivier Chartier  |
| <b>Chaintrier Avocats</b>                  | Cédric Putigny-Ravet, Benoît Derieux   |
| <b>Christine Courrégé</b>                  | Christine Courrégé   |
| <b>CLC Avocats</b>                         | Sylvain Cornon   |
| <b>CW Avocats</b>                          | Clémence Witt, Mathieu Chavanne  |
| <b>De Gaulle Fleurance &amp; Associés</b>  | Jean-François Paque, Louis De Gaulle, Vanessa Ruffa, Philippe Moncorps, Georgie Courtois         |
| <b>Deprez Guignot Associés - DDG</b>       | P.Deprez, O.Guidoux, F.Dumont, J-C.André, V.Fauchoux, P.Bonnet, L.Carrié, A.Bregou, J-D.Bouhenic |
| <b>Dolidon Partners</b>                    | Céline Gris, Brice Cotteret, Guillaume Dolidon, Frédéric Maury                                   |
| <b>DS Avocats</b>                          | Arnaud Constant, Guillaume Selnet  |
| <b>Eltea Avocats</b>                       | Pierre-Olivier Martinez, Céline Dilman   |
| <b>Feltesse &amp; Zanatta</b>              | Pierre-François Feltesse, Julien Zanatta   |
| <b>Gasbaoui Avocats</b>                    | Julien Gasbaoui  |
| <b>Gka &amp; Associés</b>                  | Ivan Terel, Patrick Klugman  |
| <b>Godin Associés</b>                      | Vincent Courcelle-Labrousse  |
| <b>Herald</b>                              | Jean Castelain, Stéphane Micheli   |
| <b>Kalliopé</b>                            | Nicolas Contis, Julie Gayrard  |
| <b>Lacamp Avocat</b>                       | Louis Lacamp   |
| <b>Lazarègue Avocats</b>                   | Alexandre Lazarègue  |
| <b>Le 52</b>                               | Morgane Le Hir, Joseph Hazan, Sophie Rey-Gascon, Margot Pugliese                                 |
| <b>Made Avocats</b>                        | Jérémie Dilmi, Alexandra Marinakis   |
| <b>Meridian Avocats</b>                    | Vincent Vilchien   |
| <b>Montpensier Avocats</b>                 | François Honnorat, Sarah Febrinon-Piguet, Juliette Nattier                                       |
| <b>Moulin &amp; Associés</b>               | Pierre Moulin  |
| <b>Poynard Avocat</b>                      | Roland Poynard   |
| <b>Racine</b>                              | Bruno Cavalié, Sandra Graslin-Latour   |
| <b>Ravet &amp; Associés</b>                | Benoît Descours  |
| <b>Rivedroit Avocats</b>                   | Guillaume Krafft   |
| <b>Rondot Eychène Fréminville</b>          | Mathieu Eychène, Guillaume de Fréminville, Jean Rondot   |
| <b>Rousseau &amp; Sussmann</b>             | Alice Rousseau, Arthur Sussmann  |
| <b>Sekri Valentin Zerrouk</b>              | Anne Dumas-L'Hoir  |
| <b>Spring Legal</b>                        | Loris Palumbo  |
| <b>Squair</b>                              | Lucas Sebban, Julie Walrafen, Marion Grégoire, Bruno Welsch                                      |
| <b>Stehlin &amp; Associés</b>              | Marc Pierre Stehlin, Diane Dumas   |
| <b>Stéphane Babonneau Avocat</b>           | Stéphane Babonneau   |
| <b>TNDA</b>                                | Karine Pérotin   |
| <b>Verger Avocats</b>                      | Benoît Verger  |
| <b>Woog &amp; Associés</b>                 | Stéphane Woog, Julien Fiszleiber   |
| <b>Ww Associés</b>                         | Jade Dousselin   |

## VALUABLE PRACTICE

|                                |                                |
|--------------------------------|--------------------------------|
| <b>Belot Avocats</b>           | Jean-Didier Belot              |
| <b>Coblence Avocats</b>        | Benjamin Magnet                |
| <b>Colman Avocats</b>          | Gaël Collin, Céline Chapman    |
| <b>DL Avocats</b>              | Daphné Latour                  |
| <b>Elise Arfi</b>              | Élise Arfi                     |
| <b>Grenier Avocats</b>         | Patrice Grenier                |
| <b>Lmt Avocats</b>             | Olivier Samyn, Emmanuel Fleury |
| <b>Triboulet Avocats</b>       | Francis Triboulet              |
| <b>Vanessa Bousardo Avocat</b> | Vanessa Bousardo               |

## BOUGARTCHEV MOYNE ASSOCIÉS: LEADING CRIMINAL-LAW FIRM



Kiril Bougartchev

Key figure:  
Kiril Bougartchev  
Established: 2017

**Track record:** Experts at handling civil and commercial litigation, the firm acts for clients in major cases involving international corruption and criminal tax cases. Thanks to its many years of multijurisdictional cross-border experience, and membership of extensive legal networks, the team is skilled at advising clients from a vast range of sectors on their most complex matters.

**Team & differentiation:** Revelling in the role of business partner to the client, the high-performance team of partners at Bougartchev Moyne Associés are used to hitting their objectives. With time spent working at prestigious corporate law firms, the team's lawyers approach each case with dedication and diligence, taking time to find innovative solutions that best suit each client.



## INTERNATIONAL &amp; INTERNAL INVESTIGATIONS

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                              | KEY FIGURES  |
|-----------------------------------|--|
| <b>LEADING</b>                    |  |
| <b>1</b> Hughes Hubbard & Reed    | K. Abikoff, M-A. Nicolas, B. Sillaman, M. Huneke, N. Tollet, A. Gaustad, D. McLaughlin                       |
| Norton Rose Fulbright             | Christian Dargham  |
| Skadden                           | E. Robertson, S. Koenigsberg, E. Fisch, V. Autret, J. Boucher, R. Junck, K.N. Maalouf, L.F. Randall, A. Good |
| White & Case                      | Ludovic Malgrain, Jean-Pierre Picca, Jean-Lou Salha, Clara Hainsdorf, Valérie Ménard                         |
| <b>2</b>                          |  |
| Allen & Overy                     | Denis Chemla   |
| Antonin Lévy & Associés           | Antonin Lévy, Ophélie Claude   |
| Baker McKenzie                    | Éric Lasry, Iris Barsan, Renaud Jaune  |
| Clifford Chance                   | Charles-Henri Boeringer, Thomas Baudesson  |
| Herbert Smith Freehills           | Jonathan Mattout, Sergio Sorinas, Marie Louvet   |
| Navacelle                         | Stéphane De Navacelle, Clémentine Duverne, Julie Zorrilla  |
| <b>EXCELLENT</b>                  |  |
| <b>1</b> August Debouzy           | Benjamin van Gaver, Astrid Mignon Colombet, Gilles August, Bernard Cazeneuve                                 |
| Bougartchev Moyne Associés        | Kiril Bougartchev, Emmanuel Moyne, Geoffroy Goubin   |
| Bredin Prat                       | Didier Martin, Eve Duminy, Éric Dezeuze, Jean-Daniel Bretzner, Florian Bouaziz, Guillaume Pellegrin          |
| Cohen-Tanugi Avocats              | Laurent Cohen-Tanugi, Emmanuel Breen   |
| Gide                              | Sophie Scemla, Bruno Quentin, Emmanuel Reille, Jean-Philippe Pons-Henry, Dimitri Dimitrov, Antoine Choffel   |
| Huc-Morel Labrousse Associés      | Nicolas Huc-Morel, Cédric Labrousse, Julie Fréal-Saison  |
| Kiejman & Marembert               | Thierry Marembert, Georges Kiejman, Paul Le Fèvre, Cecile Labarbe  |
| Mayer Brown                       | M. E. Lackey, N. Jalabert-Doury, N. Kost de Sèvres, K.B. Kramer, J. Sengupta, J-P. Lambert, A. Graham        |
| Quinn Emanuel Urquhart & Sullivan | Kami Haeri, Eric Russo   |
| <b>2</b>                          |  |
| Addleshaw Goddard                 | David Père, Cécile Terret, François Alambret   |
| Bryan Cave Leighton Paisner       | Constantin Achillas, Claire Fougea, Marion Brière Ségala   |
| Cabinet Maisonneuve               | Antoine Maisonneuve, Patrick Maisonneuve, Bérénice de Warren   |
| Dechert                           | Karen Coppens, Jacques Sivignon, Laurent Martinet  |
| Delecroix Gublin                  | Alexis Gublin, Fabienne Delecroix  |
| Jeantet                           | Lorraine Donnedieu de Vabres-Tranié, Martine Samuelian, Philippe Portier                                     |
| Jones Day                         | Bénédicte Graulle  |
| Kramer Levin                      | Hugues Bouchetemble, Dominique Pénin, Hubert de Vauplane, Dana M. Anagnostou, Wadie Sanbar                   |
| Latham & Watkins                  | Matthias Rubner, Myria Saarinen, Fabrice Fages, Adrien Giraud, Jacques-Philippe Gunther, Mathilde Saltiel    |
| McDermott Will & Emery            | Alexis Werl  |
| Vigo                              | Emmanuel Daoud, Julie Ferrari, César Ghrénassia  |
| Visconti & Grundler               | Benjamin Grundler  |
| Willkie Farr & Gallagher          | Dominique Mondoloni, Grégoire Bertrou  |
| <b>HIGHLY RECOMMENDED</b>         |  |
| <b>1</b> Ayache                   | M. Ayache, J. Andrez, C. André-Hesse, J. Messeca, G. de Kerviler, M. Pouget, F. Fuchs                        |
| Bird & Bird                       | Thomas Oster   |
| Chemarin & Limbour                | Matthias Guillou, Claudia Chemarin   |
| Cleary Gottlieb Steen & Hamilton  | Guillaume de Rancourt, Jean-Yves Garaud  |
| CMS Francis Lefebvre Avocats      | Jérôme Soutour   |
| Cohen & Gresser                   | Muriel Goldberg Darmon, Loïc Henriot   |





## FRANCE

|   |   |
|---|---|
| <b>De Gaulle Fleurance &amp; Associés</b> | Pierrick Le Goff, Matthieu Dary, Thierry Titone   |
| <b>Dentons</b>                            | Aurélien Chardeau   |
| <b>Feugère Avocats</b>                    | William Feugère, Antoine Moizan   |
| <b>Guillemin Flichy</b>                   | Alexis Guillemin, Thibault Guillemin, Stéphane Flichy   |
| <b>Hogan Lovells</b>                      | Arthur Dethomas, Christelle Coslin  |
| <b>King &amp; Spalding</b>                | Jean Tamalet  |
| <b>Noëlle Lenoir Avocats</b>              | Noëlle Lenoir   |
| <b>Paul Hastings</b>                      | Philippe Bouchez El Ghozi, Pierre Kirch, Nicola Bonucci, Camille Paulhac  |
| <b>Stas &amp; Associés</b>                | Caroline Toby, Renaud Semerdjian  |
| <b>Taylor Wessing</b>                     | Markus Asshoff, Evelyne Friedel, Paul-Albert Iweins, Gilles Amsallem, Anne-Juliette de Zaluski                              |
| <b>Temime</b>                             | J. Minkowski, H.Temime, C. Dreyfus-Schmidt, M. Reynaud, L. Del Forno, O. Malaterre, H. Teboul                               |
| <b>2 Bonifassi Avocats</b>                | Stéphane Bonifassi  |
| <b>Franklin</b>                           | Serge Durox, Myriam de Gaudusson, Patrick Thiébart, Michel Sapin, Valérie Aumage  |
| <b>GGV Avocats</b>                        | Bénédicte Querenet-Hahn   |
| <b>Kersus</b>                             | Florence Richard, Jacques Dubourg   |
| <b>Linklaters</b>                         | A.Wachsmann, M.Petitier, E.Hannezo, C.Colin-Dubuisson, G.Clomes, T.Elkins, P.Debré, J-C.Jais, P.Zelenko, A.de La Cotardière |
| <b>LPA-CGR Avocats</b>                    | Alexandre de Konn   |
| <b>PBA Legal</b>                          | Philippe Pech de laclause, Emmanuel Gouesse, Catherine Popineau-Dehaullon   |
| <b>Pinsent Masons</b>                     | Melina Wolman, Valérie Blandeau   |
| <b>Simmons &amp; Simmons</b>              | Jacques-Antoine Robert, Etienne Kowalski, Alexandre Regniault, Laurence Renard, Claire Le Touzé                             |
| <b>Soulez Larivière &amp; Associés</b>    | Capucine Lanta de Bérard, Daniel Soulez Larivière   |
| <b>Squair</b>                             | Maria Lancri  |
| <b>UGGC Avocats</b>                       | Thierry Dal Farra, Franck Lepron, Benjamin de Sevin, Edouard Caupert  |
| <b>RECOMMENDED</b>                        |   |
| <b>3Dtic Avocats</b>                      | Dominique Dedieu  |
| <b>Advant Altana</b>                      | Philippe Goossens   |
| <b>Aramis</b>                             | Aurélien Condomines, Cédric de Pouzilhac  |
| <b>Baro Alto</b>                          | Caroline Joly, Géraldine Brasier Porterie, Pierrick Jupile-Boisverd   |
| <b>Boken Avocats</b>                      | Antoine Beauquier   |
| <b>Chaintrier Avocats</b>                 | Cédric Putigny-Ravet  |
| <b>Coat Haut De Sigy De Roux</b>          | Claire de Haut de Sigy, Julian Christen Coat, Louis-Marie de Roux   |
| <b>DS Avocats</b>                         | F. Bellanca, Y. Martinet, G. Beauchet, J. Peltzman, B.Charrière Bournazel, S. Hadri, P. Savin, J-M. Salva                   |
| <b>Eversheds Sutherland</b>               | Déborah Attali, Dan Roskis, Gaëtan Cordier  |
| <b>Grandjean Avocats</b>                  | Jean-Pierre Grandjean   |
| <b>Grenier Avocats</b>                    | Patrice Grenier   |
| <b>J.p. Karsenty &amp; Associés</b>       | Matthieu Chirez, Thomas Ricard, Clémence Colin, Jean-Philippe Arroyo  |
| <b>Osborne Clarke</b>                     | Lucie Mongin-Archambeaud  |
| <b>PwC Société d'Avocats</b>              | Hannes Scheibitz, Lionel Yemal  |
| <b>Veil Jourde</b>                        | Jean Veil, Georges Jourde, François Esclatine, Pierre-François Veil   |
| <b>VALUABLE PRACTICE</b>                  |   |
| <b>Arago</b>                              | Hervé Catteau   |
| <b>Astaé Avocats</b>                      | Philippe Ravisy   |
| <b>Astrée Avocats</b>                     | Isabelle Monin Lafin  |
| <b>Klaeser Avocats</b>                    | Tatjana Klaeser   |
| <b>RCCL Avocats</b>                       | Thomas Charat   |



## FINANCIAL FRAUD

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                           | KEY FIGURES   |
|--------------------------------|---|
| <b>LEADING</b>                 |   |
| <b>Accuracy</b>                | Jean-Baptiste de Courcel, Christophe Schmit, Frédéric Loeper, Damien Gros               |
| <b>KPMG</b>                    | Jean-Luc Guitera, Jean-Marc Lefort  |
| <b>PwC</b>                     | Fabienne Borde  |
| <b>EXCELLENT</b>               |   |
| <b>Eight Advisory</b>          | Céline Leroy  |
| <b>EY France</b>               | Antoinette Gutierrez-Crespin  |
| <b>FTI Consulting</b>          | Karl Payeur, Cyril Naudin, Alexandra Schmoll  |
| <b>Kroll</b>                   | Hannah Rossiter, Carine Tourneur, Jacques Giard   |
| <b>Novaminds</b>               | Christine Wrucka  |
| <b>HIGHLY RECOMMENDED</b>      |   |
| <b>Abergel &amp; Associés</b>  | Romain Lobstein   |
| <b>BDO France</b>              | Arnaud Naudan, Anne-Catherine Farlay  |
| <b>Exco Paris Ace</b>          | Emmanuel Charrier, Arnaud Dieumegard  |
| <b>Fip France Sas</b>          | Marc Hürner, Hervé Zany   |
| <b>Forensic Risk Alliance</b>  | Yoursr Khalil, Toby Duthie, Uriel Goldberg  |
| <b>Mazars</b>                  | Luc Marty, Alice Noizet   |
| <b>OCA</b>                     | Mikaël Ouaniche, Constance Monnier-Schlumberger, Pierre Fleckinger                      |
| <b>RECOMMENDED</b>             |   |
| <b>Finexsi</b>                 | C.Lambert, L.Robin, O.Péronnet, O.Courau, J-M.Brichet, V.Collot, O.Roussel, E.Uzzan     |
| <b>Ledouble</b>                | Agnès Piniot, Hervé Gouthier, Olivier Cretté  |
| <b>Ricol Lasteyrie Conseil</b> | René Ricol, Gilles de Courcel, Jean-Charles de Lasteyrie, Philippe Steing, Marie Glomet |
| <b>Walter France</b>           | Florent Pinard  |

#### ACCURACY: INTERNAL AUDIT AND COMPLIANCE EXPERTS



Frédéric Loeper

Key figure:  
Frédéric Loeper  
Established: 2004

**Track record:** Accuracy acts for a high-profile clientele including multinationals and listed companies, during anti-corruption investigations, misappropriation of assets and financial fraud and issues relating to the processing of evidence. The team assists with establishing auditing and compliance programs, as well as carrying out due diligence.

**Team & differentiation:** An independent firm, Accuracy assures an optimal level of data security, notably in e-discovery matters. With the aid of the latest AI algorithms, its experts can examine millions of pieces of data and extract the most pertinent information. It offers the complete spectrum of compliance services, in addition to forensic accounting, e-discovery, forensic technology, and corporate and market intelligence.

## CYBER FRAUD & E-DISCOVERY

### Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                            | KEY FIGURES                                  |
|---------------------------------|--|
| <b>LEADING</b>                  |  |
| 1 <b>EY France</b>              | Antoinette Gutierrez-Crespin                 |
| <b>PwC</b>                      | Fabienne Borde, Thomas Estève                |
| 2 <b>Forensic Risk Alliance</b> | Greg Mason, Frances McLeod                   |
| <b>EXCELLENT</b>                |  |
| 1 <b>Accuracy</b>               | Darren Mullins, Steve Molloy, Romain Noël    |
| <b>Consilio</b>                 | Andrew Macdonald                             |
| <b>Devoteam</b>                 | Renaud Templier                              |
| <b>FTI Consulting</b>           | Thomas Sely, Karl Payeur                     |
| <b>KPMG</b>                     | Jean-Luc Guitera, Jean-Marc Lefort           |
| <b>Kroll</b>                    | Béchir Mana, Louis-David Magnien             |
| <b>Novaminds</b>                | Nicolas Vetriak                              |
| <b>Orange Cyberdefense</b>      | Michel Van Den Berghe                        |
| <b>HIGHLY RECOMMENDED</b>       |  |
| <b>BDO France</b>               | Arnaud Naudan, Anne-Catherine Farlay         |
| <b>I-Tracing</b>                | Théodore-Michel Vrangos, Laurent Charveriat  |
| <b>Lerti</b>                    | Virginie Joly-Strobel                        |
| <b>Mazars</b>                   | François Nogaret                             |
| <b>RSM france</b>               | Jean-Philippe Bernard, Jean-Philippe Isemann |
| <b>SM Conseils</b>              | Serge Migayron                               |



## CLAIMS &amp; INSURANCE LITIGATION

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                                 |  |
| <b>1</b> HFW                                   | Pauline Arroyo, Olivier Purcell, Guillaume Brajeux, Iris Vögeding                                |
| HMN & Partners                                 | J.Vogel, S.Xerri-Hanote, S.Ndiaye, G.Honig, .Sorribes, C.Derache, N.Finkelstein, A-S.Branger     |
| <b>2</b> Clyde & Co                            | Denis Chema  |
| Kennedys                                       | Antonin Lévy, Ophélie Claude   |
| Moureu Associés                                | Eric Lasry, Iris Barsan, Renaud Jaune  |
| Ormen Passemard-Orpa Legal                     | Charles-Henri Boeringer, Thomas Baudesson  |
| PHPG   | Jonathan Mattout, Sergio Sorinas, Marie Louvet   |
| Raffin & Associés                              | Charles-Henri Boeringer, Thomas Baudesson  |
| Soulié & Coste-Floret                          | Jonathan Mattout, Sergio Sorinas, Marie Louvet   |
| <b>EXCELLENT</b>                               |  |
| <b>1</b> BFPL Avocats                          | Arnault Buisson-Fizellier, François Berbinau, Christophe Pech de Laclause                        |
| Dac Beachcroft France Aarpi                    | Vladimir Rostan d'Ancezune, Christophe Wucher-North  |
| Dbm Paris                                      | Jean-François Delrue, Etienne Boyer, Alexandre Gadot   |
| EBA Endrös-Baum Associés                       | M.Bennaim, F.Endrös, C.Lustin-Le Corre, M.de Vaublanc, M.Mazaud, A.Sprengel                      |
| Franklin                                       | Xavier Marchand  |
| Gide   | Capucine Bernier   |
| Hascoët & Associés                             | Julie Verdon, Catherine Dupuy  |
| Hertslet Wolfer & Heintz - HW&H                | Michel Wolfer, Béatrice Deshayes, Dominique Heintz   |
| Signature Litigation                           | Emmanuèle Lutfalla   |
| Squire Patton Boggs                            | Valérie Ravit, Antoine Adeline, Carole Sportes, Marie-Aimée Peyron                               |
| Taylor Wessing                                 | Philippe Glaser, Pierre-Olivier Leblanc  |
| <b>2</b> Adrien & Associés                     | Christophe Adrien, Lorraine Duzer, Florent Salesses, Florent Schapira                            |
| Beldev   | Michel Bellaiche, Louise Fourcade, Marine Chevallier-Meric                                       |
| Dizier & Associés                              | Arnaud Dizier  |
| DLA Piper                                      | Bruce Mee, Vonnick Le Guillou  |
| DWF  | Romain Dupeyré, Florence Karila  |
| Hogan Lovells                                  | Christelle Coslin, Christine Gateau, Arthur Dethomas   |
| Huglo Lepage Avocats                           | Corinne Lepage   |
| Lambard & Associés                             | Laurence Maillard, Nathanaël Rochard, Christian Lambard, Fabrice Hagège                          |
| Lmt Avocats                                    | Alexandre Gruber, Nathalie Sinavong  |
| LPA-CGR Avocats                                | Gilles Gassenbach, Alexia Eskinazi, Arnaud Molinier  |
| Ngo Jung & Partners                            | Pierre Jung, Philippe Bernard  |
| Rome Associés                                  | Juliette Mel, Arnaud Rogel   |
| Simmons & Simmons                              | Quentin Charluteau, Alexandre Regniault, Jacques-Antoine Robert, Etienne Kowalski                |
| Tamaris Avocats                                | Alexandra Cohen-Jonathan   |
| <b>HIGHLY RECOMMENDED</b>                      |  |
| <b>1</b> Adaltys                               | Jean-Marc Landault, Adeline Mussat   |
| Advant Altana                                  | Pierre-Gilles Wogue, Frédéric Manin, Mickaël D'Allende, Valérie Lafarge-Sarkozy, Gilles Gaillard |
| Baro Alto                                      | Géraldine Brasier Porterie, Pierrick Jupile-Boisverd   |
| BJMR Avocats                                   | Juliette Ribeiro, Bertrand Joliff  |
| Boivin & Associés                              | Steve Hercé, Jean-Pierre Boivin, Malik Memlouk, Manuel Pennaforte                                |
| Cabinet Cavoizy                                | Renaud Cavoizy   |
| Chatain & Associés                             | Antoine Chatain, Dominique Ham, Thomas de Boysson  |
| Comolet-Zanati Avocats                         | Marylise Comolet, Stanislas Comolet, Jean-Marc Zanati  |
| Cornet Vincent Ségurel                         | Alban Pousset-Bougère, Benoît Bommelaer  |
| Courrégé Foreman                               | Mauricia Courrégé, Simon Foreman   |
| De Angelis & Associés                          | François-Xavier de Angelis, Alain de Angelis, Benoît Bardou                                      |
| Dentons  | Bart Legum, Séverine Hotellier   |
| Frèche & Associés                              | Hugues Vignon, Julien Lampe, Emmanuelle Morvan, Alain Frèche                                     |
| Grenier Avocats                                | Patrice Grenier  |
| Herald   | Christophe Bourdel, Pierre-Yves Rossignol, Bruno Quint, Emmanuelle Cardon                        |
| Houle  | Yanick Houle, Alexis Sobol   |
| Lincoln Avocats Conseil                        | Guillaume Aksil, Manuel Meneghini  |
| Mandin-Angran Avocats                          | Eric Mandin, Laure Angrand   |
| Normand & Associés                             | Ralph Boussier, Juliette Barré, Gilles Cariou, Charlotte Cret                                    |
| Norton Rose Fulbright                          | Bénédicte Denis, Christian Dargham   |
| Paetzold Avocats                               | Stephan Paetzold, Vincent Ribadeau Dumas, Carsten Heisig   |
| Racine   | Emilie Buttier, Annie Berland, Emmanuelle Menard, Jean-Pierre Hounieu                            |
| Reed Smith                                     | Daniel Kadar   |
| Rieuneau Avocats                               | Charlotte Machtou, Maud Chamoux, Sylvain Rieuneau  |
| Stephenson Harwood                             | Nicolas Demigneux  |
| Trillat & Associés                             | Pascal Trillat, Inès Beltramini, Alexandra Jaillant-Corcous                                      |
| <b>2</b> APG Avocats                           | Jean-Marie Gazagnes  |
| Avox   | Jean-Marc Perez, Vincent Niderprim   |
| Belovetskaya Avocats                           | Daria Belovetskaya   |
| Boken Avocats                                  | Franck Poindessault  |
| Burguburu Blamoutier Charvet Gardel & Associés | Jean-Michel Bonzom, Marie Burguburu, Agnès Goldmic   |
| De Gaulle Fleurance & Associés                 | Louis De Gaulle, Luc Grynbaum, Vanessa Ruffa, Danielle Smolders                                  |
| DS Avocats                                     | Safine Hadri, Yvon Martinet, Benjamin Potier   |
| Eversheds Sutherland                           | Rémi Kleiman   |
| Gowling WLG                                    | Frédéric Dereux, Philippe Rousseau   |
| Jones Day                                      | Ozan Akyurek   |
| Karila & Associes                              | Jean-Pierre Karila, Laurent Karila   |
| Keras Avocats                                  | Gilles Gardel, Laurent Heyte, François-Xavier Lagarde  |



## FRANCE

|                                  |   |
|----------------------------------|---|
| <b>Kramer Levin</b>              | Reid Feldman, Guillaume Forbin, Marie Davy, Renaud Dubois                                     |
| <b>Laude Esquier Champey</b>     | Richard Esquier   |
| <b>Leno Avocats</b>              | Béatrice Fleuris, Laura Dubois  |
| <b>Lplg &amp; Associés</b>       | Jean-Jacques Le Pen   |
| <b>Meneghetti Avocats</b>        | Patrick Meneghetti, Nicolas Ciron   |
| <b>Naba &amp; Associés</b>       | Delphine Aberlen, Emmanuelle Bock   |
| <b>PBA Legal</b>                 | Catherine Popineau-Dehaillon  |
| <b>PDGB</b>                      | Jean Marie Gueguen, Philippe Julien, Marie Albertini  |
| <b>Pennec &amp; Michau</b>       | Goulwen Pennec, Clément Michau  |
| <b>RCB - Bykoff et Couturier</b> | Alain Couturier, Margareth Bykoff   |
| <b>Reinhart Marville Torre</b>   | Agathe Moreau   |
| <b>Squadra Avocats</b>           | Solèn Guézille  |
| <b>Stas &amp; Associés</b>       | Renaud Semerdjian   |
| <b>Stream</b>                    | Alexandre Besnard, Jérôme de Sentenac, Vy-Loan Huynh-Olivieri, Mathieu Croix, Laurianne Ribes |
| <b>Tesla Avocats</b>             | Philippe Savatic  |
| <b>Teynier Pic</b>               | Pierre Pic  |
| <b>UGGC Avocats</b>              | Sylvie Welsch, Michel Ponsard   |
| <b>Vigo</b>                      | Christine Carpentier, Julien Cheval   |

## RECOMMENDED

|   |   |
|---|---|
| <b>1 28 octobre</b>                       | Benoît Pruvost  |
| <b>Aristée Avocats</b>                    | Marine Guguen, Sophie de La Brière, Bertrand Baguenard                              |
| <b>Armfelt</b>                            | Patricia Ghozland   |
| <b>August Debouzy</b>                     | Benjamin van Gaver, Astrid Mignon Colombet, Marie Danis                             |
| <b>Awkis</b>                              | Anne-Sophie Pia   |
| <b>Baker McKenzie</b>                     | Eric Borysewicz   |
| <b>Cheysson Marchadier &amp; Associés</b> | Bernard Cheysson  |
| <b>Courteaud-Pellissier</b>               | Joyce Labi, Gilles Roumens, Bertrand Delcourt, Dominique Raynard                    |
| <b>De Pardieu Brocas Maffei</b>           | Barbara Levy, Paul Talbourdet, Dominique Lefort                                     |
| <b>DTMV &amp; Associés</b>                | Magali Thorne, Lin Nin  |
| <b>FTPA Avocats</b>                       | Robert Corcos   |
| <b>Gibson Dunn</b>                        | Eric Bouffard, Jean-Pierre Farges   |
| <b>Godin Associés</b>                     | Olivier Decour  |
| <b>J.p. Karsenty &amp; Associés</b>       | Paul Ricard, Thomas Ricard  |
| <b>Lawins</b>                             | Céline Lemoux, Julien Bessermann, Valentin Gervais                                  |
| <b>LBEW Avocats</b>                       | Béatrice Witvoet, Axel Engelsen   |
| <b>Lerins &amp; BCW</b>                   | Laurent Bernet, Antoine A. Camus, Arnaud Picard, Elsa Rodrigues                     |
| <b>Neraudau Avocats</b>                   | Bertrand Neraudau, Anne-Claire Pichereau  |
| <b>Nerio Avocats</b>                      | Marine Duponcheol   |
| <b>Nicolas &amp; Associés</b>             | Christophe Nicolas  |
| <b>Penningtons Manches Cooper</b>         | Christophe Hunkeler   |
| <b>Picart</b>                             | Cynthia Picart  |
| <b>RBM2L</b>                              | Patrice Rembauville-Nicolle   |
| <b>Realyze</b>                            | Christofer Claude   |
| <b>Reibell Associés</b>                   | Franck Reibell  |
| <b>Richemont Delviso</b>                  | Henri Najjar, Henri de Richemont, Arthur Gibon, Frank Farhana, Jean-Philippe Maslin |
| <b>Roiné &amp; Associés</b>               | Jean-Louis Roiné, Nathalie Roiné, William Fumey                                     |
| <b>Selene Avocats</b>                     | Laurent Archambault   |
| <b>Torregano Avocats</b>                  | Pierre Torregano  |
| <b>Via Nova Avocats</b>                   | Joanna Sobczynski, Caroline Gayraud-Marty   |

## VALUABLE PRACTICE

|                               |                                    |
|-------------------------------|------------------------------------|
| <b>Alter Via Avocats</b>      | Catherine Pouzol                   |
| <b>Argueyrolles Avocat</b>    | Guilhem Argueyrolles               |
| <b>Cabinet Beaumont</b>       | Brigitte Beaumont                  |
| <b>Fieldfisher</b>            | Brigitte Daille-Duclos             |
| <b>Jung Avocats Associés</b>  | Jean-François Zengerlé             |
| <b>Meridian Avocats</b>       | Xavier Desnos, Olivier Delsupexhe  |
| <b>Meyer Fabre Avocats</b>    | Damien Devot, Nathalie Meyer Fabre |
| <b>Sekri Valentin Zerrouk</b> | Anne Dumas-L'Hoir                  |
| <b>Stehlin &amp; Associés</b> | Team of partners                   |

## EBA ENDRÖS-BAUM ASSOCIÉS: INSURANCE LITIGATION STALWARTS



Florian Endrös

Key figure:  
Florian Endrös  
Established: 2007

**Track record:** Appreciated for its high level of expertise in industrial risk and insurance litigation, the firm advises insurance companies and those operating in innovative industrial sectors, such as medical-device makers. The firm is active in the renewable-energy sector (solar, wind, hydroelectric and hydrogen) and frequently handles matters related to accidents in the workplace.

**Team & differentiation:** The firm has a multi-cultural, multilingual team, which allows for smooth communication and helps avoid misunderstandings from occurring, an asset when handling complex cross-border matters. In 2019 the firm opened a second office, in Marseille, to expand maritime law and industrial practices, followed by a Lyon branch in 2020.

## APG AVOCATS: TECHNICAL MASTERY FOR COMPLEX CASES



Jean-Marie Gazagnes

Key figure:  
Jean-Marie Gazagnes  
Established: 1990

**Track record:** Trusted by big names from the automobile, construction, energy and agricultural machinery sectors, the APG Avocats' team are past masters at addressing product risk and industrial risk issues. Whether providing counsel or during litigation. The firm has a strong track record of producing positive results and setting legal precedent.

**Team & differentiation:** APG Avocats cultivates close relationships with the technical and scientific teams of its clients, which helps account for the firm's impressive success rate in cases. Gilbert Parleani's has broad experience in banking and finance and with providing strategic advice to insurers.



## INSURANCE & LIABILITY LITIGATION: AVIATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                         |   |
| <b>Clyde &amp; Co</b>                  | Fabrice Pradon, Grégory Laville de la Plaigne                                 |
| <b>Courrégé Foreman</b>                | Mauricia Courrégé, Simon Foreman  |
| <b>DLA Piper</b>                       | Vonnick Le Guillou  |
| <b>HMN &amp; Partners</b>              | Gérard Honig, Simon Ndiaye, Caroline Derache, Anne-Sophie Branger             |
| <b>Squire Patton Boggs</b>             | Carole Sportes  |
| <b>EXCELLENT</b>                       |   |
| <b>Allen &amp; Overy</b>               | Denis Chemla  |
| <b>Chevrier Avocats</b>                | Jean Chevrier, Lionel Guijarro, Isabelle Lelieur, Thierry Mazoyer             |
| <b>HFW</b>                             | Pierre Frühling, Jean-Baptiste Charles, Olivier Purcell, Stéphanie Schweitzer |
| <b>Hogan Lovells</b>                   | Christelle Coslin   |
| <b>Kennedys</b>                        | Aurélia Cadain, Nicolas Bouckaert   |
| <b>Lplg &amp; Associés</b>             | Jean-Jacques Le Pen   |
| <b>Ormen Passemard-Orpa Legal</b>      | Rémi Passemard, Pascal Ormen  |
| <b>Signature Litigation</b>            | Thomas Rouhette   |
| <b>HIGHLY RECOMMENDED</b>              |   |
| <b>Adrien &amp; Associés</b>           | Christophe Adrien, Lorraine Duzer   |
| <b>Argueyrolles Avocat</b>             | Guilhem Argueyrolles  |
| <b>Boken Avocats</b>                   | Franck Poindessault   |
| <b>DS Avocats</b>                      | Benjamin Potier   |
| <b>FTPA Avocats</b>                    | Nathalie Younan, Robert Corcos, Rajeev Sharma Fokeer, Serge-Antoine Tchekhoff |
| <b>Gide</b>                            | Richard Ghueldre, Capucine Bernier  |
| <b>Leno Avocats</b>                    | Laura Dubois, Béatrice Fleuris  |
| <b>Normand &amp; Associés</b>          | Ralph Boussier  |
| <b>RBM2L</b>                           | Patrice Rembauville-Nicolle   |
| <b>Realyze</b>                         | Christofer Claude   |
| <b>Reed Smith</b>                      | Ana Atallah, Andrew Tetley  |
| <b>Selene Avocats</b>                  | Laurent Archambault   |
| <b>Soulez Larivière &amp; Associés</b> | Aurélia Grignon   |
| <b>Stream</b>                          | Vy-Loan Huynh-Olivieri, Laurence Hanley, Aymeric de Tapol                     |
| <b>HIGHLY RECOMMENDED</b>              |   |
| <b>Bhm Penlaw</b>                      | Henry Page  |
| <b>Bird &amp; Bird</b>                 | Marion Barbier, Jean-Claude Vecchiatto, Djazia Tiourtite                      |
| <b>Bourayne &amp; Preissl</b>          | Sigrid Preissl, Cyril Bourayne  |
| <b>D'Alverny Avocats</b>               | Hubert d'Alverny, Henri-Joseph Trémolet de Villers                            |
| <b>Dechert</b>                         | Laurent Martinet  |
| <b>Gilles Khaïat</b>                   | Gilles Khaïat   |
| <b>LBEW Avocats</b>                    | Axel Engelsens, Béatrice Witvoet, Carole Lawson                               |
| <b>Lmt Avocats</b>                     | Pierre-Yves Guérin, Alexandre Gruber  |
| <b>Norton Rose Fulbright</b>           | George Paterson, Marc Hamilton  |
| <b>Sekri Valentin Zerrouk</b>          | Anne Dumas-L'Hoir   |
| <b>Vovan &amp; Associés</b>            | Patrick Vovan   |

## INSURANCE & LIABILITY LITIGATION: ROAD & RAIL

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES  |
|---|--|
| <b>LEADING</b>  |  |
| <b>Clyde &amp; Co</b>                                       | Gildas Rostain, Rozenn Lopin   |
| <b>HFW</b>  | Olivier Purcell, Guillaume Brajeux, Stéphanie Schweitzer, Jean-Baptiste Charles, Pierre Frühling |
| <b>Stream</b>   | V-L.Huynh-Olivieri, J.de Sentenac, M.Croix, F.D'Haussy, L.Ribes, A.Besnard, F.Desplanques        |
| <b>EXCELLENT</b>  |  |
| <b>Dbm Paris</b>  | Etienne Boyer, Alexandre Gadot   |
| <b>Dizier &amp; Associés</b>                                | Arnaud Dizier  |
| <b>HMN &amp; Partners</b>                                   | Simon Ndiaye, Gérard Honig, Caroline Derache, Anne-Sophie Branger                                |
| <b>Lmt Avocats</b>  | Alexandre Gruber, Pierre-Yves Guérin   |
| <b>Neige Avocats</b>  | Alexandre Gruber, Pierre-Yves Guérin   |
| <b>Penningtons Manches Cooper</b>                           | Christophe Hunkeler  |
| <b>Soulié &amp; Coste-Floret</b>                            | Jean-Marie Coste-Floret, Mohamed Zohair, Bénédicte Esquelisse                                    |
| <b>HIGHLY RECOMMENDED</b>                                   |  |
| <b>1 Bourayne &amp; Preissl</b>                             | Sigrid Preissl, Cyril Bourayne   |
| <b>Cornet Vincent Ségurel</b>                               | Alban Pousset-Bougère, Cécile Létang   |
| <b>Herald</b>   | Pierre-Yves Rossignol, Christophe Bourdel  |
| <b>Kennedys</b>   | Aurélia Cadain   |
| <b>Kramer Levin</b>   | Reid Feldman, Renaud Dubois  |
| <b>Lambard &amp; Associés</b>                               | Nathanaël Rochard, Laurence Maillard, Fabrice Hagège, Christian Lambard                          |
| <b>LBEW Avocats</b>   | Axel Engelsen, Béatrice Witvoet  |
| <b>Leno Avocats</b>   | Béatrice Fleuris   |
| <b>LPA-CGR Avocats</b>                                      | Gilles Gassenbach, Alexia Eskinazi, Arnaud Molinier  |
| <b>Nicolas &amp; Associés</b>                               | Christophe Nicolas   |
| <b>Ormen Passemard-Orpa Legal</b>                           | Pascal Ormen, Rémi Passemard   |
| <b>Pennec &amp; Michau</b>                                  | Goulwen Pennec, Clément Michau   |
| <b>Racine</b>   | Émilie Buttier, Annie Berland, Jean-Pierre Hounieu, Emmanuelle Menard                            |
| <b>Reed Smith</b>   | Andrew Tetley  |
| <b>Richemont Delviso</b>                                    | Henri de Richemont, Henri Najjar, Arthur Gibon, Frank Farhana, Jean-Philippe Maslin              |
| <b>Squire Patton Boggs</b>                                  | Marie-Aimée Peyron   |
| <b>Villeneuve Rohart Simon &amp; Associés</b>               | J-S. Rohart, P.Simon, B.Pincemin, B.Coste, S.Lootgieter, C.De Corbière                           |
| <b>2 Burguburu Blamoutier Charvet Gardel &amp; Associés</b> | Jean-Michel Bonzom, Marie Burguburu, François-Xavier Charvet, Agnès Goldmic                      |
| <b>Cabinet Beaumont</b>                                     | Brigitte Beaumont  |
| <b>Courrégé Foreman</b>                                     | Mauricia Courrégé, Simon Foreman   |
| <b>Godin Associés</b>                                       | François Citron, Olivier Decour  |
| <b>Grenier Avocats</b>                                      | Patrice Grenier  |
| <b>Hertslet Wolfer &amp; Heintz - HW&amp;H</b>              | Béatrice Deshayes  |
| <b>J.P. Karsenty &amp; Associés</b>                         | Paul Ricard, Thomas Ricard   |
| <b>Lewis &amp; Co</b>                                       | Lars Lewis, Peter Iglkowski, Guillaume de Bascher, Leïla Esnard                                  |
| <b>Lexance Avocats</b>                                      | Morgane Hanvic, Cécile Taillepiéd  |
| <b>Lexcase</b>  | Alain De Belenet   |
| <b>Meneghetti Avocats</b>                                   | Patrick Meneghetti, Nicolas Ciron  |
| <b>Nerio Avocats</b>  | Éric Deprez, Alain Salgado   |
| <b>Paetzold Avocats</b>                                     | Carsten Heisig, Stephan Paetzold, Vincent Ribadeau Dumas   |
| <b>PBA Legal</b>  | Catherine Popineau-Dehaillon   |
| <b>Sekri Valentin Zerrouk</b>                               | Anne Dumas-L'Hoir  |

## INSURANCE & LIABILITY LITIGATION: SHIPPING

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                                 |   |
| Clyde & Co                                     | Gildas Rostain, Rozenn Lopin  |
| HFW  | S.Schweitzer, S.Lequette, G.Brajeux, T.Clemens-Jones, O.Purcell, V.Benezech             |
| Nicolas & Associés                             | Christophe Nicolas  |
| Richemont Delviso                              | Henri de Richemont, Henri Najjar, Arthur Gibon, Frank Farhana, Jean-Philippe Maslin     |
| Stream   | V-L.Huynh-Olivieri, M.Croix, J.de Sentenac, A.Besnard, L.Ribes, F.D'Haussey, A.de Tapol |
| Villeneuve Rohart Simon & Associés             | S.Lootgieter, B.Pincemin, P.Simon, J-S.Rohart, B.Coste, C.De Corbière                   |
| <b>EXCELLENT</b>                               |   |
| Godin Associés                                 | Olivier Decour  |
| HMN & Partners                                 | Simon Ndiaye  |
| Huglo Lepage Avocats                           | Christian Huglo, Corinne Lepage   |
| LBEW Avocats                                   | Béatrice Witvoet, Axel Engelsen   |
| Lewis & Co                                     | Guillaume de Bascher, Leïla Esnard, Peter Iglkowski, Lars Lewis                         |
| Penningtons Manches Cooper                     | Christophe Hunkeler   |
| Reed Smith                                     | Andrew Tetley   |
| Stephenson Harwood                             | Nicolas Demigneux   |
| Tarin Lemarié                                  | Guillaume Tarin, Alexis Lemarié   |
| <b>HIGHLY RECOMMENDED</b>                      |   |
| BHM Penlaw                                     | Henry Page  |
| Bourayne & Preissl                             | Cyril Bourayne, Sigrid Preissl  |
| Burguburu Blamoutier Charvet Gardel & Associés | Jean-Michel Bonzom, Marie Burguburu, François-Xavier Charvet, Agnès Goldmic             |
| Choisez & Associés                             | Stéphane Choisez  |
| Dagorne Et Huchet                              | Claude Huchet, Jean-Pierre Dagorne  |
| Houle  | Yanick Houle  |
| Kennedys                                       | Aurélia Cadain  |
| Leno Avocats                                   | Béatrice Fleuris  |
| Lexline  | Bertrand Courtois   |
| Lmt Avocats                                    | Alexandre Gruber, Pierre-Yves Guérin  |
| Meyer Fabre Avocats                            | Nathalie Meyer Fabre, Damien Devot  |
| Normand & Associés                             | Charlotte Cret, Ralph Boussier  |
| RBM2L  | Patrice Rembauville-Nicolle   |
| Schmill & Lombrez                              | Erik Schmill, François Lombrez  |
| Taylor Wessing                                 | Pierre-Olivier Leblanc  |
| Trillat & Associés                             | Pascal Trillat  |
| Watson Farley & Williams                       | Laurence Martinez-Bellet, Alexia Russell  |



# INSURANCE

## Best Consulting Firms

In each tier, the firms are ordered alphabetically

| FIRM                                 | KEY FIGURES   |
|--------------------------------------|---|
| <b>LEADING</b>                       |   |
| <b>1</b> CPA Experts                 | Astrid Larcher-Bourveau, Philippe Bousquet-Jacq, Bruno Perrot, Emmanuel David, Benoit Jourdain  |
| Naudet                               | Vivianne Grouchko, Dominique Brossais, Bernard Hébert, François Savagner, Fabrice Caloni, Jean-François Chapelle                              |
| Stelliant                            | Philippe Donaint, Olivier Willems, Emmanuel Beeker, Christophe Arrebolle  |
| <b>2</b>                             |   |
| Cerutti Experts                      | Ludovic Cerutti, Siegfried Weber, Renaud Soulier  |
| Ciblexperts                          | Marc Bontemps   |
| DB Expertise                         | Jérôme Brazillier, Sylvain Dadure   |
| Equad                                | Serge Le Roi, Nathalie Rey, Franck Desplanches, Yann Le Dantec, Frédéric Moriez   |
| Erget Groupe                         | Pierre-Yves Surcouf, Ludovic Redier, Wilfried Van Gompel, David Vigier, Thierry Clerc, Mathieu Firon  |
| Real I.F.C.                          | Renaud Jacquier, Alain Courtet, Christophe Fournial, Charles-Antoine Pasquet  |
| Sedgwick France                      | Nathanaël Vercruysse, Sami Challakh, Carol Etchebarne, Christophe Friang, Xavier Gazay  |
| Vering                               | Roland Sponge, Olivier Cretinon, Tancrede Stagnara, Bernard Perdriau, Olivier Boniface, Philippe Stofft, Frédéric Laborie                     |
| <b>EXCELLENT</b>                     |   |
| Apex                                 | Didier Juilliart, Julien Didi, Romain Nouvet, Matthieu Hugonnenc  |
| Cabinet Cochard Associés             | Jean-François Cochard   |
| Chem-In Expertises                   | Denis Chemin  |
| Groupe CET                           | Pierre Bonte, Philippe Egg, Pierre Menu, Olivier Dajoux, Nicolas Le Meur, Michel Jacinto, Gilles Roguet, Géraldine Meunier, Michel Lafontaine |
| Ixi Groupe                           | Jean-Jacques Laubeuf, Yann Bocquillon, Bruno Boudjilal, Philippe Gregori  |
| LVS Expertise                        | Xavier Van Der Haegen, Jean Philippe Sabatier, Didier Le Fèvre, Daniel Jouffray   |
| Polyexpert                           | Emmanuel Géli, Jean-Luc Pauget, Olivier Caniou  |
| Saretec                              | Philippe Tromson, Jean-Vincent Raymondis, Dominique Delmas  |
| Volvaria                             | Eric Kotolevsky   |
| <b>HIGHLY RECOMMENDED</b>            |   |
| Altec                                | Alain Chanut  |
| Azais Expertises                     | Sandrine Guillem Azaïs, Damien Causse   |
| Cabinet Hudault                      | Didier Hudault  |
| CDH Expertises                       | Nathalie Huguet, Philippe Baudin, Richard Dutot, Nicolas Saint-Jalmes   |
| CI Surveys                           | Fabrice Levesque  |
| Eurexo (Prunay Group)                | Valérie Berthereaux   |
| Exppass                              | Michel Passemard  |
| Hintze Devouassoux Experts           | Bruno Hintze, Jean Marc Devouassoux   |
| IES (Insurance Engineering Services) | Alexandre Adam, Daphné Naudy, Pierre-Emmanuel Rigal   |
| MG Tech                              | Christian Mayen   |
| Union D'Experts (RC Labouze)         | Pierre Labouze  |
| <b>RECOMMENDED</b>                   |   |
| J.P. Clerc & Associés                | Jean-Pierre Clerc   |
| Meridien Conseil                     | Roland Couvreur   |



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# GERMANY

## COMPLIANCE & INVESTIGATIONS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                 | KEY FIGURES                           |
|--------------------------------------|---------------------------------------|
| <b>LEADING</b>                       |                                       |
| Freshfields Bruckhaus Deringer       | Norbert Nolte                         |
| Gleiss Lutz                          | Eike Bicker                           |
| <b>EXCELLENT</b>                     |                                       |
| Baker McKenzie                       | Andreas Lohner, Anahita Thoms         |
| Hengeler Mueller                     | Sven Henrik Schneider                 |
| Hogan Lovells                        | Sebastian Lach                        |
| Linklaters                           | Kerstin Wilhelm                       |
| Noerr                                | Torsten Fett, Christian Pelz          |
| Pohlmann & Company                   | Andreas Pohlmann                      |
| White & Case                         | Thomas Helck, Karl-Jög Xylander       |
| <b>HIGHLY RECOMMENDED</b>            |                                       |
| Clifford Chance                      | Peter Dieners, Heiner Hugger          |
| CMS Hasche Sigle                     | Harald W Potinecke                    |
| DLA Piper                            | Christian Schoop                      |
| Gibson, Dunn & Crutcher              | Benno Schwarz                         |
| Reed Smith                           | Rolf Hünermann                        |
| <b>RECOMMENDED</b>                   |                                       |
| <b>1</b> ADVANT Beiten               | Jörg Bielefeld                        |
| AGS Legal                            | Jan Kappel                            |
| Allen & Overy                        | Markulf Behrendt, Jan Erik Windthorst |
| GSK Stockmann                        | Eric Mayer                            |
| Herbert Smith Freehills              | Dirk Seiler                           |
| Heuking Kühn Lüer Wojtek             | André-M. Szesny                       |
| Latham & Watkins                     | Thomas Grütznert                      |
| Oppenhoff & Partner                  | Jürgen Hartung                        |
| Simmons & Simmons                    | Hans-Hermann Aldenhoff                |
| Skadden, Arps, Slate, Meagher & Flom | Bernd R. Mayer                        |
| <b>2</b> Debevoise & Plimpton        | Thomas Schürrie                       |
| FS-PP Berlin                         | Niklas Auffermann                     |
| Gazeas Nepomuck                      | Nikolaos Gazeas, Lutz Nepomuck        |
| Ignor & Partner                      | Björn Krug                            |
| Morrison & Foerster                  | Roland Steinmeyer                     |
| Orth Kluth                           | Markus Berndt                         |
| Park   Wirtschaftsstrafrecht.        | Tido Park                             |
| Pinsent Masons                       | Eike W. Grünert                       |
| Prof. Dr. Holger Matt                | Holger Matt                           |
| Redeker Sellner Dahs                 | Bernd Müssig                          |
| WilmerHale                           | Jan Wendler                           |

**WHITE-COLLAR CRIME**

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                           | KEY FIGURES                       |
|--------------------------------|-----------------------------------|
| <b>LEADING</b>                 |                                   |
| Clifford Chance                | Heiner Hugger                     |
| Freshfields Bruckhaus Deringer | Norbert Nolte                     |
| <b>EXCELLENT</b>               |                                   |
| DLA Piper                      | Christian Schoop, Jürgen Taschke  |
| Feigen . Graf                  | Hanns W. Feigen, Walther Graf     |
| Wessing & Partner              | Heiko Ahlbrecht, Jürgen Wessing   |
| <b>HIGHLY RECOMMENDED</b>      |                                   |
| Gleiss Lutz                    | Christian Steinle                 |
| Krause & Kollegen              | Daniel Krause                     |
| Luther                         | André Große Vorholt               |
| Noerr                          | Christian Pelz                    |
| Ufer Knauer                    | Sören Schomburg, Florian Ufer     |
| VBB                            | Renate Verjans                    |
| White & Case                   | Nils Clemm                        |
| <b>RECOMMENDED</b>             |                                   |
| <b>1</b> ADVANT Beiten         | Jörg Bielefeld                    |
| Allen & Overy                  | Tim Nikolas Müller                |
| Dierlamm                       | Katharina Dierlamm                |
| Dr. Dörr & Kollegen            | Felix Dörr                        |
| Dr. Kai Hart-Hönig             | Kai Hart-Hönig                    |
| Hengeler Mueller               | Constantin Lauterwein             |
| Herbert Smith Freehills        | Dirk Seiler                       |
| Knierim & Kollegen             | Thomas C. Knierim                 |
| Park   Wirtschaftsstrafrecht.  | Tido Park                         |
| <b>2</b> FS-PP Berlin          | David Albrecht, Niklas Auffermann |
| Gazeas Nepomuck                | Nikolaos Gazeas, Lutz Nepomuck    |
| HammPartner                    | Thomas Richter                    |
| Heuking Kühn Lüer Wojtek       | André M. Szesny, Thomas Wambach   |
| kempf schilling + partner      | Eberhard Kempf                    |
| Pinsent Masons                 | Jochen Pörtge                     |
| Prof. Dr. Holger Matt          | Holger Matt                       |
| Redeker Sellner Dahs           | Bernd Müssig                      |
| Rosinus Partner                | Christian Rosinus                 |
| Thomas Deckers Wehnert Elsner  | Anne Wehnert                      |
| Tsambikakis & Partner          | Michael Tsambikakis               |



**INSURANCE LITIGATION**

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                                     |   |
| <b>BLD Bach Langheid Dallmayr</b>                  | Carsten Hösker, Theo Langheid, Björn Seitz                          |
| <b>Clyde &amp; Co</b>                              | Eva-Maria Barbosa, Henning Schaloske, Tanja Schramm                 |
| <b>DLA Piper</b>                                   | Gunne W. Bähr, Thomas Gädtke, Ludger Giesberts, Christian Schneider |
| <b>EXCELLENT</b>                                   |   |
| <b>CMS Hasche Sigle</b>                            | Winfried Schnepf  |
| <b>Hengeler Mueller</b>                            | Carl-Philipp Eberlein, Daniel Wilm                                  |
| <b>Heuking Kühn Lüer Wojtek</b>                    | Herbert Palmberger, Rüdiger Schung                                  |
| <b>Noerr</b>                                       | Thomas Heitzer, Helmut Katschthaler, Oliver Sieg                    |
| <b>Wilhelm Rechtsanwälte</b>                       | Mark Wilhelm, Lars Winkler  |
| <b>HIGHLY RECOMMENDED</b>                          |   |
| <b>1 Allen &amp; Overy</b>                         | Jan Schröder  |
| <b>Bock Legal</b>                                  | Stefan Bank, Dirk Schmitz   |
| <b>Clifford Chance</b>                             | Thomas Krecek   |
| <b>Fiedler Cryns-Moll Jungel</b>                   | Björn Fiedler   |
| <b>Freshfields Bruckhaus Deringer</b>              | Moritz Becker, Wessel Heukamp                                       |
| <b>Friedrich Graf von Westphalen &amp; Partner</b> | Tobias Lenz, Mike Weitzel   |
| <b>Gleiss Lutz</b>                                 | Ingo Brinker, Rainer Loges  |
| <b>Hogan Lovells</b>                               | Christoph Küppers   |
| <b>Linklaters</b>                                  | Wolfgang Krauel, Frederik Winter                                    |
| <b>Pinsent Masons</b>                              | Christian Schmidt, Johanna Weissbach                                |
| <b>Thümmel Schütze &amp; Partner</b>               | Roderich C. Thümmel   |
| <b>White &amp; Case</b>                            | Christian Wirth   |
| <b>2 ARQIS</b>                                     | Mirjam Boche, Dimitrios Christopoulos                               |
| <b>Dr. Eick &amp; Partner</b>                      | Michael Burmann, Rainer Hess  |
| <b>Eisenmann Wahle Birk &amp; Weidner</b>          | Tilo Wiech  |
| <b>Glauber &amp; Partner</b>                       | Britta Hannemann  |
| <b>Norton Rose Fulbright</b>                       | Martin Krause, Marco Niehaus  |
| <b>Oppenhoff &amp; Partner</b>                     | Peter Klappich  |
| <b>Patzina Lotz</b>                                | Thorsten Lotz   |
| <b>Taylor Wessing</b>                              | Gunbritt Kammerer-Galahn  |



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# ITALY

## COMPLIANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                               |  |
| BonelliErede                                 | Alessandro Musella   |
| Clifford Chance                              | Antonio Golino   |
| Delfino e Associati Willkie Farr & Gallagher | Bruno Cova, Francesca Petronio                                     |
| DLA Piper                                    | Raffaella Quintana   |
| Orrick, Herrington & Sutcliffe               | Alessandro De Nicola   |
| <b>EXCELLENT</b>                             |  |
| ADVANT Nctm                                  | Raffaele Caldarone   |
| Bird & Bird                                  | Edoardo Courir, Stefano Febbi, Raimondo Maggiore, Rossella Sansone |
| Chiomenti                                    | Francesco D'Alessandro   |
| Cleary Gottlieb Steen & Hamilton             | Pietro Fioruzzi, Marco D'Ostuni, Giuseppe Scassellati-Sforzolini   |
| Gianni & Origoni                             | Federico Busatta   |
| Legance                                      | Andrea Fedi, Marco Penna   |
| <b>HIGHLY RECOMMENDED</b>                    |  |
| Deloitte Legal                               | Josephine Romano   |
| FIVELEX                                      | Francesco Di Carlo, Edoardo Guffanti                               |
| Hogan Lovells                                | Francesca Angeloni, Jeffrey Greenbaum                              |
| LCA Studio Legale                            | Maria Sardelli   |
| Pavia e Ansaldo                              | Paola De Pascalis  |
| Pirola Pennuto Zei & Associati               | Roberta Di Vieto   |
| <b>RECOMMENDED</b>                           |  |
| CMS  | Emilio Battaglia   |
| Gebbia Bortolotto Penalisti Associati        | Maurizio Bortolotto  |
| Herbert Smith Freehills                      | Enrico Maria Mancuso   |
| Jenny Avvocati                               | Simona Gallo, Manuela Di Maggio                                    |
| Masotti Cassella                             | Mascia Cassella  |
| Studio Legale Padovan                        | Marco Padovan  |
| Tonucci & Partners                           | Alberto Fantini  |

### LEGANCE: RELIABLE COMPLIANCE ADVICE ACROSS A RANGE OF SECTORS



Andrea Fedi

Key figures:  
Andrea Fedi and  
Marco Penna  
Established: 2007

**Track record:** Legance regularly assists clients with a broad set of regulatory issues, including the application of Legislative Decree 231/2001, which relates to corporate liability for criminal acts committed by a company's representatives. The firm advised Bottega Veneta, Energiean, construction giant Impresa Pizzarotti, and numerous other clients on such matters.

**Team & differentiation:** Legance's compliance experts dispense valuable advice on compliance programs and general regulatory matters to an impressive client base. Corporate partner Andrea Fedi is an expert in anti-bribery, while Marco Penna heads the firm's financial services regulatory practice. Niccolò Bertolini Clerici leads the white-collar crime department.

### PAVIA E ANSALDO: REGULATORY EXPERTS WITH AN ESG ANGLE



Paola De Pascalis

Key figure:  
Paola De Pascalis  
Established: 1961

**Track record:** The well-integrated team at Pavia e Ansaldo covers financial, environmental and tax compliance, as well as regulatory employment and data privacy matters. It has an international outlook, with several clients based in Spain and other European countries, and also provides opinions on white-collar crime and Legislative Decree 231/2001 matters.

**Team & differentiation:** Milan-based of counsel Paola De Pascalis is a key contact for compliance matters; respected banking and finance partner Mario Di Giulio, who splits his time between Rome and Milan, has been increasingly active in financial regulatory matters, and prides himself on his efforts in environmental, social and governance-related compliance.



## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                                     |   |
| Alleva Studio Legale                               | Guido Carlo Alleva  |
| Studio Legale Avv. Giuseppe Iannaccone e Associati | Giuseppe Iannaccone                                       |
| Studio Legale Associato Mucciarelli                | Francesco Mucciarelli, Marco Calleri                      |
| Studio Legale Avv. Paola Severino                  | Paola Severino, Maurizio Bellacosa                        |
| <b>EXCELLENT</b>                                   |   |
| Astolfo Di Amato e Associati                       | Astolfo Di Amato  |
| Studio Legale Bana                                 | Giuseppe Bana   |
| Cagnola & Associati                                | Fabio Cagnola   |
| Studio Legale Diodà                                | Nerio Diodà   |
| DLA Piper  | Raffaella Quintana, Antonio Carino                        |
| Isolabella Studio Legale                           | Luigi Isolabella  |
| Studio Legale Pisano                               | Roberto Pisano  |
| <b>HIGHLY RECOMMENDED</b>                          |   |
| <b>1</b> Studio Legale Assumma                     | Bruno Assumma   |
| Studio Legale Biffa e Associati                    | Massimo Biffa   |
| BonelliErede                                       | Francesco Sbisà   |
| Chiomenti  | Francesco D'Alessandro                                    |
| Clifford Chance                                    | Antonio Golino  |
| Studio Giarda                                      | Enrico Giarda, Fabio Giarda                               |
| Herbert Smith Freehills                            | Enrico Maria Mancuso                                      |
| Legance  | Niccolò Bertolini Clerici                                 |
| Studio Legale Avv. Matteo Mangia                   | Matteo Mangia   |
| Perroni & Associati                                | Giorgio Perroni, Bruno Andò                               |
| <b>2</b> Studio Legale Baccaredda Boy              | Carlo Baccaredda Boy                                      |
| Studio Legale Brusa Spagnolo Tosoni Carelli        | Mario Brusa, Sergio Spagnolo, Paolo Tosoni, Mauro Carelli |
| Chiara Padovani Studio Legale                      | Chiara Padovani   |
| Delfino e Associati Willkie Farr & Gallagher       | Francesca Petronio  |
| Dinoia Federico Simbari                            | Massimo Dinoia, Fabio Federico, Armando Simbari           |
| Studio Legale Giovanni Paolo Accinni e Associati   | Giovanni Paolo Accinni                                    |
| LCA Studio Legale                                  | Matteo Uslenghi, Nicolò Pelanda                           |
| Pistochini Avvocati                                | Alessandro Pistochini                                     |
| RP Legal & Tax                                     | Piero Magri   |
| <b>RECOMMENDED</b>                                 |   |
| <b>1</b> Gebbia Bortolotto Penalisti Associati     | Maurizio Bortolotto, Mario Gebbia                         |
| Orrick, Herrington & Sutcliffe                     | Jean-Paule Castagno                                       |
| Pedrazzi Scudieri Avvocati                         | Francesca Pedrazzi, Luigi Scudieri                        |
| Studio Legale Stile                                | Annalisa Stile  |
| <b>2</b> Studio Bolognesi                          | Dario Bolognesi   |
| Studio Corrias Lucente                             | Giovanna Corrias Lucente                                  |
| De Castiglione Ingrassia Zanchi e Associati        | Enrico De Castiglione, Alessandra Zanchi                  |
| Dentons  | Matteo Vizzardi   |
| Fornari e Associati                                | Giuseppe Fornari  |
| Studio Giordanengo                                 | Guglielmo Giordanengo                                     |
| Hogan Lovells                                      | Francesca Rolla   |
| Portolano Cavallo                                  | Ilaria Curti  |
| Studio Tognozzi                                    | Gianluca Tognozzi   |
| <b>VALUABLE PRACTICE</b>                           |   |
| Aiello Avvocati Associati                          | Domenico Aiello   |
| Avvocato Alessandro Parrotta                       | Alessandro Parrotta                                       |
| Studio Legale Borgna                               | Giovanni Borgna   |
| LP Avvocati  | Roberto Fiore   |
| Studio Legale OAK                                  | Federico Cerqua, Valeria Francesca Mettica                |
| Studio Legale Orabona                              | Andrea Orabona  |
| Servetto Peyra Pavarini e Associati                | Tommaso Servetto, Paolo Pavarini                          |

## INSURANCE: ADVISORY

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                     | KEY FIGURES                                     |
|--|---|
| <b>LEADING</b>                           |   |
| <b>ADVANT Nctm</b>                       | Anthony Perotto                                 |
| <b>BonelliErede</b>                      | Stefano Micheli                                 |
| <b>DLA Piper</b>                         | David Maria Marino, Bruno Giuffré               |
| <b>Gianni &amp; Origoni</b>              | Emanuele Grippo                                 |
| <b>EXCELLENT</b>                         |   |
| <b>Chiomenti</b>                         | Vincenzo Troiano, Alessandro Portolano          |
| <b>D'Argenio Polizzi e Associati</b>     | Matteo D'Argenio, Andrea Polizzi, Laura Troiano |
| <b>Studio Legale Giorgetti</b>           | Alessandro Giorgetti                            |
| <b>Legance</b>                           | Gian Paolo Tagariello                           |
| <b>Molinari Agostinelli</b>              | Nicolò Juvara                                   |
| <b>Studio Legale Monti</b>               | Alberto Monti                                   |
| <b>Norton Rose Fulbright</b>             | Salvatore Iannitti                              |
| <b>PG Legal</b>                          | Giovanna Aucone                                 |
| <b>SLCR Law Firm</b>                     | Claudio Russo                                   |
| <b>Taurini &amp; Hazan Studio Legale</b> | Maurizio Hazan                                  |
| <b>Zitiello Associati</b>                | Luca Zitiello                                   |
| <b>HIGHLY RECOMMENDED</b>                |   |
| <b>CMS</b>                               | Laura Opilio, Massimo Dotto                     |
| <b>Studio Legale Ferrati</b>             | Paolo Ferrati                                   |
| <b>FIVELEX</b>                           | Francesco Di Carlo, Edoardo Guffanti            |
| <b>Hogan Lovells</b>                     | Jeffrey Greenbaum, Silvia Lolli                 |
| <b>Macchi Di Cellere Gangemi</b>         | Ernesto Pucci                                   |
| <b>Mondini Bonora Ginevra</b>            | Francesco Rusconi                               |

#### STUDIO LEGALE D'ARGENIO POLIZZI E ASSOCIATI: RELIABLE INSURANCE EXPERTS



Matteo D'Argenio

Key figures:  
Matteo D'Argenio,  
Andrea Polizzi  
and Laura Troiano  
Established: 1998

**Track record:** Despite the pandemic, Studio Legale D'Argenio Polizzi e Associati continued to service clients based in cities such as London, Paris, Dublin and Luxembourg. As well as handling cases involving several millions of euros in claim value, the firm has been advising no shortage of major insurers, banks and distributors as well as medium-sized companies.

**Team & differentiation:** The young team at D'Argenio Polizzi e Associati prides itself on its in-depth insurance experience, and has been growing its expertise in areas such as shipping and aeronautic insurance and anti-money laundering. Matteo D'Argenio and Laura Troiano are active litigators; Andrea Polizzi is frequently consulted by clients for advisory work.

#### PG LEGAL: ALL-ROUND INSURANCE KNOW-HOW, WITH A NICHE IN YACHTING MATTERS



Giovanna Aucone

Key figure:  
Giovanna Aucone  
Established: 1996

**Track record:** PG Legal regularly represents clients in high-value insurance cases, and has a very strong line in a broad range of advisory insurance work, including cross-border matters. Underpinned by strong regulatory expertise, the firm acts for insurers and claimants alike. Allianz Group is a longstanding client; new clients include ArgoGlobal Assicurazioni.

**Team & differentiation:** 14 of the 29 lawyers at PG Legal spend most of their time in insurance matters; of these, at least half are especially strong in litigation. The team, which has a strong relationship with authorities such as IVASS, handles all manner of insurance work; yachting litigation is a niche area of expertise. Giovanna Aucone heads the practice.



## INSURANCE LITIGATION

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                          | KEY FIGURES                       |
|-------------------------------|-----------------------------------|
| <b>LEADING</b>                |                                   |
| DLA Piper                     | David Maria Marino, Bruno Giuffré |
| Studio Legale Giorgetti       | Alessandro Giorgetti              |
| Norton Rose Fulbright         | Cecilia Buresti                   |
| Taurini & Hazan Studio Legale | Maurizio Hazan                    |
| <b>EXCELLENT</b>              |                                   |
| ADVANT Nctm                   | Anthony Perotto                   |
| BonelliErede                  | Angelo Bonetta, Vittorio Allavena |
| Hogan Lovells                 | Francesca Rolla                   |
| Studio Legale Monti           | Alberto Monti                     |
| <b>HIGHLY RECOMMENDED</b>     |                                   |
| Chiomenti                     | Luca Ferrari                      |
| D'Argenio Polizzi e Associati | Matteo D'Argenio, Laura Troiano   |
| PG Legal                      | Giovanna Aucone, Lorenzo Ranieri  |
| SLCR Law Firm                 | Claudio Russo                     |
| Withers                       | Cristina Pagni                    |
| Zitiello Associati            | Luca Zitiello                     |
| <b>RECOMMENDED</b>            |                                   |
| CMS                           | Laura Opilio                      |
| Studio Legale Ferrati         | Paolo Ferrati                     |
| Legance                       | Gian Paolo Tagariello             |
| Mondini Bonora Ginevra        | Francesco Rusconi                 |

### STUDIO LEGALE GIORGETTI: A CENTURY OF STRENGTH IN INSURANCE



Roberto Giorgetti

Key figures:  
Roberto Giorgetti and  
Alessandro Giorgetti  
Established: 1922

**Track record:** Insurance boutique Studio Legale Giorgetti continues to be active in high-value, cross-border cases involving industrial and motor-yacht fires, professional errors and omissions, and cash in transit; reinsurance is also an area of expertise. The firm represents foreign companies in cases in Italy, and advises Italian companies on foreign matters.

**Team & differentiation:** Celebrating its centenary this year, Studio Legale Giorgetti is steeped in insurance experience. Acting for defendants in every sector except aviation, where it represents claimants, the firm has an especially strong track record in security company liability and cash-in-transit cases. Roberto and Alessandro Giorgetti are the key partners.





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# LUXEMBOURG

## INVESTIGATIONS & WHITE-COLLAR CRIME

Best Law Firms

The firms are ordered alphabetically

| FIRM                                      | KEY FIGURES  |
|---|--|
| <b>LEADING</b>                            |  |
| <b>Arendt &amp; Medernach</b>             | François Kremer, Ari Gudmannsson                       |
| <b>Elvinger Hoss Prussen</b>              | Elisabeth Omes, Katrien Veranneman                     |
| <b>Kleyr Grasso</b>                       | Rosario Grasso   |
| <b>Lutgen + Associés</b>                  | Marie Marty, André Lutgen, Pierre Hurt, Jeanne Feltgen |
| <b>EXCELLENT</b>                          |  |
| <b>BSP (Bonn Steichen &amp; Partners)</b> | Fabio Trevisan, Laure-Hélène Gaicio-Fievez             |
| <b>Pouliquen Law Firm</b>                 | Thierry Pouliquen                                      |
| <b>HIGHLY RECOMMENDED</b>                 |  |
| <b>Adam &amp; Bleser</b>                  | Claude Bleser, Julien Konsbruck                        |
| <b>Allen &amp; Overy</b>                  | Thomas Berger  |
| <b>Bonn &amp; Schmitt</b>                 | Cédric Bellwald, Giulia Jaeger                         |
| <b>Brucher, Thieltgen &amp; Partners</b>  | Marie Bena, Nicolas Thieltgen                          |
| <b>DSM Avocats À La Cour</b>              | Marie-Paule Gillen, Alban Colson                       |
| <b>Linklaters</b>                         | Guy Loesch   |
| <b>Loyens &amp; Loeff</b>                 | Véronique Hoffeld, Henri Dupong                        |
| <b>Molitor</b>                            | Michel Molitor, Paulo Lopes Da Silva                   |
| <b>Moyse &amp; Associates</b>             | François Moyse   |
| <b>NautaDutilh</b>                        | Antoine Laniez   |
| <b>Norton Rose Fulbright</b>              | Yuri Auffinger   |
| <b>Thewes &amp; Reuter</b>                | Pierre Reuter, Marc Thewes                             |
| <b>Turk &amp; Prum</b>                    | François Prum  |
| <b>Wildgen</b>                            | Michel Bulach  |



## INSURANCE

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                           | KEY FIGURES  |
|--------------------------------|--|
| <b>LEADING</b>                 |  |
| <b>Arendt &amp; Medernach</b>  | Christian Point, Marianne Rau, Pierre-Michaël de Waersegger, Paul Mousel |
| <b>Kleyr Grasso</b>            | Henry de Ron, Rosario Grasso   |
| <b>Wildgen</b>                 | Karine Vilret, Michel Bulach   |
| <b>EXCELLENT</b>               |  |
| <b>Allen &amp; Overy</b>       | Pierre Schleimer, Fabian Beullekens                                      |
| <b>Baker McKenzie</b>          | Jean-François Findling   |
| <b>Clifford Chance</b>         | Christian Kremer   |
| <b>Molitor</b>                 | Jacques Wolter, François Cauttaerts, Michel Molitor                      |
| <b>Philippe &amp; Partners</b> | Marc Gouden, Pierre Moreau   |
| <b>Schiltz &amp; Schiltz</b>   | Franz Schiltz, Jean Louis Schiltz  |
| <b>HIGHLY RECOMMENDED</b>      |  |
| <b>Bonn &amp; Schmitt</b>      | Alex Schmitt, Chantal Keereman, Jean-Baptiste Meyrier                    |
| <b>CMS</b>                     | Vivian Walry   |
| <b>Elvinger Hoss Prussen</b>   | André Hoffmann, Pit Reckinger  |
| <b>Tabery &amp; Wauthier</b>   | Gast Neu   |
| <b>Turk &amp; Prum</b>         | François Turk  |

## WILDGEN: FULL-SPECTRUM OF ADVICE ON INSURANCE PRODUCTS AND SERVICES



Karine Vilret

Key figure: Karine Vilret  
Established: 1923

**Track record:** Recognized insurance-law practitioners insurance, the independent firm acts for the majority of domestic and international (re-)insurers and brokers as well as corporate clients, banks, and institutions in the risk markets. Its insurance expertise includes strong knowledge of the cross-border Luxembourg insurance market, especially with UK players, since maintains an office in London.

**Team & differentiation:** A dedicated team of two partners and six collaborators is headed by Karine Vilret. With significant experience in international life and non-life insurance it specializes in negotiating and structuring insurance projects. An active member of the Luxembourg Association of Insurers (ACA), its lawyers regularly speak and publish articles on insurance matters.



# NETHERLANDS

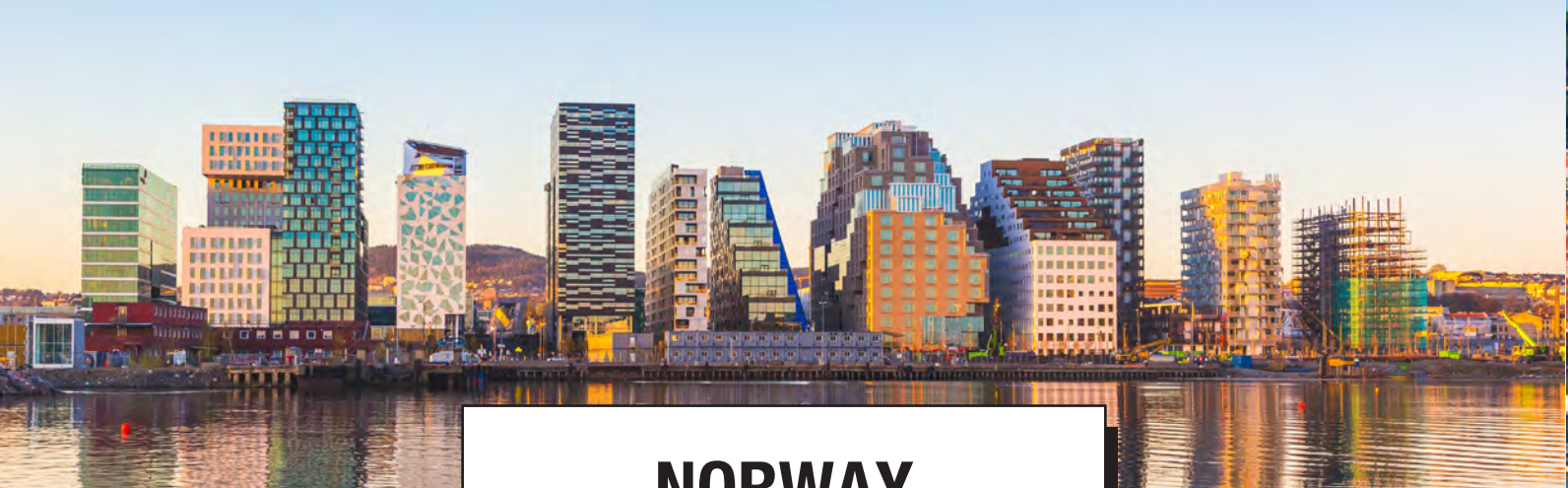
© Taiga

## INSURANCE

### Best Law Firms

The firms are ordered alphabetically

| FIRM                                   | KEY FIGURES   |
|--|---|
| <b>LEADING</b>                         |   |
| Houthoff                               | Hans Londonck Sluijk, Berry Van Wijk  |
| NautaDutilh                            | Stijn Franken, Sjoerd Meijer  |
| Van Doorne                             | Annemieke Hendrikse, Walter Hendriksen  |
| <b>EXCELLENT</b>                       |   |
| <b>1</b> De Brauw Blackstone Westbroek | Dennis Horeman  |
| Dirkwager Legal & Tax                  | Daan Baas, Joost Bindels, Harry Kruitwagen, René Wildenburg   |
| Kennedy Van der Laan                   | Jan Broekhuizen, Chris Van Dijk, Peter Van den Broek, Petra Oskam, Erik Van Orsouw, Frits Van der Woude |
| Norton Rose Fullbright                 | Jan Duyvensz  |
| <b>2</b> Hogan Lovells                 | Victor de Vlaam   |
| Loyens & Loeff                         | Kitty Lieverse, Merel Van Asch  |
| Van Traa Advocaten                     | Robert Pessers  |
| <b>RECOMMENDED</b>                     |   |
| Bird & Bird                            | Evelyn Tjon-En-Fa   |
| CMS                                    | Leonard Böhmer, Bas Baks  |
| Cox Ten Bruggencate Advocaten          | Carlijn ten Bruggencate, Joeri Cox, Jacco van de Meent  |
| Ekelmans & Meijer                      | Hanco Arnold  |
| Ploum                                  | Vincent Terlouw, Natalie Vloemans   |
| Stadermann Luiten Advocaten            | Wence Rupert  |
| VanNierkerkCieremans                   | Tijtske Cieremans, Eric van Niekerk, Patrick van der Vorst  |
| Wij Advocaten                          | Suzanne Bordewijk   |



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# NORWAY

## INSURANCE

### Best Law Firms

The firms are ordered alphabetically

| FIRM                                       | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                             |  |
| <b>Advokatfirma Kogstad Lunde &amp; Co</b> | Trond Werner Lunde, Terje Marthinsen, Claus Krag Brynildsen  |
| <b>Arntzen de Besche</b>                   | Sven Iver Steen, Karl Rosén  |
| <b>Thommessen</b>                          | Andreas Meidell, Henrik Hagberg, Trond Hatland   |
| <b>Wiersholm</b>                           | Olav Perland, Kjersti Trøbråten  |
| <b>EXCELLENT</b>                           |  |
| <b>Advokatfirmaet Schjødt</b>              | Klaus Henrik Wiese-Hansen, Per Ristvedt  |
| <b>DLA Piper</b>                           | Alexander Plows, Hugo-A. B. Munthe-Kaas  |
| <b>SANDS</b>                               | Christian Kjellby Nesset, Eva Drageset   |
| <b>Simonsen Vogt Wiig</b>                  | Frithjof Herlofsen, Lars Inge Ørstavik, Christian Bjørtuft Ellingsen, Jan Vablum, Øyvind Vidhammer |
| <b>Wikborg Rein</b>                        | Anders Færden  |
| <b>HIGHLY RECOMMENDED</b>                  |  |
| <b>Advokatfirmaet Grette</b>               | Jacob Bjonness-Jacobsen, Johan Christian Kongsli   |
| <b>Advokatfirmaet Ræder</b>                | Jon Andersen, Joar Heide   |
| <b>BAHR</b>                                | Atle Skaldebø-Rød  |
| <b>Bull &amp; Co Advokatfirma</b>          | Nils Henrik Varmann Jørgensen, Runar Hansen  |
| <b>Kvale Advokatfirma</b>                  | Kristian Lindhartsen, Lilly Kathrin Relling  |

# PORTUGAL

© INTERPIXELS

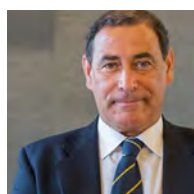
## COMPLIANCE & WHITE COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES   |
|---|---|
| <b>LEADING</b>  |   |
| Cuatrecasas   | Paulo de Sá e Cunha   |
| Morais Leitão, Galvão Teles, Soares da Silva & Associados     | Rui Patrício  |
| Uría Menéndez - Proença de Carvalho                           | Fernando Aguiar de Carvalho, Francisco Proença de Carvalho                |
| VdA   | João Medeiros, Sofia Ribeiro Branco                                       |
| <b>EXCELLENT</b>  |   |
| Abreu Advogados   | Ana Rita Duarte de Campos, Pedro Barosa, Francisco Patrício               |
| Rogério Alves & Associados                                    | Rogério Alves   |
| Saragoça da Matta & Silveiro de Barros Sociedade de Advogados | Paulo Saragoça da Matta   |
| Sérvulo & Associados  | José Lobo Moutinho, Cláudia Amorim  |
| <b>HIGHLY RECOMMENDED</b>                                     |   |
| CCA Law   | Henrique Salinas  |
| CMS   | Miguel Esperança Pina, Nuno Pena, Rita Gouveia, Diogo Castanheira Pereira |
| PLMJ  | Paulo Farinha Alves   |
| <b>RECOMMENDED</b>  |   |
| Carlos Pinto de Abreu e Associados                            | Carlos Pinto de Abreu   |
| Cerejeira Nomura, Marinho Falcão                              | Pedro Marinho Falcão  |
| Ecija   | Alexandra Mota  |
| Raul Soares da Veiga & Associados                             | Raul Soares da Veiga  |
| SRS Advogados   | José Carlos Soares Machado, José Jácome                                   |

### SÉRVULO & ASSOCIADOS: SEASONED PRACTICE

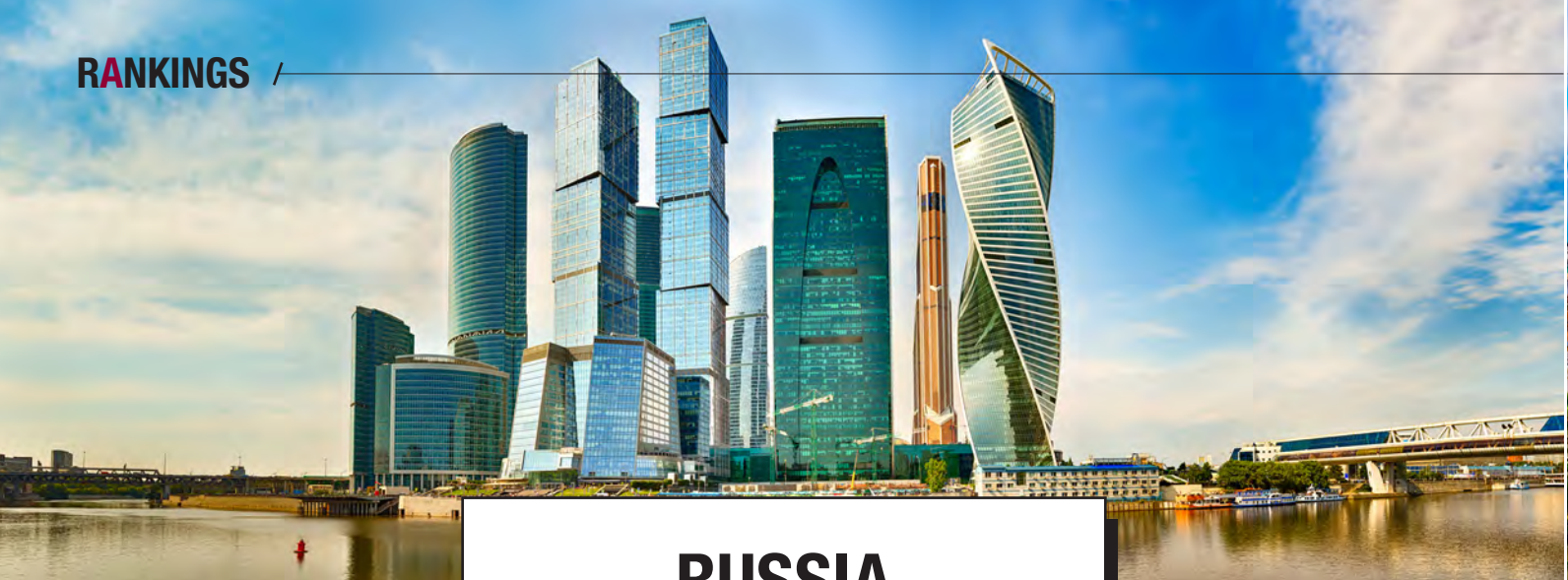


José Lobo Moutinho

Key figure:  
José Lobo Moutinho  
Established: 1999

**Track record:** Sérvulo & Associados regularly represents high-profile clients in criminal and regulatory offences procedures, a considerable number of which are related to financial corruption-related accusations, with a focus on the areas of banking, capital markets, competition and telecoms.

**Team & differentiation:** Experienced practitioner, José Lobo Moutinho, is sought out by both individuals and public entities for his expertise on matters including theft, fraud allegations, abuse of power and corruption. He leads the practice together with Teresa Serra, who also excels in arbitration. Partner Cláudia Amorim is another name to note.



# RUSSIA

© Khoroshunova Olga

## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                    | KEY FIGURES  |
|---|--|
| <b>LEADING</b>                          |  |
| Egorov Puginsky Afanasiev & Partners    | Victoria Burkovskaya   |
| <b>EXCELLENT</b>                        |  |
| <b>1</b> ALRUD Law Firm                 | Magomed Gasanov  |
| Baker McKenzie                          | Edward Bekeschenko, Alexander Bychkov, Paul Melling                  |
| Koblev & Partners                       | Ruslan Koblev  |
| Padva & Partners                        | Alexander Gofshteyn, Genrikh Padva                                   |
| Reznik, Gagarin & Partners              | Genry Reznik   |
| Zabeyda & Partners                      | Daria Konstantinova, Alexandr Zabeyda                                |
| <b>2</b> Asnis and Partners             | Alexander Asnis  |
| Bryan Cave Leighton Paisner             | Anton Gusev  |
| KIAP                                    | Konstantin Astafiev  |
| Monastyrsky, Zyuba, Stepanov & Partners | Dmitry Lovyrev, Alexander Zyuba                                      |
| Pen & Paper Attorneys at Law            | Vadim Klyuvgant  |
| <b>HIGHLY RECOMMENDED</b>               |  |
| A-PRO Attorneys at Law                  | Oleg Vyshinsky   |
| Bolshakov, Chelysheva & Partners        | Arthur Bolshakov, Elena Chelysheva                                   |
| Criminal Defense Firm                   | Alexey Kasatkin  |
| EMPP                                    | Sergey Egorov, Valentin Petrov                                       |
| Feoktistov and Partners Law Office      | Ruslan Dolotov, Vyacheslav Feoktistov                                |
| LOYS                                    | Konstantin Farberov, Denis Puchkov, Maxim Stafilov, Aleksey Zakharov |
| Regionservice                           | Dmitriy Grechko, Denis Rybakov, Andrey Pereladov, Tatyana Stukalova  |
| Rustam Kurmaev & Partners               | Rustam Kurmaev, Dmitry Gorbunov                                      |
| Selyutin & Partners                     | Alexander Selyutin   |



# SPAIN

© trabantos

## COMPLIANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                         | KEY FIGURES  |
|------------------------------|--|
| <b>LEADING</b>               |  |
| Baker McKenzie               | Cecilia Pastor   |
| Cuatrecasas                  | Alfredo Domínguez, Íñigo de Ros                        |
| Deloitte Legal               | Begoña Fernández Rodríguez                             |
| Garrigues                    | Sergio González Galán                                  |
| Gómez-Acebo & Pombo          | Vanessa Fernández Lledó                                |
| Pérez-Llorca                 | Adriana De Buerba, Juan Palomino                       |
| <b>EXCELLENT</b>             |  |
| Del Rosal, Adame & Segrelles | Bernardo Del Rosal                                     |
| Eversheds Sutherland         | María Hernández  |
| Herbert Smith Freehills      | Leopoldo González-Echenique                            |
| Hogan Lovells                | Ignacio Sánchez  |
| Jones Day                    | José Bonilla   |
| KPMG                         | Alain Casanovas  |
| Uría Menéndez                | Jaime Alonso   |
| <b>HIGHLY RECOMMENDED</b>    |  |
| CMS                          | Carlos Aguilar   |
| Corporate Defense            | Carlos Gómez-Jara                                      |
| DLA Piper                    | Borja de Obeso   |
| DWF-RCD                      | Diego Artacho  |
| ECIJA                        | Alonso Hurtado, César Zarate, Juan Eugenio Tordesillas |
| <b>RECOMMENDED</b>           |  |
| Fieldfisher Jausas           | Rodrigo Martos   |
| Ontier                       | Berta Aguinaga Barrilero                               |
| Vaciero                      | Leticia del Estal Gallego                              |



## INVESTIGATIONS & WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                     | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                           |  |
| <b>Baker McKenzie</b>                    | Jesús Santos, María Massó  |
| <b>Bufete Choclán</b>                    | José Antonio Choclán Montalvo  |
| <b>Cuatrecasas</b>                       | Joaquín Burkhalter, Luis Jordana de Pozas, Alfredo Domínguez, Pablo Villaseca, Josep Riba                                      |
| <b>Oliva Ayala Abogados</b>              | Ignacio Ayala Gómez  |
| <b>Pérez-Llorca</b>                      | Adriana de Buerba, Juan Palomino   |
| <b>Sánchez-Junco Abogados</b>            | Javier Sánchez-Junco Mans  |
| <b>Uría Menéndez</b>                     | Jaime Alonso, Ismael Clemente, Oscar Morales   |
| <b>EXCELLENT</b>                         |  |
| <b>Corporate Defense</b>                 | Carlos Gómez-Jara Díez   |
| <b>Del Rosal, Adame &amp; Segrelles</b>  | Bernardo Del Rosal   |
| <b>Garrigues</b>                         | Gabriel Castro Salillas, Helena Prieto González  |
| <b>Gómez-Acebo &amp; Pombo</b>           | Carlos Sáiz Díaz, Vanessa Fernández Lledó  |
| <b>Martell Abogados</b>                  | Cristóbal Martell  |
| <b>Mourullo</b>                          | Gonzalo Rodríguez Mourullo, Gonzalo Rodríguez-Mourullo Otero, Alberto Rodríguez-Mourullo Otero, Pablo Rodríguez-Mourullo Otero |
| <b>HIGHLY RECOMMENDED</b>                |  |
| <b>Bajo &amp; Trallero Abogados</b>      | Alfonso Trallero Masó  |
| <b>CMS Albiñana &amp; Suárez de Lezo</b> | Carlos Aguilar   |
| <b>De Pedraza Abogados</b>               | Mar De Pedraza   |
| <b>Ius + Aequitas</b>                    | Elíseo M. Martínez, Carolina González de la Fuente   |
| <b>González Franco Abogados</b>          | José Ángel González Franco   |
| <b>Melero &amp; Gené Advocats</b>        | Javier Melero  |
| <b>Milans del Bosch &amp; ITL</b>        | Santiago Milans del Bosch  |
| <b>Molins Defensa Penal</b>              | Pau Molins   |
| <b>Ontier</b>                            | Berta Aguinaga Barrilero   |
| <b>Simmons &amp; Simmons</b>             | Fernando Aizpún  |
| <b>RECOMMENDED</b>                       |  |
| <b>Clifford Chance</b>                   | Carlos Zabala  |
| <b>Cortés, Abogados</b>                  | Daniel Campos Navas  |
| <b>Ecija</b>                             | Cesar Zarate   |
| <b>Eversheds Sutherland</b>              | Antonio Bravo Taberné  |
| <b>Fuster-Fabra Abogados</b>             | Juan Ignacio Fuster-Fabra Toapanta, José Carlos Velasco  |
| <b>Jones Day</b>                         | José Bonilla   |
| <b>Ramón y Cajal</b>                     | Enrique Molina   |
| <b>Zegrí + de Olivar Abogados</b>        | Emilio J. Zegrí Boada, Blanca de Olivar  |
| <b>Zurbarán</b>                          | Adolfo Cuellar, Jose Manuel Garcia-Quilez  |

### BAKER MCKENZIE: TOP-NOTCH PRACTICE



Jesús Santos

Key figure:  
Jesús Santos  
Established: 1965

**Track record:** Baker McKenzie has a solid track record in the white-collar realm, having participated in the most significant criminal proceedings in recent years in Spain, including Neymar, Gürtel, defence of the former BBVA president Francisco González and the former president of Banco Popular Emilio Saracho, defence of Michael Fridman, and recently in the Bankia case.

**Team & differentiation:** A popular choice especially for high-profile individuals, the practice led by Jesús Santos handles a wide range of criminal mandates including bribery, money laundering and corruption cases. The team, which includes other noted practitioners such as Maria Massó and Víctor Mercedes, also offers pre-litigation advice aimed at reducing the risks arising from official investigations.





SPAIN

## LITIGATION SUPPORT & FORENICS

Best Litigation Support Firms

In each tier, the firms are ordered alphabetically

| FIRM                            | KEY FIGURES  |
|---------------------------------|--|
| <b>LEADING</b>                  |  |
| <b>Accuracy</b>                 | David Aliaga, Laura Cózar, Eduard Saura                            |
| <b>Deloitte</b>                 | Alejandro Nuñez Sotoca, Jorge Lledías                              |
| <b>Kroll</b>                    | María Luisa Castrillo, Vicente Estrada, Diego Perul, Carmen Mencía |
| <b>EY</b>                       | Manuel López García  |
| <b>FTI Consulting Spain</b>     | Manuel Marín   |
| <b>Grant Thornton</b>           | Fernando Lacasa  |
| <b>KPMG Forensic</b>            | Alberto Rabano, Fernando Cuñado, María Victoria Fernández Elices   |
| <b>Nera Economic Consulting</b> | Oscar Arnedillo  |
| <b>PwC Forensic</b>             | Javier López Andreo  |
| <b>EXCELLENT</b>                |  |
| <b>Alvarez &amp; Marsal</b>     | Juan Jesús Valderas Martos   |
| <b>Auren</b>                    | Ana Jiménez Martín, Mario Alonso                                   |
| <b>BDO</b>                      | Javier Espel, Manuel Vargas González                               |
| <b>The Brattle Group</b>        | José Antonio García  |
| <b>Nera Economic Consulting</b> | Oscar Arnedillo  |
| <b>RSM</b>                      | David Sardá  |
| <b>HIGHLY RECOMMENDED</b>       |  |
| <b>J.S. HELD Spain</b>          | Enrique Abiega   |
| <b>Crowe Spain</b>              | Luis Martinón  |
| <b>Mazars</b>                   | Alberto Martínez Salazar   |
| <b>UHY Fay &amp; Co</b>         | Luis Arturo Pedraza Munoz  |
| <b>Vir Audit</b>                | Joan Riba Casellas   |
| <b>Zenit</b>                    | Manel Borrás   |
| <b>RECOMMENDED</b>              |  |
| <b>Netvalue Forensic</b>        | Lara Alares Anegón   |
| <b>Silva &amp; Asociados</b>    | Juan José Silva Polo   |



# SWEDEN

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## INSURANCE

### Best Law Firms

The firms are ordered alphabetically

| FIRM                            | KEY FIGURES   |
|---------------------------------|---|
| <b>LEADING</b>                  |   |
| <b>Advokatfirman Vinge</b>      | Fabian Ekeblad, Per Johan Eckerberg, Viveka Classon           |
| <b>Mannheimer Swartling</b>     | Hans Hammarbäck, Azadeh Razani                                |
| <b>Norelid Advokatbyrå</b>      | Susanna Norelid, Fredrik Seemann                              |
| <b>EXCELLENT</b>                |   |
| <b>NORDIA Law</b>               | Per Sjödin, Johan Strömberg                                   |
| <b>Setterwalls Advokatbyrå</b>  | Åke Fors, Patrik Olivecrona, Magnus Rydberg, Johannes Ericson |
| <b>Wistrand</b>                 | Jörgen Eklund   |
| <b>HIGHLY RECOMMENDED</b>       |   |
| <b>Advokatfirman Schjødt</b>    | Peter Kullgren  |
| <b>DLA Piper Sweden</b>         | Arthur Csatho   |
| <b>Hammarskiöld</b>             | Peder Hammarskiöld, Sandra Kaznova                            |
| <b>RECOMMENDED</b>              |   |
| <b>Advokatfirman Cederquist</b> | Erik Wernberg   |
| <b>Baker McKenzie</b>           | Karolin Karlsson, Christofer Isaksson                         |
| <b>Cirio Law Firm</b>           | Carl-Olof Bouveng   |
| <b>Delphi</b>                   | Rolf Karlsson, Tobias Hamrin                                  |
| <b>Kompass Advokat</b>          | Anna Lööv   |
| <b>Magnusson</b>                | Caroline Landerfors   |
| <b>Next Advokater</b>           | Matthias Schmitt  |
| <b>White &amp; Case Sweden</b>  | Anders Reldén   |



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# SWITZERLAND

## INSURANCE LITIGATION

### Best Law Firms

The firms are ordered alphabetically

| FIRM                           | KEY FIGURES   |
|--------------------------------|---|
| <b>LEADING</b>                 |   |
| <b>Bär &amp; Karrer</b>        | Peter Hsu, Markus Schott, Eric Stupp, Andreas Länzlinger, Daniel Flühmann |
| <b>Gbf Attorneys-At-Law</b>    | Lars Gerspacher, Clemens von Zedtwitz                                     |
| <b>Lenz &amp; Staehelin</b>    | Olivier Stahler, Lukas Morscher   |
| <b>Schellenberg Wittmer</b>    | Alexander von Ziegler, Olivier Favre                                      |
| <b>EXCELLENT</b>               |   |
| <b>Homburger</b>               | Hansjürg Appenzeller  |
| <b>Nater Dallafior</b>         | Roberto Dallafior, Benjamin Schumacher                                    |
| <b>Pestalozzi</b>              | Christoph Lang, Beat Schwarz, Andrea Huber                                |
| <b>Vischer</b>                 | Daniele Favalli, Adrian Dörig   |
| <b>Wartmann Merker</b>         | Giovanna Montanaro  |
| <b>HIGHLY RECOMMENDED</b>      |   |
| <b>Baker McKenzie</b>          | Joachim Frick   |
| <b>Baudacci Nigg Stenberg</b>  | Hans Nigg, Erik Stenberg  |
| <b>CMS von Erlach Partners</b> | André Lebrecht, Jodok Wicki   |
| <b>Eversheds Sutherland</b>    | Peter Haas  |
| <b>Flying Lawyers</b>          | Sophie Winkler  |
| <b>Kellerhals Carrard</b>      | Christoph Frey, Pascal Grolimund  |
| <b>Mbh Attorneys At Law</b>    | Ulrike Mönnich  |
| <b>Prager Dreifuss</b>         | Christoph Graber  |
| <b>Swiss Insurance Law</b>     | Melissa Gautschi  |
| <b>Thouvenin Rechtsanwälte</b> | Martin Bürkle   |
| <b>Walder Wyss</b>             | Daniel Staffelbach  |

### BÄR & KARRER: HIGH QUALITY INSURANCE EXPERTS



Peter Hsu

Key figure: Peter Hsu  
Established: 1969

**Track record:** Being a one-stop-shop for clients in the insurance and reinsurance industry, Bär & Karrer handles large and complex cases that are both local and international. It is currently representing Zurich Insurance Group, Swiss Life, and Allianz which are all three long-term clients.

**Team & differentiation:** Headed by Zurich-based Peter Hsu, the insurance practice at Bär & Karrer includes 9 partners and 12 lawyers. The team is capable of rendering advice on M&A and financing transactions, restructurings, and asset transfers. They have offices in Zurich, Basel, Züg, Geneva, and Lugano.



## WHITE-COLLAR CRIME

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                  | KEY FIGURES  |
|---------------------------------------|--|
| <b>LEADING</b>                        |  |
| Bär & Karrer                          | Andrew Garbarski, Anne Valérie Julen Berthod, Saverio Lembo  |
| Lalive                                | Marc Henzelin, Simone Nadelhofer, Alexander Troller, Sandrine Giroud, Matthias Gstoehl, Daniel Lucien Bühler |
| Schellenberg Wittmer                  | Peter Burckhardt, Paul Gully-Hart**, Louis Burrus, Clara Poglia, Roland Ryser*                               |
| <b>EXCELLENT</b>                      |  |
| 1 Homburger                           | Flavio Romero, Katrin Ivell  |
| Lenz & Staehelin                      | Miguel Oural, Daniel Tunik, Dominique Müller   |
| Niederer Kraft Frey                   | Ernst Schmid**, Daniel Eisele, Peter Honegger, Tamir Livschitz   |
| Pestalozzi                            | Michael Kramer, Nicolas Herren, Christophe Emonet  |
| 2 Bianchischwald                      | Jean-Marc Carnicé  |
| Erni Caputo                           | Lorenz Erni, Francesca Caputo  |
| Mangeat                               | Grégoire Mangeat, Fanny Margairaz  |
| Monfrini Bitton Klein                 | David Bitton   |
| Poncet Turrettini                     | Carlo Lombardini, Alain Macaluso   |
| RVMH avocats                          | Patrick Hunziker, Albert Righini, Guillaume Vodoz, Pierre-Damien Eggly                                       |
| <b>HIGHLY RECOMMENDED</b>             |  |
| @lex avocats                          | Alec Reymond   |
| Canonica Valticos De Preux + Associés | Pierre de Preux, Gueric Canonica   |
| Charles Russell Speechlys             | Bruno Ledrappier   |
| CMS von Erlach Partners               | Christian Lüscher, Bernhard Lötscher   |
| Harari Avocats                        | Maurice Harari   |
| Quinn Emanuel Urquart & Sullivan      | Thomas Werlen  |
| Resolution Legal Partners             | Pascal de Preux  |
| Walder Wyss                           | Micha Bühler, Rodolphe Gautier, Michael Cartier, Oliver Kunz   |
| <b>RECOMMENDED</b>                    |  |
| Archipel                              | Lezgin Polater   |
| Bonnard Lawson                        | Aylin Güney King   |
| Brun & Forrer                         | Andreas Forrer, Simon Brun   |
| Baumgartner Mächler Attorneys Ltd     | Dr. Hans Baumgartner   |
| Degni & Vecchio                       | Sandro Vecchio, Pierluca Degni   |
| Grobet Thorens Hohl-Chirazi           | Catherine Hohl-Chirazi   |
| Hohler Tröhler Heim Rechtsanwälte     | Christoph Hohler   |
| Quadra Attorneys                      | Adrian Kammerer  |
| Reiser Avocats                        | Sonja Maeder Morvant   |
| Thouvenin Rechtsanwälte               | Rolf Schuler   |
| Taormina law AG                       | Andrea Taormina  |
| Umbricht Attorneys                    | Stefan Wehrenberg, Benjamin Leupi-Landtwing  |
| Wartmann Merker                       | Peter Reichart   |
| Wenger Vieli                          | Michael Mráz   |

\* Counsel \*\* Of counsel

## DEGNI &amp; VECCHIO: EXCEPTIONAL WHITE-COLLAR CRIME LAWYERS



Pierluca Degni

Key figures:  
Sandro Vecchio and  
Pierluca Degni  
Established: 2020

**Track record:** With cases exceeding CHF 20 million, Degni & Vecchio advises multiple, well-known states and public entities around Geneva. Created through the partnership of two experienced lawyers, team has extensive expertise in judicial matters, commercial litigation, economic criminal law and corporate life. They are also avid supporters of bro-bono work.

**Team & differentiation:** Working for ten years together and then establishing their own boutique criminal law firm in Geneva, Sandro Vecchio and Pierluca Degni are experts in the field of white-collar crime. They represent clients in commercial and banking litigation, internal investigations, and economic criminal law.

## MANGEAT: LOCAL TOUCH WITH BIG FIRM SERVICES



Grégoire Mangeat

Key figure:  
Grégoire Mangeat  
Established: 2016

**Track record:** MANGEAT has made a name for itself in the Swiss white-collar crime legal market in the last six years. Recently, the firm acted for the daughter of the former President of Uzbekistan in criminal proceedings relating to anti-money laundering. The case reached a matter value of more than \$550 million.

**Team & differentiation:** Practice head Grégoire Mangeat works with newly promoted partner Fanny Margairaz, two counsel, and three associates representing clients in white-collar crime, extradition, inheritance and bankruptcy proceedings. The team has expertise in legal assistance (tax, criminal and financial) and regularly acts in cross-border cases.

## RESOLUTION LEGAL PARTNERS: TAILORED SOLUTIONS TO WHITE-COLLAR CRIME CASES



Pascal de Preux

Key figure:  
Pascal de Preux  
Established: 2017

**Track record:** An approachable boutique, Resolution Legal Partners handles complex proceedings in collaboration with international leading law firms. Pascal de Preux recently assisted a client as a part of a criminal investigation for aggravated money laundering where assets reached around €60 million.

**Team & differentiation:** Working alongside three other partners, Pascal de Preux represents individuals and legal entities under criminal investigation for white collar crimes. This includes money laundering, bribery, financial felonies, tax criminal law, and internal investigations. De Preux also lectures at the University of Fribourg in Criminal law.

**INTERNAL INVESTIGATIONS & COMPLIANCE**

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM  | KEY FIGURES   |
|---|---|
| <b>LEADING</b>                              |   |
| <b>Bär &amp; Karrer</b>                     | Andreas Länzlinger, Eric Stupp  |
| <b>Homburger</b>                            | Flavio Romerio, Claudio Bazzani   |
| <b>Schellenberg Wittmer</b>                 | Peter Burckhardt, Louis Burrus, Benjamin Borsodi, Clara Poggia, Roland Ryser* |
| <b>EXCELLENT</b>                            |   |
| <b>1 Kellerhals Carrard</b>                 | Claudia Götz Staehelin  |
| <b>Lenz &amp; Staehelin</b>                 | Astrid Waser, Dominique Müller, Benoit Merkt                                  |
| <b>Niederer Kraft Frey</b>                  | Daniel Eisele, Peter Honegger, Tamir Livschitz                                |
| <b>2</b>                                    |   |
| <b>Bianchischwald</b>                       | Jean-Marc Carnicé   |
| <b>ENQUIRE Attorneys-at-Law Ltd.</b>        | Claudia Fritsche  |
| <b>Mangeat</b>                              | Grégoire Mangeat, Fanny Margairaz, Hadrien Mangeat*, Diego Leis*              |
| <b>Walder Wyss</b>                          | Rodolphe Gautier, Michael Cartier, Oliver Kunz                                |
| <b>HIGHLY RECOMMENDED</b>                   |   |
| <b>CMS von Erlach Partners</b>              | Bernhard Lötscher   |
| <b>Degni &amp; Vecchio</b>                  | Sandro Vecchio, Pierluca Degni  |
| <b>Monfrini Bitton Klein</b>                | Yves Klein, David Bitton  |
| <b>Pestalozzi</b>                           | Christophe Emonet   |
| <b>Quinn Emanuel Urquart &amp; Sullivan</b> | Thomas Werlen   |
| <b>Resolution Legal Partners</b>            | Pascal de Preux, Julien Gafner  |
| <b>Wenger Vieli</b>                         | Michael Mráz  |

\* Counsel



# UK

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## INSURANCE LITIGATION: ACTING FOR POLICYHOLDERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                      | KEY FIGURES                                     |
|---------------------------|---|
| <b>LEADING</b>            |   |
| Herbert Smith Freehills   | Paul Lewis, Alexander Oddy                      |
| Reed Smith                | Margaret Campbell, Peter Hardy, Mark Pring      |
| <b>EXCELLENT</b>          |   |
| 1 Allen & Overy           | Richard Farnhill, Joanna Page                   |
| Fenchurch Law             | David Pryce                                     |
| 2 Clifford Chance         | Philip Hill                                     |
| Edwin Coe                 | Roger Franklin, Nicola Maher, Michael Whitton   |
| K&L Gates                 | Sarah Turpin                                    |
| Mishcon de Reya           | Sonia Campbell, Richard Leedham                 |
| <b>HIGHLY RECOMMENDED</b> |   |
| Addleshaw Goddard         | Richard Wise                                    |
| Burges Salmon             | Matthew Walker                                  |
| Covington & Burling       | Richard Mattick                                 |
| HFW                       | Jonathan Bruce, Christopher Cardona, Nigel Wick |
| Michelmores               | Jonathan Kitchin                                |
| Wynterhill                | Dan Brooks, Stuart Hill                         |

## INSURANCE LITIGATION: ACTING FOR INSURERS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                               | KEY FIGURES   |
|------------------------------------|---|
| <b>LEADING</b>                     |   |
| <b>Clyde &amp; Co</b>              | Nigel Brook, James Cooper, Michael Payton, Timothy Taylor             |
| <b>Kennedys</b>                    | David Chadwick, Patrick Foss, Nick Thomas, Chris Zavos, Nick Williams |
| <b>EXCELLENT</b>                   |   |
| <b>CMS</b>                         | Ed Foss, Simon Garrett, Simon Kilgour                                 |
| <b>DAC Beachcroft</b>              | Liam O'Connell, Julian Miller, Chris Wilkes, Nick Young               |
| <b>HFW</b>                         | Andrew Bandurka, Christopher Cardona, Christopher Foster              |
| <b>RPC</b>                         | Simon Goldring, Simon Laird, Victoria Sherratt                        |
| <b>HIGHLY RECOMMENDED</b>          |   |
| <b>Bryan Cave Leighton Paisner</b> | Anthony Lennox, Jonathan Sacher                                       |
| <b>Carter Perry Bailey</b>         | Stephen Carter  |
| <b>Clausen Miller</b>              | Jonathan Hall, John Startin   |
| <b>Cooley</b>                      | Mark Everiss  |
| <b>DLA Piper</b>                   | Leon Taylor   |
| <b>DWF</b>                         | David Abbott  |
| <b>Herbert Smith Freehills</b>     | Paul Lewis  |
| <b>Norton Rose Fulbright</b>       | Adrian Mecz   |
| <b>RECOMMENDED</b>                 |   |
| <b>1 BLM</b>                       | Mark Aitken, John O'Shea  |
| <b>Eversheds Sutherland</b>        | Simon Brooks  |
| <b>Hogan Lovells</b>               | Nick Atkins, Jamie Rogers   |
| <b>Ince</b>                        | Fionna Gavin, Ben Ogden   |
| <b>Pinsent Masons</b>              | Colin Read  |
| <b>Simmons &amp; Simmons</b>       | James Pollock   |
| <b>2 Browne Jacobson</b>           | Francis Mackie, Colin Peck  |
| <b>Keoghs</b>                      | Richard Houseago, Ruth Lawrence                                       |
| <b>Keystone Law</b>                | James Crabtree, Jason Kallis  |
| <b>Mayer Brown</b>                 | Jim Oulton  |
| <b>Mills &amp; Reeve</b>           | Neil Davis, Andrew Tobin  |
| <b>Slaughter and May</b>           | Richard Swallow, Efsthathios Michael                                  |
| <b>Stephenson Harwood</b>          | Alex Davis  |
| <b>Weightmans</b>                  | Edward Lewis, Rob Williams  |



## INVESTIGATIONS &amp; WHITE-COLLAR CRIME: ACTING FOR CORPORATES

## Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                 | KEY FIGURES   |
|--------------------------------------|---|
| <b>LEADING</b>                       |   |
| Debevoise & Plimpton                 | Lord Peter Goldsmith, Karolos Seeger                        |
| Dechert                              | Roger Burlingame, Caroline Black, Matthew Cowie             |
| Herbert Smith Freehills              | Susannah Cogman   |
| Simmons & Simmons                    | Nicholas Benwell, Stephen Gentle                            |
| Slaughter and May                    | Ewan Brown, Jonathan Cotton                                 |
| <b>EXCELLENT</b>                     |   |
| Allen & Overy                        | Armondo Chakrabarti, Eve Giles, Jonathan Hitchin            |
| Baker McKenzie                       | Joanna Ludlam, Sunny Mann, Jonathan Peddie, Charles Thomson |
| Clifford Chance                      | Carlos Conceicao, Luke Tolaini                              |
| CMS                                  | Eoin O'Shea, Omar Qureshi                                   |
| Freshfields Bruckhaus Deringer       | Matthew Bruce, Ben Morgan, Ali Sallaway                     |
| Linklaters                           | Satindar Dogra  |
| Macfarlanes                          | Neill Blundell  |
| Ropes & Gray                         | Amanda Raad, Judith Seddon                                  |
| Skadden, Arps, Slate, Meagher & Flom | Ryan Junck  |
| Willkie Farr & Gallagher             | Peter Burrell   |
| <b>HIGHLY RECOMMENDED</b>            |   |
| <b>1</b> Addleshaw Goddard           | Nichola Peters  |
| Greenberg Traurig                    | Mohammed Khamisa  |
| Hogan Lovells                        | Crispin Rapinet   |
| Jenner & Block                       | Christine Braamskamp  |
| Kirkland & Ellis                     | Satnam Tamani, Marcus Thompson                              |
| Norton Rose Fulbright                | Michael Godden, Neil O'May                                  |
| Stephenson Harwood                   | Tony Woodcock   |
| WilmerHale                           | Stephen Pollard   |
| <b>2</b> Arnold & Porter             | Kathleen Harris   |
| Bryan Cave Leighton Paisner          | Mukul Chawla, Sarah Klein                                   |
| Cadwalader, Wickersham & Taft        | Mark Beardsworth, Kevin Roberts                             |
| Clyde & Co                           | Fergal Cathie, John Whittaker                               |
| Covington & Burling                  | Ian Hargreaves, David Lorello                               |
| DLA Piper                            | Tony Katz, Sam Millar                                       |
| Fieldfisher                          | Tony Lewis  |
| Gibson, Dunn & Crutcher              | Philip Rocher   |
| Kingsley Napley                      | Caroline Day, Alun Milford, Louise Hodges                   |
| Latham & Watkins                     | Stuart Alford, Nathan Seltzer                               |
| Mishcon de Reya                      | Johanna Walsh   |
| Morgan, Lewis & Bockius              | Melanie Ryan, Chris Warren-Smith                            |
| Paul Hastings                        | Jonathan Pickworth  |
| Peters & Peters Solicitors           | Michael O'Kane  |
| Reed Smith                           | Charles Hewetson, Leigh Hansson, Rosanne Kay                |
| <b>RECOMMENDED</b>                   |   |
| Ashurst                              | Ruby Hamid  |
| BCL Solicitors                       | Ian Burton  |
| Bivonas Law                          | Antony Brown, Cindy Dorrington, Steve Sharp                 |
| Boies Schiller Flexner               | Tracey Dovaston, Matthew Getz                               |
| Brown Rudnick                        | Anupreet Amole  |
| Burges Salmon                        | David Hall  |
| Dentons                              | Craig Neilson   |
| Eversheds Sutherland                 | Zia Ullah   |
| Jones Day                            | Sion Richards   |
| K&L Gates                            | Dylan Moses   |
| King & Spalding                      | Robert Dedman, Aaron Stephens                               |
| Mayer Brown                          | Alistair Graham   |
| Morrison & Foerster                  | Jonathan Wheeler  |
| Pinsent Masons                       | Neil McInnes, Natalie Sherborn                              |
| RPC                                  | Sam Tate  |
| Stewarts Law                         | David Savage  |
| Taylor Wessing                       | David de Ferrars, Tim Strong                                |
| Travers Smith                        | Rob Fell  |
| White & Case                         | Jonah Anderson, Anneka Randhawa                             |



## INVESTIGATIONS & WHITE-COLLAR CRIME: ACTING FOR INDIVIDUALS

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                                     | KEY FIGURES  |
|--|--|
| <b>LEADING</b>                           |  |
| <b>BCL Solicitors</b>                    | Ian Burton, Jane Glass, Richard Sallybanks, Harry Travers          |
| <b>Corker Binning</b>                    | David Corker, Peter Binning, Jessica Parker, Andrew Smith          |
| <b>Kingsley Napley</b>                   | Nicola Finnerty, Jonathan Grimes, Louise Hodges, Stephen Parkinson |
| <b>Peters &amp; Peters Solicitors</b>    | Hannah Laming, Michael O’Kane, Neil Swift                          |
| <b>EXCELLENT</b>                         |  |
| <b>Bivonas</b>                           | Antony Brown, Cindy Dorrington, Stephen Sharp                      |
| <b>Hickman &amp; Rose</b>                | Ross Dixon, Ben Rose   |
| <b>Mishcon de Reya</b>                   | Johanna Walsh  |
| <b>Norton Rose Fulbright</b>             | Michael Godden, Neil O’May   |
| <b>PCB Byrne</b>                         | Michael Potts, Sara Teasdale                                       |
| <b>WilmerHale</b>                        | Stephen Pollard  |
| <b>HIGHLY RECOMMENDED</b>                |  |
| <b>Bindmans</b>                          | Katie Wheatley   |
| <b>Blackfords</b>                        | Gary Bloxsome, Daniel Cundy  |
| <b>Cadwalader, Wickersham &amp; Taft</b> | Mark Beardsworth, Kevin Roberts                                    |
| <b>Dechert</b>                           | Roger Burlingame   |
| <b>Herbert Smith Freehills</b>           | Susannah Cogman  |
| <b>Howard Kennedy</b>                    | Ian Ryan   |
| <b>Paul Hastings</b>                     | Jonathan Pickworth   |
| <b>Simmons &amp; Simmons</b>             | Nick Benwell, Stephen Gentle                                       |
| <b>Stephenson Harwood</b>                | Tony Woodcock  |
| <b>RECOMMENDED</b>                       |  |
| <b>Allen &amp; Overy</b>                 | Eve Giles  |
| <b>Arnold &amp; Porter</b>               | Kathleen Harris  |
| <b>Bark &amp; Co</b>                     | Giles Bark-Jones   |
| <b>Brown Rudnick</b>                     | Anupreet Amole, Stephen Best, Peter Bibby                          |
| <b>Cartwright King</b>                   | Michael Balmer   |
| <b>Edmonds Marshall McMahon</b>          | Tamlyn Edmonds, Andrew Marshall, Kate McMahon                      |
| <b>Fox Williams</b>                      | James Carlton, Peter Wright  |
| <b>Hodge Jones &amp; Allen</b>           | Ruth Harris  |
| <b>IBB Solicitors</b>                    | John Milner  |
| <b>Janes Solicitors</b>                  | David Janes  |
| <b>Russell-Cooke</b>                     | Jae Carwardine   |
| <b>Shearman Bowen &amp; Co</b>           | Mark Bowen   |
| <b>Simons Muirhead Burton</b>            | Anthony Burton   |
| <b>Tuckers Solicitors</b>                | Richard Egan, Jim Meyer  |
| <b>White &amp; Case</b>                  | Jonah Anderson, Anneka Randhawa                                    |



**ASIA**

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# INDIA

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## WHITE-COLLAR CRIME

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                              | KEY FIGURES                     |
|-----------------------------------|---------------------------------|
| <b>LEADING</b>                    |                                 |
| AZB & Partners                    | Soumit Nikhra, Vijayendra Singh |
| Khaitan & Co.                     | Rajiv Bhatnagar                 |
| Kochhar & Co.                     | Rohit Kochhar, Krishna Singh    |
| MZM Legal                         | Parvez Memon, Zulfiqar Memon    |
| Shardul Amarchand Mangaldas & Co. | Anuj Berry, Pallavi Shroff      |
| Trilegal                          | Shankh Sangupta                 |
| <b>EXCELLENT</b>                  |                                 |
| Bharucha & Partners               | Sonam Gupta, DP Singh           |
| DSK Legal                         | Vikrant Negi                    |
| IndusLaw                          | Avik Biswas                     |
| L&L Partners                      | William John, Vijay Sondhi      |
| Majmudar & Partners               | Neerav Merchant                 |
| Manilal Kher Ambalal & Co.        | Faisal Sayyad                   |
| Veritas Legal                     | Rahul Dwarkadas                 |
| <b>HIGHLY RECOMMENDED</b>         |                                 |
| AP & Partners                     | Sandeep Das                     |
| BTG Legal                         | Prashant Mara                   |
| J Sagar Associates                | Rupinder Malik                  |
| Vertices Partners                 | Vinayak Burman, Amit Vyas       |



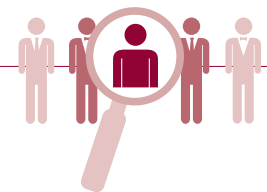
## INSURANCE

### Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM                              | KEY FIGURES                  |
|-----------------------------------|------------------------------|
| <b>LEADING</b>                    |                              |
| Shardul Amarchand Mangaldas & Co. | Shailaja Lall                |
| Tuli & Co.                        | Neeraj Tuli                  |
| <b>EXCELLENT</b>                  |                              |
| GSL Chambers                      | Sumeet Lall                  |
| Cyril Amarcand Mangaldas          | Indranath Bishnu             |
| Khaitan & Co.                     | Anuj Shah, Aravind Venugopal |
| Majmudar & Partners               | Akil Hirani                  |
| Phoenix Legal                     | Saket Shukla                 |
| <b>HIGHLY RECOMMENDED</b>         |                              |
| AZB & Partners                    | Rajendra Barot, Ashwath Rau  |

#### METHODOLOGY



**The criteria are:**

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

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

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

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

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

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



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EXPERT

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**INSIGHTS**



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# “What happened to Carlos Ghosn was clearly a business intelligence attack on French industry”



Interview with

**ANDREW HRUSKA**  
Head of Global Investigations,  
**KING & SPALDING**



and

**JEAN TAMALET**  
Partner, **KING & SPALDING**

The pandemic may have slowed white-collar crime proceedings and investigations globally, but some partners only got busier. Andrew Hruska, head of global investigations at King & Spalding, speaks to us about what makes King & Spalding's practice distinctive, while Jean Tamalet gives us an insight into his ongoing defense of internationally wanted fugitive Carlos Ghosn.

*The opinions presented below are those of Ghosn's legal counsel, and may not represent the views of Leaders League.*

**LEADERS LEAGUE.** How has 2021 been for you overall? What've been the biggest developments in the world of white-collar crime and investigations?

**Andrew Hruska.** 2021 was a difficult year given all the restrictions on movement. A number of cases that had previously begun continued and reached resolution, but others were paused: government agents couldn't travel, which slowed things down a bit. For us it was a year of building: a number of things started that aren't yet public.

**Tamalet.** I can confirm this. A lot of things that take place when meeting prospects, or during investigations, can't be done via video – you need to meet in person. So 2021 was very hard, and I am proud of what we were able to do despite this. We had patience, we developed our practice, and today, though there are lots of crises pending, we are still growing.

**Jean, you are currently defending Carlos Ghosn. When did you come onto the case, and does it involve the firm's Tokyo team? How do you manage the cross-border elements of such a case?**

**Jean Tamalet.** I started working with my associates on this case almost three years ago. At the beginning, we were just working as support to the defense team, particularly Jean-Yves Le Borgne, and Carlos Abou Jaoude, the dominus litis of Ghosn's defense. We are honored to have the chance to work together with such brilliant lawyers. King & Spalding is now deeply involved in the strategy and has done important work in analysis, anticipation, preparation and training. Our Tokyo team is not involved in the

defense, as Japanese-qualified lawyers had already been appointed. I would say that the jurisdictional focus has been in between Tokyo, Paris, and Nanterre and right now, we can consider that the main case is linked to France.

Globally, there are many pending procedures but whatever the decisions of the French judges will be, they will have an important impact on the other cases.

**“Our special matters team was one of the first investigations-focused teams of disputes lawyers in the world”**

We have no doubt that what happened to Carlos Ghosn was clearly a business intelligence attack on French industry, apparently led by some persons at the Japanese government level, Tokyo prosecutor's office members and a group of people from Nissan's board. Many evidential elements are now public, from the pending hearing in Tokyo and in the French files, to confirm that it was a plot.

Our client is still in Beirut, with a judicial interdiction against leaving the country (issued by the local authorities following the Japanese arrest warrant).

**Lebanon is where Ghosn fled from Japan. Why does that mean the case should be heard there?**

**Tamalet.** Following the Mérida Convention [the UN Convention Against Corruption], and many other international law-based analysis, Lebanese jurisdiction is something that could seriously be argued.



There is no bilateral judicial convention between France and Lebanon, and a sui generis judicial cooperation between the French and Lebanese judges – on which basis French magistrates went to Beirut last year – cannot replace an international convention. In the meantime, we are contesting elements of proof that we believe were unlawfully gathered by the Japanese justice system. Not only were some of those elements protected by attorney-client privilege, we believe they were also illegally extorted, which is the object of ongoing proceedings. The duty of loyalty in the acquisition of evidence has not been respected and the integrity of the collected materials has not been guaranteed. There are other irregularities in these procedures, and we are ready to fight them all. Should the French authorities consider that they have jurisdiction, we will have to fight under French law. We believe that we will be able to successfully clear his name in the French courts too. We are prepared in any event.

**“For Ghosn’s hearing last June, we prepared for months, rehearsing more than 2,000 questions”**

**What is it like defending such a vocal figure, and do you agree with his criticisms of the Japanese legal system?**

**Tamalet.** Of course, I do. If you read his interviews, he has never made any declarations against Japanese culture, history or people, all of which he has always respected. But on the other hand, he has seen first-hand Japanese law enforcement’s lack of respect for the more fundamental human rights. It’s not just about Carlos Ghosn – when a Japanese person is placed in police custody, he or she has 99.4% chance of being declared guilty.

Ghosn was interrogated in Japanese, a language he cannot speak. He had no regular and confidential access to his lawyers, nor to the files, or even to his wife and family, even via a letter or a phone call. He had to remain incarcerated with a light on for 24 hours a day. He is not the only one who gets treated like this – it is standard practice in the Japanese legal system. A formal United Nations opinion has made public the Japanese system of “hostage justice”.

**What stage is the trial at now, and what are the main challenges ahead for your defense strategy?**

**Tamalet.** The strategy is very simple: we are trying to reveal the truth. We have a long list of accusations, most of which do not make any sense – for example, accusing Ghosn of hosting a personal party in Versailles, despite all the evidence shows that it was a corporate party organized by the company with company stakeholders, founders, employees and directors; even the speech given by Ghosn was of a corporate nature. Everything is in the file. The prosecutor and investigating judge had everything they needed to dismiss it, and yet the party was still described in the press as a private event. These are false accusations regularly reported by the press to tarnish his reputation and his credibility.

Other false accusations are more complex; we need more time and access to the file and the right to ask for expertise and witnesses. How can you defend yourself without the company files? We are doing our best to prepare ourselves. For the hearing last June, we prepared for months, rehearsing more than 2,000 questions. Carlos Ghosn ended up answering almost hundreds of questions in fewer than five days. The report was huge, and the French judges were probably not expecting so many long, detailed answers to their questions. It is always a matter of preparation in cases like this – going deep into the facts.

We have demonstrated strong mobilization of our resources around the client’s complex, sensitive, international issues and a strong ability to work as a team with other legal counsel. This is an important characteristic of our firm.

**I’d like to pivot to the US side of things now. Andrew, you’re head of global investigations at King & Spalding. What makes the firm’s practice distinctive?**

**Hruska.** It’s global: we really do operate all over the world. At one point we were trying to count the countries in which we were doing investigations, and then we gave up: it’s just about everywhere, except maybe North Korea... Our special matters team was one of the first investigations-focused teams of disputes lawyers in the world. It started in the 1970s when judge Griffin Bell left the Carter administration, where he was Attorney-General, and it’s been led successively by him, Chris Wray

“In the US, there’s a lot of criminal investigative activity around that and anyone who’s perceived to be assisting China”

► [now Director of the FBI] and others. We have close relationships with enforcement agencies around the world, which gives us a very good understanding of law enforcement around the world. Sometimes we’re in court; sometimes we’re operating in more grey areas where we need effective action to come to resolution.

We’ve acted for major companies and significant individuals. We have 150 lawyers globally that are focused specifically on investigations. There’s no subject matter involving financial impropriety that we don’t touch at some level.

**Tamalet.** Something we did just yesterday, regularly do and will keep on doing: we pitch together. We jointly propose to various sectors our specific, sensitive way of working on investigations.

Other international firms in Paris take a very different approach to pitching for investigations.

We really are an international firm, able to pitch as a task force for all the crises a client may be having to deal with globally. What we propose is sur mesure, and no other firm can offer the same quality of resources.

When I have discussions with top management at big French companies, they all say our approach is different, and are interested in what we can propose. The high-profile individuals at the firm that can work on very specific, sensitive investigations are one part of the puzzle.

**Andrew, what investigations have you closed recently that can be disclosed?**

**Hruska.** The most interesting ones have to remain confidential! For many years I

was one of the main lawyers on the Credit Suisse tax case, which resolved eight years ago. More recently, I led the Halkbank case, defending the Turkish bank against the Department of Justice (DoJ), which claimed Halkbank participated in a multibillion-dollar scheme to evade US sanctions on Iran; that started in 2017 and closed last year. I’ve been a monitor for the United Nations, and have served for the Federal Reserve and the DoJ in independent roles.

We usually try to avoid going to court, but, for example, I will be defending head-hunting firm Egon Zehnder next week in the Southern District of New York against a tax fraud allegation. 90% of my cases either never become public or become public upon resolution, in which case we minimize attention to them.

**What is the current regulatory environment like in the US?**

**Hruska.** There is focus on protecting the Treasury in several areas, including tax evasion and fraud against the government. Internationally, there’s more focus on trade sanctions. Confrontation between Russia and the West over Ukraine is pushing some of that, but China will also be a major enforcement area. The FBI director has mentioned many times that China is a focus, so there’s a lot of criminal investigative activity around that and anyone who’s perceived to be assisting China.

Concerns about corruption are also dovetailing here. The teams that are focused on these issues, both at our firm and in the US government, are working closely; they’re no longer separate subject matters. ♦



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# Switzerland's banking system can harbor illicit funds



Interview with

**PASCAL DE PREUX**

Partner,

**RESOLUTION LEGAL PARTNERS**

**“International judicial co-operation is invaluable to the Swiss authorities”**

Resolution Legal Partners's criminal law partner Pascal de Preux discusses the importance of mutual judicial assistance in prosecuting financial crimes and the rise in Covid-19 aid-related fraud.

**LEADERS LEAGUE.** What type of white-collar crime is most widespread in Switzerland?

**Pascal de Preux.** The procurers in Switzerland most frequently see infringements such as fraud, embezzlement and breach of trust. As it is an important global center of finance, Switzerland's banking system can sometimes harbor illicit funds. Swiss courts have seen a number of money-laundering cases, especially at the federal level.

We have also seen a surge in criminal prosecutions for cybercrime and bribery of both Swiss and foreign public officials. Lastly, federal prosecutors also handle instances of stock market manipulation and insider trading.

**How important is mutual international judicial assistance when it comes to white-collar crime?**

International judicial co-operation is invaluable to the Swiss authorities, as it allows them to gather and present evidence to demonstrate a criminal act has taken place. It is also an important tool for retracing the flow of funds. Mutual judicial assistance also allows us to seize funds located in foreign countries and, where appropriate, redistribute them to victims. Since the crime of money laundering has international ramifications, the onus is on the authorities to prove that said crime has, in fact, been committed. By definition, a Swiss magistrate has no jurisdiction on foreign soil, so if the offense was committed abroad only through international co-operation can we assemble the elements needed to prosecute a case. Therefore, co-operation between judicial authorities in different countries is vital to fight international white-collar crime.

**What solutions can the Swiss authorities offer their counterparts in other countries?**

We work in close contact with overseas lawyers in those nations where international judicial co-operation agreements are in place. The objectives may vary from

case to case, but the most frequent relate to foreign governments requesting the seizure of funds in Switzerland.

Negotiations are often possible, to limit the scope of the request or even obtain its removal. We also work with our colleagues in other countries every time a client of ours is likely to fall foul of the rules in another country.

**How good is the current level of judicial co-operation between European countries?**

The level of co-operation tends to differ depending on whether it is the Swiss state requesting co-operation from foreign authority or the other way around.

In the first case, cross-border co-operation works well with members of the European Union: Switzerland gets the help it needs in a reasonably swift manner.

The same cannot always be said for the United Kingdom, especially when the case is deemed not to be in the interests of that country. Switzerland, for its part, provides a level of support that is more or less the same regardless of the state making the request, except in those cases where Swiss law forbids it.

In addition, Swiss law allows for the person under investigation in a foreign country to request that the federal tribunal blocks the transfer of documents.

**In what instances would the Swiss authorities deny an international request for judicial co-operation?**

Mutual judicial assistance is not accorded if the foreign procedure is politically motivated. The Swiss authorities refuse to co-operate too, if the case runs counter to the European Convention on Human Rights, or if the case has been brought on the grounds of a person's race, faith, group affiliation, political beliefs or nationality. From a financial point of view, a request is refused if its purposes is to minimize tax returns, however the request is admitted if the case has a recognized tax fraud or money laundering element. ♦

# “White-collar crime laws should make more use of plea bargaining and alternative dispute resolution”



Interview with  
**NICCOLÒ BERTOLINI CLERICI**  
Head of White-collar Crime,  
**LEGANCE**

“White-collar crime lawyers are increasingly requested to provide a broad range of assistance in M&A transactions”

Major Italian firm Legance is well-versed in matters of compliance and criminal law. Its head of white-collar crime, Niccolò Bertolini Clerici, walks us through criminal trends, the Italian regulatory environment, and what makes Legance’s practice stand out.

**LEADERS LEAGUE:** What impacts did the COVID-19 pandemic have on white-collar crime in Italy?

**Niccolò Bertolini Clerici:** During the COVID-19 pandemic the entire Italian judicial system had to face several challenges that required a major evolution. The main problems stemmed from the significant technological backlog suffered by the courts’ offices; in addition, remote hearings and smart-working challenged core pillars of criminal trial procedure, such as the principles of orality, immediacy, and the right to confrontation and cross-examination in general.

On the other hand, due to the pandemic, technology-related white-collar crimes, such as cybercrime, money laundering committed using new payment methods (such as cryptocurrencies) and computer fraud, have increased. More common white-collar offences, such as fraud, have shown a deep connection to pandemic-era changes: “man in the middle” scams, for instance, were reported to increase and become severer and harder to detect, due in part to the massive use of remote technologies.

**Longer-term, has white-collar crime in Italy been changing over the last three years at all? And if so, how have lawyers been catching up?**

Judicial counseling is still of course the most relevant area of the white-collar crime discipline. Nonetheless, new fields of practice are strongly developing. We refer, first of all, to M&A and transactions in general, where white-collar crime lawyers are requested to provide clients with a broad range of assistance, analyzing criminal proceedings that potentially involve the targets, the compliance programs in place, the applicable remediation measures, mitigating factors, and arrangement of warranties within the deal.

Internal investigations and auditing controls, moreover, have increased substan-

tially, also in light of the effectiveness provided by the rules of the code of criminal procedure, which entitle the counsel to carry on preventive investigative activities even before the filing of a criminal case and under the protection of client-attorney privilege.

White-collar crime lawyers, from an extra-judicial standpoint, are required by companies on a daily basis to contribute to the design of effective compliance programs, and are often in charge of the drafting and implementation of the organizational and control model pursuant to Legislative Decree No. 231/2001.

**What does the current criminal law framework for white-collar crime look like in Italy, how does it compare to other major European countries, and how does it fit into EU frameworks?**

The Italian criminal law framework for white-collar crimes represents a combination of accusatory principles and a few reminders of the inquisitorial system; it is characterized by a sweeping criminal law, mandatory prosecution (as alternative to discretionary prosecution, which is common in EU countries), and due process of law, to name a few.

White-collar crime laws have also embraced corporate criminal liability, which has not been expressly adopted by all EU states’ legislation: its pillar is the Legislative Decree No. 231/2001, which establishes corporate liability in connection to a vast list of predicated offences if committed in the interest or for the benefit of a company by its representatives or employees, and requires the legal entities to adopt compliance programs in order to avoid such liability.

Over the years, also due to the impact of EU legislation, there have been several reforms, including (a) tax crimes, part of the PIF [Protection of the Financial Interests of the Union] Directive; (b) cryptocurrency,

set in implementation of the EU Reg. No. 2019/881; (c) money laundering, provided for in EU Directive No. 2019/713; (d) cybercrime, illicit treatment of data, and offences against individual persons and market abuse, implemented as part of the EU Law 2019-2020.

**How could Italy's white-collar crime laws be improved or updated to be more fit for purpose?**

White-collar crime laws should incentivize the use of plea bargaining and, in general, of alternative dispute resolution proceedings aimed to reduce the workload of the courts.

With specific reference to corporate criminal liability, the system would possibly benefit from the introduction of non-trial settlements, like the US's non-prosecution agreements and deferred prosecution agreements, through which the public prosecutor could decide to respectively postpone or not indict/request conviction of the defendant company in case of compliance with the provisions and adoption of remediation measures agreed in the settlement.

The improvement of laws should also be accompanied by a development in the legal use of technology and the collaborative relationship between authorities in the investigation and prosecution of such crimes, as well as in the prevention of their commission.

**What makes Legance's white-collar crime law practice stand out?**

Legance's white-collar crime law practice is specialized in both judicial and extra-judicial counsel to major players not only in the Italian financial and economic environment but also internationally, providing assistance also to institutions, foreign authorities and governments.

The practice holds a vast experience in corporate vicarious criminal liability as per the Legislative Decree No. 231/2001, having been involved in some of the most significant white-collar criminal trials over the years, and having supported companies with implementing the relevant compliance programs.

Legance's white-collar team is also involved in preventive investigations and internal auditing carried out by its clients, and, given the strength of the firm's corporate practice, is commonly required to step in during major M&A transactions, taking part in the due diligence process

any time a target is seen to have potential relevant white-collar crime issues.

**Could you walk us through a major white-collar crime case Legance has acted on in the last year, anonymizing names of parties to preserve confidentiality?**

Legance's white-collar crime team is representing at trial one of the Big Four accounting firms, which has been charged with an administrative offence arising from the commission of a criminal offence – obstructing the exercise of the Supervisory Authorities' functions – allegedly committed by one of its directors, pursuant to Legislative Decree No. 231/2001.

In particular, the criminal trial has to do with the insolvency of a major Italian bank and the audit of its financial statements. Preliminary investigations have led to the indictment of both the statutory auditor and the auditing firm. Indeed, according to the prosecution service, the auditing firm is liable for having failed to adopt and effectively implemented an organizational, management and control model able to prevent the allegedly committed offence.

The case involves more than 9,000 individuals that have brought civil action in the criminal proceedings, and involves complex accounting issues related to the auditors' duties in their relationship with the supervisory authorities.

**Is the world of cryptocurrency an imminent issue for white-collar crime in Italy? If so, how is Legance's department gearing up to it?**

More and more we see the phenomenon of cyber money laundering, i.e. the re-use of illicit money in the cryptocurrency system. Such a payment method ensures greater anonymity, also allowing the transfer of large amounts of money to tax havens or blacklisted countries.

Legance's white-collar crime practice deals with such offences through ordinary judicial activity but also by specializing in asset-tracing and recovery, achieved in part through an efficient and experienced international network.

From an extra-judicial standpoint, the practice is expert in assisting clients with internal investigations and implementing of specific policies and compliance programs for the avoidance or prompt detection of possible criminal activities, thus preventing possible charges under corporate criminal liability laws. ♦

**“Italy's white-collar crime framework is characterized by a sweeping criminal law, mandatory prosecution, and due process”**

# Climate change is having a direct impact on liability arguments in insurance litigation



Interview with

**LORENZO RANIERI**  
Partner, **PG LEGAL**

“Every aspect of litigation can be done entirely remotely – except witness deposition”

We spoke to Lorenzo Ranieri, insurance litigator at PG Legal, about insurance and labor disputes in yachting, the impact of climate change on insurance litigation, and why most disputes can be done entirely remotely.

**LEADERS LEAGUE.** Have you noticed a change in the kind of insurance disputes you’ve been handling in the last year, as the world becomes more accustomed to Covid-19?

**Lorenzo Ranieri.** A little. In the early days of the pandemic, a lot of parties began claiming non-liability because of the emergency nature of the situation.

Our government expressly stated that the pandemic was a force majeure for a very limited period: February to April 2020. But even after that period, many parties insisted on obtaining some sort of exclusion of their liabilities due to the Covid emergency. Most of the relevant proceedings then concentrated their focus on proving that specific problems were related to the pandemic, to justify the non-fulfilment of, or the delay in performing, their obligations. This kind of proof was not easy to demonstrate before a judge.

**Could you highlight one of the most interesting insurance disputes you’ve handled in the last year?**

I am currently handling a complex dispute for an Italian construction firm regarding the construction of a huge building in Italy. After a judge ordered a survey, a lot of defects were discovered, including structural ones, which the construction firm had no choice but to recognize. The claim against my client is around €6 million. However, since the construction contract contained a very specific set of rules regarding the notice of the claim, specifically regarding the involvement of the insurer before the start of the dispute, the construction firm should not be liable, despite the defects in the building. This set of rules in the contract may supersede the general rules provided by Italian law governing complex buildings.

**PG Legal has a niche in yachting insurance. Could you highlight one of the key matters you’ve handled in this area in the last year?**

A very heavy storm last year caused a lot of damage to luxury yachts that were moored at a harbor that was rebuilt five years ago. A dispute ensued between the insurer of the harbor and the insurer of the yacht: the latter is saying that since climate change is well recognized, which the harbor owner knew when it was rebuilding its docks, the harbor owner cannot consider this storm – or the destructive waves it created – an exceptional event. The harbor owner should have factored in resistance to these events when constructing the harbor.

Recently, the Italian Supreme Court stated that if five or six events of a particular kind deemed “exceptional” took place in the last 10 years, then those events are, almost by definition, no longer exceptional. The entity liable for climate change-induced damage is therefore the builder of the harbor, not the owner of the yacht. And therefore, the liable insurer is the harbor’s, not the yacht’s.

We are awaiting a final decision. Given the cracks in the hull and the damages to the shaft, more than €2 million is at stake.

**Have there been any key trends or developments in the world of yachting insurance that it would be useful to mention?**

The above – climate change-induced shifts in liability – is a key trend. Generally speaking, warranty claims are now the most typical basis for proceedings. I refer not only to new shipbuilding contracts, but also warranty clauses that are part of retrofit contracts or contracts regarding the delivery of new boats (which can take two

or three years, given how complex boat construction can be). Instead of buying a new yacht, many people decide to refit their boat completely, and the quality of the work carried out – combined with the limitations provided by warranty clauses – often leads to complex disputes.

**You are also active in labor litigation. What kinds of disputes in these areas have you been seeing more of in the last year?**

Half of the labor litigation I do is for yacht owners; I also occasionally act for high-ranking seafarers. There have been many cases regarding payment of wages in light of contract terminations whose validity is under question. The nationalities of employer and employee are often different: the yacht owners are often located in offshore countries, while employees usually come from Russia, South Africa and southern Europe. Many seafarers have tried to start proceedings in the country where the yacht spent most of its time, but recently, several court decisions have been obtained that state that since the yacht is destined to move from one place to another, where it spends most of its time is immaterial. Attention must be turned to where the seafarer was embark-

ing or disembarking where the contract was terminated. This is a way of deciding jurisdiction in court, allowing you to decide which court decides the dispute. This is helpful for the yacht owner: today, a luxury yacht is basically a company, with dozens of employees and a separate budget and risk assessments. The law applied to the labor contract is key.

**Of all the kinds of disputes you handle, which would adapt well to a virtual or virtual-hybrid environment, and which are better to conduct in person?**

A dispute that's largely governed remotely, with no in-person participation, is generally positive. But wherever witnesses are involved, in-person presence is key.

Written depositions can't convey the unvarnished experience of a witness, and witness testimony in front of a judge or a panel of arbitrators can be crucial in determining the outcome of a case. It's the only part of a contentious proceeding where I feel appearance in person really helps. Even with a camera, a judge or arbitrator cannot best discern the truth – a filter is created. The quality of deposition is affected. Besides this, any discussions between lawyers can totally be replaced by written briefs or virtual set-ups. ♦

**“Warranty claims are now the most typical basis for yachting litigation”**



# “It is an asset that we are not in direct competition with large law firms”



Interview with  
**SANDRO VECCHIO**  
Partner, **DEGNI & VECCHIO**



and  
**PIERLUCA DEGNI**  
Partner, **DEGNI & VECCHIO**

The two founding partners of Degni & Vecchio speak to Leaders League about the white-collar litigation landscape in Switzerland regarding the Covid-19 pandemic as well as their boutique law firm and its innovative solutions.

**LEADERS LEAGUE.** How has the litigation landscape changed in Switzerland since the beginning of the pandemic two years ago?

**Sandro Vecchio & Pierluca Degni.** For some years now, we have been hearing about the threat that the so-called “traditional and generalist” lawyers and law firms will be replaced by artificial intelligence.

Indeed, the trend in the legal market focuses on digitization and optimization of workspaces. If the craze for LegalTech mixing robotics and artificial intelligence stems from exaggerations mainly spread by foreign media and has quickly dried up, the arrival of the pandemic two years ago has had a double effect: the acceleration of the phenomenon of digitalization of services for some (generally large law firms), and the return to a more traditional expression of legal services for others (generally boutique).

**How have law firms who specialize in litigation adapted their positioning and strategy in the market?**

The trauma generated by Covid-19 has led to an increased need for clients to feel close to their lawyers, especially in litigation cases. The ability to adopt a multidisciplinary approach, flexibility and direct contact with the clients, and the possibility of welcoming them in a physical rather than virtual office, have now become even more important criteria. We are already following this trend as it corresponds to our law firm’s DNA.

**Being a boutique law firm, what is the value added for your clients in contrast to larger firms?**

It is an asset that we are not in direct competition with large law firms. Some clients will always prefer turning to big law firms (reputation and specialization), and oth-

ers to smaller ones (proximity, efficiency, and less conflict of interests). We often collaborate with large law firms and find that our clients benefit from being offered the choice and opportunity of working with different players in the market.

Regardless of the size of our firm, the workload is heavy in litigation, which always involves a high level of time management skills to meet deadlines and clients’ needs. Additionally, a human-sized law firm means tighter teams, which favors greater cohesion as well as more fluid relationships that are less governed by a pyramidal hierarchical system. This greater proximity generally guarantees a better balance, especially in disputes that are fraught with discord.

**How has the environment for business crime and asset recovery changed since the pandemic began, and what trends do you foresee for this area of work?**

Times of crisis are good for committing fraud and uncovering preexisting economic and financial crimes. This has triggered an increase in criminal investigations. Large-scale insolvency proceedings are also expected in the upcoming years.

**“A human-sized law firm...favors greater cohesion as well as more fluid relationships”**

During the pandemic, many cases of misappropriation or misuse of emergency loans granted by the State and online scams (phishing, frauds in healthcare products’ trade) have been reported to the anti-money laundering authorities. Also, criminal organizations have taken advantage of the pandemic to extend their influence in local business (real estate,



purchase of distressed companies). Specific *modi operandi* have not been identified yet but criminal investigations are foreseeable in the future.

Apart from investment frauds committed during the Covid-19 crisis, we also expect that preexistent large-scale Ponzi schemes will be revealed after investors demand distributions due to the subsequent economic (and foreseeable financial) crisis, such as what happened with the so-called “Madoff investments” after the economy crashed in 2008. These schemes are often uncovered by foreign financial market supervisory authorities, such as the SEC. In Switzerland, we expect requests for mutual legal assistance in criminal matters, the opening of domestic criminal proceedings (for money laundering), cross-border insolvency proceedings in support of foreign insolvency officeholders, and, eventually, the institution of civil claims against Swiss banks.

**What makes Switzerland an attractive market for contentious matters?**

Switzerland’s neutral appearance and low-level corruption remain strong internationally. The flexibility and accessibility of its law, available in four languages, have also largely contributed to the historical attractiveness of Switzerland, especially in arbitration. Finally, due to the unique position and location of Switzerland, Swiss

legal practitioners are accustomed to adapting to foreign legal systems as well as to the uses present in other regions of the world. Indeed, managing any litigation requires a good capacity to adapt, a skill that Swiss judicial system actors definitely have.

**What is your opinion on virtual hearings taking place in the long term even after the pandemic?**

Even in an exceptional situation such as a pandemic, it is up to the legislator, not the Court, to determine the modalities of mandatory electronic communications in proceedings.

However, despite the two-year pandemic, the Swiss Codes of Procedure still do not provide for mandatory videoconferencing. This would require a legislative amendment, as our Federal Supreme Court recalled in a recent decision in which a cantonal court tried to impose on the parties the holding of a hearing by Zoom.

In the long run, this method of holding hearings will inevitably be used more often, if only to speed up the justice process. However, our courtroom experience shows that virtual hearings will never replace face-to-face. In this respect, videoconferencing rather takes the direction of the impoverishment of justice, so we doubt such methods will lead the system in the future. ♦

**“Criminal organizations have taken advantage of the pandemic to extend their influence in local business”**



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# 2021-2022



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## POSITIONING

Our consulting firm, having counseled corporate clients, executives, associations, and public institutions for more than 20 years, specializes in reputation and crisis management. In deploying an effective strategy with agile, hands-on service, we help our clients to best address, withstand and even thrive in VUCA environments and high-profile matters by raising public awareness and influencing public opinion.

Our company has extensive experience in various industries, with proven professional capabilities and an outstanding track record in delivering optimal results in managing high-stake crises, complex litigations, regional M&As and various issues in sectors including food & beverages, construction, telecommunications, financial services, technology and pharmaceutical, among others. The company has experience in working with law firms, both local and foreign, in projects that have differed in size and complexity.

Consiglieri provides the highest standards in practical counseling with customized delivery and flexible structures, making the reputation of our clients, and their business results, our primary focus and priority.

Unlike other firms, we work with companies, individuals and public persons to define and implement specific plans for design, management, and reputational shielding.

Our firm acts with the urgency of now as challenges under the New Normal cannot afford to wait for tomorrow's uncertainty.

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- C-Suite Strategic Counsel
- Leadership & Executive Coaching
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## POSITIONING

TOC Asociados is a team of communication experts guided by its purpose: to build bridges through strategic communication towards creating understanding between people, companies and institutions. Its culture is based on 3 fundamental values: proactivity, adaptability and commitment. They design, draw up and follow a strategy, always aware of the importance of obtaining concrete results, both qualitative and quantitative. Numerous awards, such as the Effie and Anda, have marked its 8 years of experience, but its greatest recognition is the trust granted by its client portfolio, among which are the most reputable companies in sectors such as: mining, banking and finance, construction, retail, telecom, education, mass consumption, etc.

Maribel has been chosen for 3 consecutive years as the best journalist of her generation. She has received awards from Congress and other institutions for contributing by means of her news reports towards building a better society. Television programs such as Cuarto Poder, Día D, Buenos Días Perú, among others, have provided the public with her political investigations and social chronicles. She also worked at radio stations and has been a columnist for several nation-wide newspapers. Once in the corporate world, she has worked as Public Relations Director for Newlink Group, an international communication advisory agency. Eight years ago, she founded TOC Asociados. Maribel was the first woman in Perú who won the Women Marketeers Perú award (2019) in the Public Relations category. Her vast experience in the media and her excellent reputation allow her to translate strategies into measurable results. Nowadays, in addition to successfully leading TOC Asociados, she is part of the Women in Tech Communications Advisory Board and teaches Crisis Management as a postgraduate professor at the University of Applied Sciences. She also teaches the Strategic Communication course at the Diplomatic Academy of Peru.

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  - Content Creation
  - Consultancy
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  - Creation of Audiovisual Content
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**BRAZIL**

# Control Risks

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**Geert Aalbers**

## POSITIONING

Control Risks is a specialist risk consultancy committed to helping clients create secure, compliant and resilient organizations. We bring a keen understanding of the varied and complex environments in which our clients conduct business, enabling us to provide a realistic approach to preventing, responding to and resolving critical issues and crises. From cross-border investigations, high-profile monitorships, complex litigation and disputes, investigative due diligence, and compliance and risk mitigation strategies to our incorporation of cutting-edge technology and data analysis, we're proud to be trusted advisers for our clients and their legal counsel.

With 3,000 professionals in 34 offices around the world, Control Risks is equipped to handle all aspects of internal investigations with an impressive partner list comprising former law enforcement and intelligence officers, fraud examiners, forensic accountants, cybersecurity experts, business strategists and compliance professionals. Whether it involves corruption or a cyber breach, we approach the most challenging investigations in a seamless, cross-border and efficient fashion by leveraging our forensics collections, eDiscovery, data analytics, language skills and bespoke capabilities. To underpin this work, we have a cutting-edge, Tier 4 data processing and hosting capability and high-security data center in São Paulo.

The team in Brazil has led Control Risks' efforts on some of the largest and most complex regulatory, fraud and anti-competition investigations in the region and often supports external counsel and clients in high profile litigation and arbitration matters. Control Risks is also heavily engaged in the debate on anti-corruption in the region and collaborates with non-profit Americas Society on the Capacity to Combat Corruption (CCC) Index, a tool that evaluates the ability of Latin American states to combat corruption.

## BUSINESS

- Compliance program development
- Regulatory risk assessments
- M&A compliance assessments
- Internal controls development and framework reviews
- Monitorships and monitor support
- Compliance audits
- Third party risk management
- Compliance training
- Compliance technology and data analytics
- Fraud, corruption, anti-trust, money-laundering and other internal investigations
- Forensic accounting support
- eDiscovery and computer forensics
- Data analytics
- Custom software applications
- Asset tracing and recovery
- IP theft investigations
- Litigation and dispute support
- Business continuity and crisis response
- Business intelligence
- Competitive intelligence
- Routine third party due diligence
- Investigative due diligence
- Source inquiries and other local intelligence
- Political and social risk analysis
- Country and industry risk analysis
- Investment & M&A diligence
- Other investment support
- Commercial value assessments
- Asset searches

## CONTACTS

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**Francisco Rondinele**



**Eduardo Raffaini**



**Rafael Monteiro**



**Cristiana Galante**



**Aldo Mattos**

 **POSITIONING**

Deloitte, the largest professional services organization in the world, operates with the leading and most modern international practices, in the identification and development of effective solutions to the main challenges related to the capital-intensive companies. To consolidate the intelligence offered to this business ecosystem, we have created the Deloitte Center for Capital Projects & Asset Productivity, Deloitte's new Center of Excellence for Capital Projects and Assets.

Through this Center, we support organizations to improve performance throughout the life cycle of their assets, which increases investment confidence and productivity in construction, ensuring efficiency throughout the operation.

Capital-intensive and construction industries often face obstacles, with costs overrun, delays in operations, or even difficulties in innovating and transformation, which undermines competitiveness and productivity. With a focus on deliveries that bring value and concrete results, the Center of Excellence addresses all challenges of projects and capital assets. We also have specialized knowledge and experience on the standards ways of dispute resolution, in addition to employing cutting edge technologies and structured data analysis to help solve your challenges.

Count on our highly technical qualified professionals to assist you in complex disputes through a clear, concise and objective way.

 **BUSINESS**

- Construction Disputes & Litigation Services
- Forensic & Dispute Services
- Claims Resolution Services

 **CONTACTS**

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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

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# Hect



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**Rafael Busnello**



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**Francisco Sá**



**Laura Rattes**

## POSITIONING

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. 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 16 years experience and over 600 assessed contracts, Hect has a solid workflow methodology and is certified by ISO 9001. To develop its operations, 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.

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
- Contract and Construction Audits
- Project management
- Consulting Engineering
- Compliance Management
- Risk Analysis

## OFFICES

- Belo Horizonte
- São Paulo
- Ciudad Panamá

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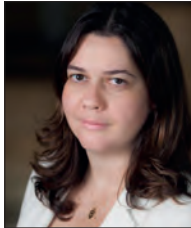


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**Fernando Fleider**



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## POSITIONING

ICTS Protiviti combines the extensive experience and specialized services in forensic, risk & compliance, cybersecurity, privacy, and internal audit of ICTS, with the global footprint and innovation of Protiviti. It provides expertise, digital solutions, and training to address business risks and challenges, protecting and maximizing the value of organizations.

## BUSINESS

- Corporate investigations
- Due diligence
- Research of legal and natural persons
- Forensic technology
- Cybersecurity
- Privacy
- Risk & Compliance
- Internal Audit

## OFFICES

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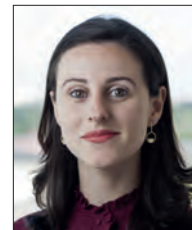
**André Steagall  
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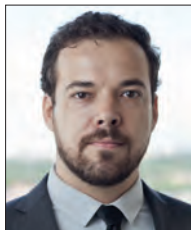
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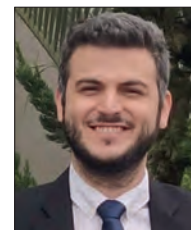
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**Bruno Soares Delmondi**



**Cristiano Kok**



**Wildner Socorro  
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**Thamires Vitoria de  
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## 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

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**Rosana Akemi  
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**Paulo Trivoli  
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## 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

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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

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**Alex Sandro de Sales  
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**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

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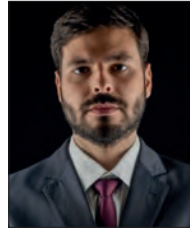
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**Hilton Junior**



**Iashmin Bastos**



**Rodrigo Pereira**



**Gustavo Sousa**



**Lucas Jaques**

## POSITIONING

Swot Global Consulting is a company always remembered by clients when it comes to complex disputes demanding fastness, accuracy, and best of class performance staff.

Swot Global was created by professionals with recognized experience in the market and committed to the highest standards of corporate governance. The technical excellence and efficiency of our team in the execution of projects, combined with strategic partnerships in Brazil and abroad, make us recognized as one of the main companies in our business.

Our focus is to provide the highest-level solutions for services using our notorious technical knowledge, with the support of multidisciplinary and integrated teams in Brazil and Latin America. That commitment leads us to be the number #1 company in expert witness and technical assistance in Brazil and Latin America in Engineering, Economic, Financial, and Accounting expertise for the support of disputes resolution on 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 you can count on Swot Global Consulting!

## 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


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**Alessandra Ribeiro**



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**Fabiana Tito**



**Denise de Pasqual**

## POSITIONING

Founded in 1996, Tendências Consultoria Integrada has established itself as a benchmark provider of solutions in economics and corporate finance. We are committed to helping clients understand economic issues and navigate the peculiarities of different industries, combining several different areas of economic expertise (Law & Economics, Macroeconomics, and Corporate Finance) to offer the best solutions

Among our specialties, we work with Law & Economics providing customized services in the preparation of economic-financial theses, opinions, and studies. We also offer expert witness services, technical assistance and consultancy in mediation and arbitration, as well as support in the production of evidence and the preparation of legal theses.

We have built our credibility on the quality of our technical analysis, combined with the knowledge and experience of our widely respected partners, relying on a team that boasts professionalism and a strong academic track record.

We seek to evolve constantly to provide the most up-to-date solutions, integrating our knowledge on several branches of economics and finance and our expertise in the most pressing issues for companies and government bodies.

Working under non-disclosure and exclusive agreements in most of our projects, we do not act in conflict of interest. Producing independent and unbiased opinions and analyses is vital for us.

## BUSINESS

- Economic opinions in private and arbitration litigations and disputes (civil, administrative and tax cases)
- Economic and financial expert testimony
- Antitrust analysis (merger & acquisition, conduct and damage analysis)
- Regulatory economic and financial studies
- Trade defense
- Public policy studies (cost-benefit analysis and economic impact assessment)
- Regulatory valuation
- Business valuation
- ESG economic assessment
- Economic and financial feasibility analysis
- Forecasts and market simulation models
- Macroeconomic, political and industry situation analysis, aggregate and by region and level of income
- Regional economics
- Business intelligence for supply chain management
- Studies on the competitiveness and solvency of states and municipalities
- Talks and presentations

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**Alejandro Hristodulopulos**

**Pablo Amaya**

**Mónica Caswell**

**Carolina Sánchez**

## 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. 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 un-expected events and dynamic environments.

FTI Consulting has one of the world's leading investigations and forensics practices. Over the last 20 years, the investigative team in Latin America has worked on many of the largest high-profile corruption, fraud, anti-trust, money laundering, human rights, and cybersecurity breach cases. It understands that to help meet client challenges and opportunities successfully in a global economy, you must have a full arsenal of capabilities available at a moment's notice. Within the key areas of our segments, our professionals are skilled at delivering powerful solutions.

- FTI has presence in more than 29 Countries globally and in Latin America through 3 main local offices and 10 in-country affiliates that provide boots on the ground in all jurisdictions.
- FTI has more than 350 multilingual professionals in Latin America, including lawyers, engineers, economists, accountants, political scientists, E-discovery, Data Analytics and Cyber experts, among others.
- FTI has been recognized for 8 years by Who's Who Legal's Arbitration Expert Witness Analysis as a leader in International Arbitration and Complex Investigations.
- FTI has been involved in more than 80 high-profile investigations between 2020-2021 in Peru and Colombia.
- FTI has supported multiple high-profile cases in the country, in the mining and energy sectors, and in the infrastructure and financial industries. Most cases have involved an important technological component. FTI has actively worked with both internal and external counsel in international arbitration venues, mainly providing expert witnesses and in overall fact finding. FTI is also supporting clients with services related to conflict footprint and overall ESG-related work.

## OFFICES IN LATINAMERICA

- Brazil
- Colombia
- Mexico
- Peru (in-country affiliate)

## BUSINESS & PRACTICES

### Forensic and litigation consulting

- Forensic examination for litigation support
- Expert witness reports in national and international court or arbitration proceedings
- Damages expertise
- Complex fraud, corruption, and conflicts of interest investigations
- Fact finding and verification
- Ethics and compliance, anti-fraud, and antitrust programs and investigations
- Due diligence
- Business intelligence
- Asset tracing
- Advisory on regulatory compliance
- Data analytics & cybersecurity

### Technology

- Cross-cutting services for all segments
- Forensic investigations (E-discovery and predictive analytics)

### Strategic Communications

- Crisis management and advisory services for public affairs
- Management of corporate or internal communications
- Engagement and advocacy plans

### Construction Solutions

- Technical expert witness reports
- Planning and scheduling
- Project controls and risk management consulting

### Corporate Finance and Economic Consulting

- Corporate restructuring, valuation services, insolvency and bankruptcy services
- M&A transaction advisory

### Geopolitical Risk Analysis and ESG

- Stakeholder mapping and country risk assessments
- Geopolitical and security risk analysis
- Analysis of political and social environments
- Environmental, social and corporate governance assessments



## COVERAGE

## CONTACTS

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 Country  
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**Building a better  
working world**

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Rafael Huamán



Cecilia Melzi



Joaquin Valdivia

## POSITIONING

EY is a world leader in Forensic, Compliance and Litigation Support services. With more than 300,000 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, and through the implementation of digital compliance platforms.

**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. EY Peru has also wide experience presenting the investigation reports to regulators or judicial courts.

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
- Digital Compliance Platforms

## CONTACTS

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- FTI has been involved in more than 80 high-profile investigations between 2020-2021 in Peru and Colombia.
- FTI plays an active role in the most recognized multilateral organizations in Peru including AMCHAM Peru and the Peruvian Institute of Arbitration (IPA), among others.
- FTI has supported and advised clients in some of the most complex investigations in Peru in the infrastructure, Telecommunications, Mining, and Oil & Gas sectors, and has served as expert witness in some of the largest local and international arbitrations cases in the country.

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- Mexico
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## COVERAGE

## CONTACTS

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**Frédéric Loeper**



**Eduard Saura**



**Christophe Schmit**

## 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.

### **Fraud & Corruption**

Our dedicated forensic team, including technology and accounting experts, conduct independent investigations into fraudulent activities, white-collar crime and corruption schemes. Our experts are familiar with relevant laws such as evidence handling, FCPA, UK Bribery Act and Sapin II.

We perform forensic analysis of electronic evidence, examine company books and records, review contracts and conduct interviews. We use the utmost discretion, keep our investigation and findings strictly confidential and cooperate with legal authorities if required.

## BUSINESS

### **Transactions & Investments:**

- Transactions
- Valuation & investment
- Project advisory
- Post-M&A

### **Disputes & Crises:**

- Disputes & arbitration
- Recovery
- Investigation & forensic services
- Project disputes

### **Corporate Strategy & Finance:**

- Group & portfolio strategy
- Public equity & stock performance
- Value creation incentives
- Strategic & financial planning

### **Business Performance:**

- Market & business strategy
- Business model Innovation & technology
- Digital solutions & smart reporting
- Transformation

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Régis D'Hondt



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## POSITIONING

The firm, founded on 1 January 2007, pursues the activities developed more than 40 years ago by Me Amand D'Hondt and Me Yves de Caritat under the name "D'Hondt & de Caritat".

Building upon a strong general practice in civil and commercial law, it has acquired an excellent reputation and become a reference in Torts & Insurance law and related matters. It is the only Belgian firm mentioned in the "Best's directories of recommended insurance attorneys and adjusters". Our lawyers have dealt with major cases in this area, such as the "Heysel" drama, the Switel-fire in Antwerp, the so-called "Chinese plants" case (medical, pharmaceutical negligence and personal injury), asbestos and derailment cases, and lately with terror attack cases.

Our firm regroups a dynamic team of lawyers with a strong expertise. Our clients are diverse and include international and national companies as well as private individuals.

Our team assists each client with efficiency and rigor, in Belgium and abroad, in French, Dutch, English and Italian.

## BUSINESS

D'Hondt de Caritat & Partners has forged a specific reputation in matter of Insurance law, which it has invested in for many years, and which constitutes one of its leading specialist fields, whether relating to:

**Liability insurance**, including:

- corporate insurance (operating and post-delivery public liability, product liability, absolute liability, all risks contractors' insurance, etc.), both with regard to SMEs and large companies;
- professional insurance (hospitals, doctors, pharmacists, notaries, solicitors, architects, estate agents, insurance brokers, etc.);
- car insurance;
- family and non-professional civil liability insurance;
- damages insurance, such as insurance linked to moveable or immovable property against the risks of loss or damage resulting from fire, theft, water damage and other related perils, as well as health care and hospitalisation insurance, etc.;
- personal insurance, namely life/death insurance, "personal accident" or "guaranteed income" insurance, etc.;
- personal injuries.

Our firm will intervene in any dispute, before the legal or arbitration courts, and in negotiations intended to iron out or prevent disputes.

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Pierre Van  
Fraeyenhoven

## POSITIONING

van Cutsem Wittamer Marnef & Partners is a team of around 40 lawyers with experience in a wide range of practice areas. They have diverse backgrounds, work to the highest professional standards and are dedicated to achieving their clients' goals in an efficient and cost-effective manner.

While clients work closely with the lawyer assigned to their matter, each lawyer can draw upon the collective experience and knowledge of the entire team. This enables van Cutsem Wittamer Marnef & Partners to handle complex matters and transactions as well as more straightforward legal issues.

We are responsive to our clients' concerns and ensure we have a thorough understanding of their business and their objectives. In this way, we establish privileged and personalized relationships with each of our clients, based on trust, availability and flexibility.

Our clients are Belgian and foreign companies, both locally established enterprises and international groups. We also act for a number of individual clients. Our clients are active in many different sectors of the economy, and include banks, insurance companies, industrial and commercial companies, investment funds and private equity funds. Our clients each have specific needs, and they know they can rely, on a daily basis, on the legal team at van Cutsem Wittamer Marnef & Partners.

For our international work, we cooperate, through dedicated networks, with leading independent law firms in more than 60 countries around the world.

### Litigation and Arbitration

We handle procedures before all Belgian courts and administrative bodies.

We have also acquired special and recognised experience in international arbitration proceedings.

We always endeavour to avoid unnecessarily lengthy and costly proceedings, and, whenever possible, we guide our clients towards procedures that can bring about an amicable solution.

## BUSINESS

- Corporate Law
- Mergers & Acquisitions / Private Equity
- Tax Law
- Insurance and Liability Law
- Banking and Financial Law
- IP/IT/Data Protection
- Commercial and Contract Law
- Distribution Law
- Real Estate and Construction Law
- Employment and Social Security Law
- African Business Law
- Insolvency and Restructuring Law
- Litigation and Arbitration
- Estate and Inheritance Law

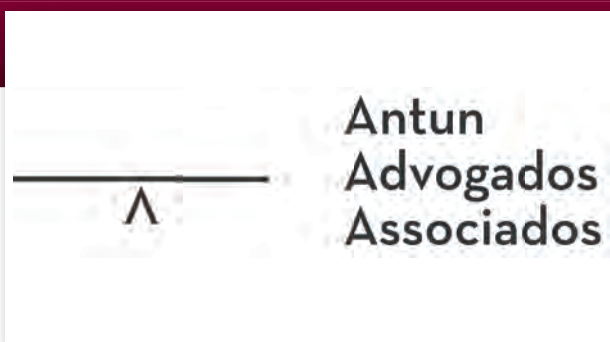
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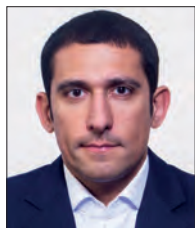
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Odel Antun



Alvaro Souza

## POSITIONING

Antun Advogados Associados is a highly specialized firm representing companies and executives in the field of criminal law, based on the experience of two decades of its senior partner, Odel Antun.

The team has represented clients in some of the most emblematic criminal cases in recent years, including the major federal law enforcement operations that have been prevalent in Brazil. In addition, they have unique expertise in serving companies and financial institutions, in the field of White-Collar Crime either in the defense of individuals related to them, or in representing their interests as victims, from initial investigative procedures to the res judicata.

Highly complex cases, with great strategic value, are often entrusted to the firm, such as defenses before Parliamentary Inquiry Commissions (CPIs), or matters of general interest, such as arguing before the Brazilian Supreme Court, as an amicus curiae on behalf of the tax payers, when the Court ruled about the criminalization, even if there is no tax fraud, of the sheer non-payment of ICMS – the most relevant state tax in Brazil.

The growing application of criminal instruments in the regulation of several economic sectors, the adoption of new investigative practices and changes in legislation have raised Criminal Law to a strategic position for companies. To meet this demand, the firm counts on an extremely efficient structure based on the personalized service provided by its partners.

Founded in late 2019, the firm quickly became widely recognized in the market, having been listed among the leading specialists in criminal law in Brazil by the international rankings Leaders League and Best Lawyers, and also recognized as one of the most admired firms in the country according to Análise Advocacia, the top Brazilian law firm ranking, which also highlights partner Odel Antun.

## BUSINESS

- Environmental Crime
- Tax Crime
- Crimes against the economic order
- Crimes against the financial system and the stock market
- Money Laundering Crimes
- Active and passive Corruption Crimes
- Criminal compliance
- Crimes against consumer relations
- Corporate Crimes
- Bankruptcy crimes
- Crimes against intellectual property
- Crimes of unfair competition
- Crimes against the public faith
- Crimes in the context of bidding procedures
- Crimes committed by electronic means (Cybercrimes)
- Crimes of embezzlement and larceny and other frauds
- Crimes against Honor
- Crimes against labor rights
- Crimes against Public Health
- Crimes against the Public Administration
- Abuse of Authority Crimes
- Traffic Crimes
- Crimes of Domestic and Family Violence against Women
- Crimes related to medical responsibility
- Crimes against life / Jury Court
- Crimes against sexual dignity
- CPI - Parliamentary Commission of Inquiry
- Issuance of legal opinions
- Specific hiring for oral arguments
- Acting in Superior Courts

## CONTACTS

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# ARRUDA BOTELHO

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**Augusto de Arruda Botelho**



**Ana Carolina Albuquerque de Barros**



**Bruna Alcoléa Zavataro Kwasniewski**



**André Antiquera Pereira Lima**

### POSITIONING

The Arruda Botelho Sociedade de Advogados law firm, founded by Augusto de Arruda Botelho, an attorney with wide criminal law experience – since his time working side by side with Márcio Thomaz Bastos -, counts on professionals dedicated to criminal law with focus on defending the client's individual guarantees.

In support to our utmost commitment – criminal advisory with excellence – our team of attorneys prioritizes quality services over sponsoring a large number of cases. To this end, the firm couples the ability to accommodate major demands with a purposely-small structure, thus leading to a direct involvement of our founding partner in all cases sponsored, as well as a tailored assistance to meet the client's needs in an individualized and efficient manner.

Aware of the constant changes in criminal law practice, first and foremost due to a massive criminalization of conducts formerly considered lawful, the firm constantly encourages the professional updating of its team members, thus delivering an all-encompassing analysis of the client's questionings, a profile that allows our attorneys to engage in the most complex cases in the current scenario.

### BUSINESS

The Arruda Botelho Sociedade de Advogados law firm operates exclusively with criminal cases, in defense or prosecution, encompassing the various Criminal Law Branches, from the so-called classic crimes to the most complex federal cases, including crime against the tax order, corporate crime, crime against the financial system, environmental crime, crime against public administration, money laundering, crime against property, electoral crime, crime through electronic means, crime against life and narcotics trafficking, among others.

Our firm provides services throughout the country, from police investigation to Higher Courts, with periodic and individualized monitoring of all cases under our umbrella, including, when necessary, international assistance.

Aware that criminal demands substantially change, our team of attorneys is dedicated not only to litigation, but also to consulting services, issuing opinions and legal recommendations, as well as analyzing and identifying corporate conducts that disagree with current corporate governance models.

### CONTACTS

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**CAMPOS MELLO ADVOGADOS**  
IN COOPERATION WITH DLA PIPER

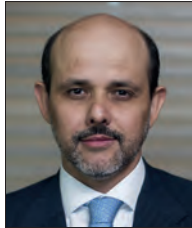
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**Felipe Hermanny**



**João Marçal**



**Leandro Rinaldi**



**Vinicius Pereira**

## POSITIONING

We are used to deal with a diversified array of disputes, pursuing or defending litigation or arbitration proceedings, representing Brazilian and international companies in many industry sectors, such as basic and advanced materials, business services, energy and water, financial and banking services (investment management and funds), hospitality and leisure, industrial goods and services, infrastructure, real estate and technology (telecommunications).

We regularly act in administrative and judicial disputes encompassing a broad range of issues, actively representing clients before the Brazilian Federal and State Courts, including the Superior Tribunal of Justice - the higher court for non-constitutional matters - and the Federal Supreme Court.

We also act proactively and preventively, negotiating and drafting agreements so as to avoid future legal action whenever possible.

Among the many different issues we face on behalf of clients, we highlight:

- Antitrust.
- Bankruptcy.
- Business agreements.
- Civil matters.
- Consumer issues.
- Corporate matters.
- Land use.
- Regulatory (concessions and permissions).
- Taxation.
- Wills and estate law.

Besides our litigation work, we have extensive experience in the arbitration of disputes, the ratification and enforcement in Brazil of foreign arbitration decisions and the drafting of arbitration provisions and agreements.

## BUSINESS

Among the many different issues we face on behalf of clients, we highlight:

- Antidumping and Antitrust
- Banking, Finance and Infrastructure
- Commercial Contracts
- White Collar, Compliance and Investigation
- Corporate, M&A and Capital Markets
- Employment, Pensions and Benefits
- Energy and Natural Resources
- Environmental
- Intellectual Property and Data Protection
- Insurance and Reinsurance
- Litigation and Arbitration
- Private Wealth
- Real Estate
- Regulatory and Public Law
- Insolvency and Restructuring
- Sports and Entertainment
- Tax

## OFFICES

- Rio de Janeiro
- São Paulo
- Brasília
- New York
- London
- Miami

## CONTACTS

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MACHADO**  
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**Carlos Eduardo  
Machado**



**Rafael Duque Estrada**



**Mario Polinelli**



**Nastassja Chalub**

## **POSITIONING**

Founded over thirty years ago, Carlos Eduardo Machado Advogados is one of the most renowned law firms in Rio de Janeiro. Its involvement in many of the most relevant cases in the last decades permitted the firm to participate with distinction in all the changes Brazilian criminal law went through, including the ascension of corporate criminal law.

The firm's strategic and pragmatic practice is always guided by technical excellence and high ethical values, especially the paramount respect for confidentiality. Every situation presented by its clients, whether individuals or corporations, is treated with utmost seriousness.

The quality of the services provided is a result of its qualified legal team and the ample legal knowledge of its founding partner, Carlos Eduardo Machado, who directly participates in every case and decision entrusted to the firm.

## **BUSINESS**

Carlos Eduardo Machado Advogados is a law firm focused on corporate criminal law. Responsible for the defense of numerous individuals and corporations in high-profile criminal proceedings, the firm also provides preventive, consultancy, and compliance services. Its expertise is in quickly mapping the existing risks in the situations presented by clients and implementing effective measures to achieve the best results and minimize damages.

## **CONTACTS**

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**CLÁUDIO FIGUEIREDO COSTA**  
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**Cláudio Figueiredo  
Costa**



**Raphael Gaudio**

## POSITIONING

Cláudio Figueiredo Costa Advocacia Criminal (CFC Advocacia Criminal) is a law firm specialized in criminal law that aims to offer customized legal services for each client.

The firm was launched in the beginning of 2017, by the criminal lawyer Cláudio Figueiredo Costa, who has more than 27 years of experience in criminal law (he was partner of the firm Nilo Batista Advogados) and has acted in several emblematic matters.

The large experience of the name partner allied with the dynamics of a motivated team, in a law firm focused on criminal law, results in a differentiated service to the client, meeting all their needs.

CFC Advocacia Criminal has extensive expertise in dealing with any matter related to criminal law, such as white-collar crimes, offenses against public administration, environmental crimes, criminal compliance and plea bargaining.

The firm is recognized by Leaders League as a “Recommended Firm” in White Collar Crime area in Brazil (2020).

## BUSINESS

CFC Advocacia Criminal has extensive expertise in dealing with any matter related to criminal law, such as:

- White-collar crimes
- Offenses against public administration
- Public procurement felonies
- Criminal compliance
- Environmental crimes
- Plea bargaining

## CONTACTS

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**Synthia Cabo:** [sc@cfcadvocacia.com.br](mailto:sc@cfcadvocacia.com.br)

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**Dotti.** Fundado por  
René Dotti



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Rogéria Dotti



Julio Brotto



Alexandre Knopfholz



Fernanda Pederneiras



Francisco Zardo



Gustavo Scandelari

## POSITIONING

First established as Escritório Professor René Dotti in 1961, Dotti Advogados was at first maintained only with the founder's work.

The firm's team expanded as the host of clients in the Criminal, Civil and Administrative areas grew. Dotti brought forth young lawyers to work by his side, hailing from UFPR's Law School, where he acted as professor from 1962 to 2004. Expanded, the firm built its own headquarters in the 1970s, at Rua Marechal Deodoro, 497.

Always keeping to its motto of loyalty to the client and their cause, Dotti Advogados consolidated itself as a reference when it comes to providing efficient and tailor-made services with ethics and solidarity.

The firm maintains its original address at Marechal Deodoro, only expanding the space. In 2018, the firm inaugurated a new office in Brasília, in order to ease its work at the higher courts.

Nowadays, Dotti's technical team counts with 30 lawyers, backed by interns and an administrative team. In its 60th anniversary, in 2021, the firm was acknowledged as one of the best law firms to work at, by the Great Places To Work ranking.

In the technical field, a number of awards attest the excellence of the firm's service: Dotti Advogados is ranked by Análise Advocacia 500, as "Highly Recommended" by Leaders League's Transactions and Deals guide, and has also had its founder acknowledged among the very best professionals by Chambers & Partners.



## BUSINESS

Dotti Advogados' practice encompasses Environmental, Civil (including Family and Successions), Constitutional, Administrative, Criminal, Electoral and Compliance Law areas.

Besides the work in judicial causes, the specialized teams also respond for the consulting works for companies in the communication, health, public auctions, consumer goods and services sectors.



## CONTACTS

**Rogéria Dotti**, Ph.D. in Civil Procedural Law by UFPR, Coordinator of the Civil Law and Procedure and Family and Successions Law departments

**Julio Brotto**, post-graduate in Civil Advocacy by FGV, Coordinator of the Administrative and Civil Law departments

**Alexandre Knopfholz**, Master in Corporate Law and Citizenship by Unicuritiba, Coordinator of the Criminal Law department

**Fernanda Pederneiras**, specialist in Family and Succession Law by Escola Paulista de Direito, Coordinator of the Family and Succession Law department

**Francisco Zardo**, Ph.D. in Administrative Law by USP, Coordinator of the Administrative Law department

**Gustavo Scandelari**, Ph.D. in Law by UFPR, Coordinator of the Criminal Law department

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# IOKOI

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Pedro Ivo Gricoli Iokoi



Adriano Scalzaretto



Bruno Lambert Mendes  
de Almeida



Bruno Magosso de Paiva



Caio Nogueira  
Domingues da Fonseca



Gustavo Jonasson de  
Conti Medeiros



Luiz Roberto Salles  
Souza



José Raul Gavião de  
Almeida

## POSITIONING

Iokoi Advogados is a traditional White-Collar Crime boutique based in Brazil. For fourteen years, IOKOI ADOVAGADOS has stood out for carefully providing legal services in the Corporate Criminal field, for preparing the best defense strategies for its clients, and for defending high complexity cases. Since its foundation, in 2006, the firm set out to provide its clients with bespoke services, focusing on results and resource maximization.

Service innovation and a team composed of 24 highly-qualified lawyers are some of the firm's unique selling points. It strives to understand and deliver solutions to the new needs of national and multinational companies legal departments that compose their portfolio.

Located in São Paulo, the law firm has a modern structure and smart working methodology, which is reflected in the technical quality of the advice provided and results achieved.

As a major differential, the firm provides its clients with a 24/7 service channel and a network of more than 250 certified lawyers at their disposal. These are unique advantages that no other law firm offers in Brazil. The team personally follows up cases throughout Brazil.

Three pillars underlie the firm's existence: efficiency, nurturing a relationship of trust and partnership with its clients, and talent training and retention. With respect to its staff, the firm has an in-house program to include the team members in the best specialization and graduate programs in the country. Thus, we are increasingly growing as a strong and trustworthy law firm, operating both nationally and internationally, with the best qualified lawyers covering corporate crime in Brazil.

Aiming to increase its participation in high-profile cases, appeal and constitutional courts advocacy, the firm now counts with professor Luiz Roberto Salles Souza, a former State Attorney who retired after 31 years in São Paulo Public Attorneys Office, and José Raul Gavião de Almeida, who retired as a judge of São Paulo State Court, where he served for more than 23 of his 37 years career in the public service.

## BUSINESS

- White-collar crime
- Business crime
- Labor law

## OFFICES

- BRAZIL**
- São Paulo

## CONTACTS

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VARGAS DO AMARAL  
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**Flávia Rahal Bresser  
Pereira**



**Guilherme Ziliani  
Carnelós**



**Camila Austregesilo  
Vargas do Amaral**

## POSITIONING

The firm is specialized in Criminal Law, providing litigation and advisory services throughout Brazil.

The firm stands out for the high quality of the work developed, which results from the lawyers' experience in a considerable number of criminal cases, as well as from their concise structure that offers customized services, always having two of the partners working jointly with the other lawyers in every case.

The broad experience in the area coupled with the never-stopping legal updating of all its lawyers – also in other criminal law-related areas –, allows the firm to make judicious assessments of the scenarios of claims, conducting them in the safest and most effective way possible.

The strict confidentiality between client and lawyers is another commitment of the firm, also known by its discretion in conducting cases, especially those with far reaching repercussion.

Before establishing this law firm, the three partners had worked together for more than a decade at Malheiros Filho, Camargo Lima and Rahal Advogados, one of the most prestigious law firms at that time in Brazil, where Flávia Rahal was a partner for more than 16 years. The affinity arising from this joint experience is directly reflected on the team and its results.

Their old relationship, based on how clients are cared for and on the assumption that every work must be developed with excellence, ensures a strict and safe performance, in a close, long-lasting and trustworthy relationship of partners, lawyers and clients.

## BUSINESS

- Preventive consultancy services
- Business crimes
- Crimes against the Brazilian financial system and capital markets
- Crimes against the tax system and against the social security system
- Money laundering
- Corporate crimes
- Antitrust and intellectual property crimes
- Crimes against property
- Crimes against consumers' interests
- Environmental crimes
- Crimes against government institutions
- Electoral crimes
- Crimes practiced by electronic means
- Crimes against life
- Defamation
- Crimes against labor rights and labor organization
- Traffic crimes



## CONTACTS

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# Raphael Miranda

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Raphael Miranda



Pedro Ivo Mello



Antonio Pedro Raposo



Henrique Corredor  
Barbosa

## POSITIONING

Raphael Miranda Advogados is a boutique firm focused on providing fast, efficient and innovative solutions to complex cases. Since its foundation in 2011, its partners' common goal is to offer tailor-made services built around an attorney-client relationship of mutual trust and respect.

The firm has an outstanding civil and corporate litigation track record, including arbitration and mediation. It also has extensive tax litigation and advisory experience and represents clients before the Public Administration, including governmental agencies and regulatory authorities.

From the outset, the firm has been representing its clients in major insurance claims throughout the country and abroad, involving financial risks, performance bonds, operational risks, engineering risks, property, civil liability, D&O, marine, oil and gas, among others. The team has a solid reputation for its work on large risks loss adjustment as well as in insurance disputes, arbitrations and mediations. RMA also advises its clients when negotiating insurance claims or contracting major risks insurance policies.

RMA maintains a diverse, highly capable and integrated team recognized for its expertise in several fields, including banking, mining, oil and gas, energy, logistics, franchise, construction, health, chemistry, communications, entertainment, international trade and third sector.

The firm is based in Rio de Janeiro and São Paulo but represents clients all over the country.

## BUSINESS

- Dispute Resolution
- Insurance & Reinsurance
- Business & Corporate
- Tax Law
- International Transactions

## OFFICES

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 **Paulo Freitas Ribeiro**  
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Paulo Freitas



Camila Freitas



Raquel Dias



Vitor Buzelin



Julia Lavigne



Matheus Borges



Fernando Abreu



Rodrigo Amaral



Bruno Ribeiro

## POSITIONING

The law firm was founded in 2000 by Paulo Freitas Ribeiro, experienced lawyer and Professor of Criminal Procedure at Pontificia Universidade Católica of Rio de Janeiro. Specialized in advising medium-sized and large companies in regard to criminal matters, the main goal of the Firm is to develop the best legal strategies for its clients as a consequence of highly tailored services. The practice area of the Firm reaches companies from the most diverse sectors in Brazil and abroad, with emphasis on the sectors of energy, logistics, media and communications, financial and trades and commerce.

## BUSINESS

Paulo Freitas Ribeiro Advogados Associados is a law firm specialized in business crime and criminal compliance which rely on a technical and experienced team in order to advise its clients in Brazil and abroad. The services provided comprehend the legal representation on behalf of companies and individuals in criminal procedures related to business crime. During the last decades, the Firm has represented its clients in the most important lawsuits that were initiated in Brazil, several of them involving accusations of environmental, tax and financial crimes. In addition, the Firm stands out for services of criminal compliance, providing legal advice in order to consolidate good practices of corporate governance in the business environment.

## CONTACTS

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# Tofic Simantob | Perez e Ortiz

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Fábio Tofic Simantob



Débora Perez Dias



Mariana Tranchesí Ortiz



João Henrique Imperia  
Martini

## POSITIONING

Tofic Simantob, Perez e Ortiz advise and represent individuals and companies across an array of sophisticated and challenging criminal law issues.

Our team of dynamic and resourceful partners have decades of practice working on complex and high-profile cases. Our trusted advisor status has resulted in our team being engaged to handle cases that often test the limits of Criminal Law in Brazil.

Tofic Simantob Perez e Ortiz's hallmark is the permanent strive to provide for a seamless approach to meeting clients' needs and expectations in the shortest possible time.

The team is well-versed in all criminal matters and works on the full spectrum of related criminal law issues.

### Corporate Criminal Law

We defend the interests of companies and their executive in cases involving economic crimes, offences related to finance, tax, tender procedures, environment, bankruptcy, antitrust, money laundering, among others.

### Criminal Law

Tofic Simantob Perez e Ortiz excel when advocating for the defendant or assisting the prosecution in criminal proceedings, from the investigation stage to the final judicial instance stage. The firm's field of action is broad and includes cases of property crimes and crimes against individuals, government entities, public health, public faith, among others.

### Higher Courts

The firm is particularly suited to operate in Brazil's Superior Court of Appeals (STJ) and the Federal Supreme Court (STF). We have extensive experience in oral arguments, technical know-how and strategic vision, and use all legal measures available to remedy illegalities to find the best possible outcome for the client.

### Consulting

The team also offers consulting services, preparing legal reports, proposing measures to prevent or mitigate criminal risks arising from business activities.

## BUSINESS

- Criminal Law
- Corporate Criminal Law
- Economic and Financial Criminal Law
- White Collar Crime

## CONTACTS

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Pablo Rojas



Macarena Hernández



Paula Olivares



Claudia Bustos Díaz



Magalí Herrera

## POSITIONING

BG Abogados is a firm of excellence, whose purpose is to provide advice on criminal matters with the highest standards of quality, dedication and commitment, providing a personalized service and being more efficient in terms of costs.

We offer legal services, both as a plaintiff or defense attorney, in matters related to Criminal Law in general, some examples being the following:

### Advice to natural persons:

- Thefts
- Injuries
- Scams
- Homicides

### Advice to legal persons:

- Economic crimes
- Cybercrime
- Unfair administration, among others

### Complaints and defenses:

- Criminal procedure reform, throughout the national territory.

To see the firm's full spot, you can go to: <https://www.youtube.com/watch?v=44tu4vA3nxo>

## BUSINESS

- Criminal Law
- White Collar Crime

## CONTACTS

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# Cisternas y Cía.

## Abogados

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Gonzalo Cisternas



Juan Pablo Lorenzini



Katherine Hyde



Mario Desbordes



Domingo Hernández



Luis Masferrer



Alfredo Larreta



Hugo Muñoz

## POSITIONING

Cisternas y Compañía Abogados is a legal services office founded in 2000 with the aim of contributing to the prevention and resolution of large-scale and complex disputes from the perspective of the law and the parties' interests. Dispute resolution, including civil, commercial, administrative and criminal litigation is its hallmark practice, offering a perspective capable of anticipating scenarios in the development of lawsuits and advising the attorneys involved on the course of action, proposing solutions in line with clients' interests in the framework of the applicable law and higher court jurisprudence on the matter.

The firm concentrates on the prevention and resolution of disputes, with a team of highly skilled professionals in the prevention of business risks, the design of dispute resolution models and their administration, negotiation and in specialties inherent to business activities.

Cisternas y Compañía Abogados has consolidated a work methodology based on in-depth study of the commission to undertake a full design of the problem and to project all potential scenarios and results arising from different legal courses of action, to strategically resolve legal conflicts, incorporating innovation, technology and a deep knowledge of our client's legal environment into our performance, generating a new competitive advantage.

Three partners lead firm –Gonzalo Cisternas Sobarzo, Juan Pablo Lorenzini Paci and Katherine Hyde– along with a team of senior consultants who are recognized for their public, private, and academic careers: Mario Desbordes, Domingo Hernández, Hugo Muñoz, Alfredo Larreta and Luis Masferrer.

Cisternas & Cía focuses on the prevention and resolution of conflicts in business, and on practice areas including corporate counseling, litigation, labor, tax, intellectual property, free competition, and criminal litigation. The firm is a member of the Chilean Institute of Rational Business Administration (Icare) and the Association of Entrepreneurs of Chile (Asech).

## BUSINESS

- Dispute Resolution
- Commercial & Civil Litigation
- Administrative Litigation
- Criminal Litigation
- Antitrust
- Business & Corporate
- Environmental Law & Regulatory Law
- Tax

## CONTACTS

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**Gonzalo Insunza  
Figueroa**



**Matías Insunza  
Tagle**



**Felipe Sologuren  
Insua**



**Diego Balart  
Salvat**

## POSITIONING

Insunza Abogados is a legal boutique specialized in advising their clients in litigation issues of high complexity, by carrying out the design and implementation of procedural legal strategies, in order to resolve conflicts through extrajudicial negotiations and also by means of litigation proceedings before the courts of law.

The main objective of the personalized attention provided by our team is to comprehend the conflict that arises from litigation matters from an integral perspective, developing with the clients to whom we provide advice, a relation in which our professional competence goes together with a human perspective by offering a permanent, close and warm communication.

The association with our clients is based on high professional ethics, in our long tradition and in the commitment of our attorneys who, apart from the personal dedication mentioned above, have been distinguished and highlighted in their participation in trials of the greatest complexity and transcendence that have been known in our country.

Our role as specialized lawyers has led us to be recommended by a diverse group of lawyers, in Chile and abroad, when their customers face conflicts of high complexity, what fills us with pride and satisfaction, and forces us to keep moving in that direction.

The professional activity of Insunza Abogados is also complemented with the teaching activities of one of his partners, Matias Insunza T., both in undergraduate and postgraduate courses at the Law School of the Universidad de Chile, as a teacher of Procedural Law.

In 2019, Matías Insunza Tagle was elected as a member of council of the Chilean Bar association, a position that he currently maintains.

## BUSINESS

- Procedural Strategies
- Defenses and Criminal Accusations
- Economic Criminal Litigation
- Ordinary and Special Trials
- Constitutional Actions
- Arbitration and Agreements

## CONTACTS

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**Juan César Kehr  
Castillo**



**Omar Abuid  
Abusleme**



**Octavio Kehr  
Castillo**

## POSITIONING

Kehr Abuid Abogados specializes in medical and criminal liability, free competition, consumer protection and public concessions. Litigation and arbitration correspond to a robust area of our office. Kehr Abuid offers comprehensive representation and advice in the resolution of disputes in matters of a different nature (administrative litigation, Ordinary Courts of Justice, Arbitration Courts (CAM Santiago), Constitutional Court, Public Procurement Court, Court for the Defense of Free Competition, State Defense Council, Comptroller General of the Republic, Ministries, Regional Secretaries, Superintendencies and Public Services, among others). We focus on the filing and processing of actions in civil and commercial matters.

In the area of medical liability, Kehr Abuid has an interdisciplinary team composed of lawyer, doctors, dentists and other external advisors who ensure a technical content in legal proceedings as well as the advice given to clients (patients, doctors, Hospitals and pharmaceutical companies). Kehr Abuid Abogados has been highlighted in various press and television media for its representation in some spotlight cases related to obstetric violence, amputations of limbs in plastic surgeries, deaths due to Covid 19, among other issues.

Kehr Abuid Abogados also provides corporate and individual representation in criminal law matters, both as plaintiffs and/or defense attorneys. Our lawyers have vast experience in investigation, complex litigation in the public and private spheres, and negotiation in complex cases linked to various sectors. Also, they are usually consulted in matters of criminal law to collaborate in defense strategies or give their legal opinion.

The criminal team of our office stands out for its great experience in litigation and a thorough knowledge of Chilean and comparative criminal dogmatics. We advise legal and natural persons in a preventive and/or judicial manner, from the beginning of the investigation before the Public Ministry as well as in courts with criminal jurisdiction and superior courts of justice. The criminal conflict resolution approach of our office stands out for a comprehensive analysis of all the consequences derived from the conflict and in all types of matters, but especially in matters of economic, financial, property, environmental crimes, public or private corruption and, in general, in cases with several compromised edges.

Our lawyers stand out for taking effective and creative solutions to complex cases, emphasizing the main interest of the client, in order to obtain the best possible result in the shortest time expected. We actively advise at all stages of the process: investigation, litigation and negotiation.

Our clients value the great theoretical and practical knowledge that we demonstrate in the cases assumed and the design of effective judicial strategies in defense of natural and legal persons. In addition, they value the proactivity of the firm, which is led by young people (all partners under 35) who fully understand and manage both face-to-face and virtual litigation and all the technological processes driven and accelerated by the Covid 19 pandemic.

## BUSINESS

- Civil Litigation
- Commercial Litigation
- White Collar Crime

## CONTACTS

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**Ernesto Olivares  
Rodríguez**



**Víctor Alé  
Martínez**



**Walterio Miranda  
Henríquez**



**Nora Vera  
Arellano**

## POSITIONING

Olivares Rodríguez y Compañía has been especially centered on White Collar Crime and related offences. Besides, for several years we have advised and represented companies in criminal proceedings associated with electrical activity, forming various multidisciplinary teams with specialists in the field (engineers, technicians, etc). Likewise, we have intervened in administrative procedures related to economic and electrical matters, directed by sectoral organizations.

Our professional practice also extends to the academic field, both in the publication of scientific columns and articles and in the participation in law conferences.

We believe that conflict prevention can become the best defense of interests in any dispute. To do this, we identify risks, analyze them and propose the most reasonable and effective measures. Eventually, internal investigation processes can be directed, guided or complemented for possible actions in the face of judicial contingencies.

## BUSINESS

- Criminal Law
- Litigation & Dispute Resolution

## CONTACTS

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**Roberto Ríos**



**Stefanie Ramdohr**



**Alonso García**

## POSITIONING

RRG Abogados was born from the initiative of its partners Roberto Ríos, Stefanie Ramdohr and Alonso García, who after 10 years leading the insurance team of RTA Abogados, decided to form a new law firm specialized in matters of interest of the insurance industry. We are a group of consolidated professionals in the Chilean legal market and of recognised prestige both nationally and abroad in the matters of our specialty.

Our experience embraces litigation, arbitration and advisory services in diverse matters such as policy studies, regulatory and corporate law, losses related to fire insurance, loss of physical damage, damages due to stoppage, civil liability, in general all branches of general or damage insurance and related to diverse industrial sectors such as agro-industry, mining, energy, transportation, construction, among others.

Our experience also extends to the branches of credit, guarantee, fidelity and life insurance. We also have outstanding experience in regulatory matters and consumer rights.

## BUSINESS

- Insurance & Reinsurance
- Litigation
- Arbitration
- Regulatory & Corporate
- Studies and Legal Opinion Reports

## CONTACTS

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**DE LA ESPRIELLA**  
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**Abelardo de la Espriella**



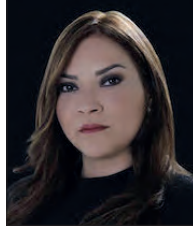
**Daniel Peñaredonda**



**Karen Juris**



**Carlos Sánchez**



**Diana Bravo**



**Javier De La Hoz**

## POSITIONING

DE LA ESPRIELLA Lawyers Enterprise® Consultorías y Servicios Especializados is one of the most renowned law firms in Colombia with twenty years of experience.

Under the direction of a successful leader, such as Mr Abelardo De La Espriella and the guide of his partners Daniel Peñaredonda, Kare Juris, Carlos Sanchez, Diana Bravo and Javier De La Hoz; it has been possible to position a complete and competent portfolio of services in consultancy and legal representation with a highly qualified interdisciplinary team. The client's causes are our causes too and we take an integral approach in order to exceed the expectation, thus, we have achieved legal successes of greatest impact for public opinion being one of the main players in the exercise of law in Colombia.

The firm's prestige is a consequence of the competitive advantages that allow us to stand out, among which we must highlight the qualified experience of its managers, the orientation to success in each case, the Bureau Veritas ISO 9001 quality certification, the ethical and deontological commitment, the multidisciplinary advice and the national and international services network.

To respond to its client's requirements, the firm has operation centres in Bogotá, Barranquilla, Medellín and Miami, and also with strategic alliances throughout the national territory and abroad.

## BUSINESS

- Criminal Law
- Public Law
- Private Law
- Mining Law
- Environmental Law
- Urbanistic Law
- Labor Law
- Electoral Law
- Entertainment Law
- New Technologies law
- Intellectual Property law
- Sports Law
- Public Affairs
- Health Law

## OFFICES

- Barranquilla
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- Medellín
- Miami

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**Camilo Martínez Beltrán**



**José Miguel Mendoza**



**César C. Cermeño**

## 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

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# Fabio Humar

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**Fabio Humar**  
Jaramillo

### POSITIONING

Fabio Humar Abogados has extensive experience in representing both national and international clients before different authorities in criminal and administrative investigations. It also acts for companies in analysis, management and implementation of legal/political risk management systems.

The team advises in the public sector, and thus has brought what it has learned to private litigation, offering the client solutions that have been successfully tested in government and state settings. It also acts in matters related to fiscal investigations (Comptroller General's Office) and disciplinary investigations (Attorney General's Office and Superior Council of Judicature), as well as in criminal implications related to antitrust and public tender law matters.

Founding partner Fabio Humar specializes in public and criminal law, with litigation experience in the United States. Former District Attorney, Humar has a background in the Financial Crimes Unit, Money Laundering, and Economic Order, as well as the Copyright Unit and Individual Liberties Unit. The accuracy and detailed work delivered are the result of academic excellence in postgraduate studies in criminal law, constitutional law, administrative law, and economic law; as well as continuing education in different subjects related to criminal law. Fellow in the Department of State and Partners of America, working with the Special Investigations Unit of Boston's Office of the Attorney General.

The Team led by Fabio Humar has worked in the public sector, in different positions. Either as Prosecutors, judges, or attorneys. Such background allows the law firm to be in tune with the reality of justice in the country, and hence offer solutions based on evidence and the operation of the Colombian legal system.

The firm does not hesitate to offer innovative and ethical solutions for clients, in the midst of a legal and justice administration system which, in many cases,

In recent years the firm has managed to lead victim defense and representation proceedings with levels close to 95% of success, always looking for the most agile, efficient and client-oriented solution.

### BUSINESS

- Criminal Law
- Compliance
- Litigation
- Antitrust

### CONTACTS

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Pablo Encalada



Nicolás Salas



Alejandro Sarsoza



Mauricio Calderón



Evelyn Ron



Johselyn Espinoza

## POSITIONING

GRUND is a word in the German language that means reason, foundation or cause. German is a strong language linked to the western legal tradition that helps us transmit the strength of our message: ‘to constitute ourselves as its reason and legal foundation; standing with their cause to be the legal reason in their professional or personal activities.’

The firm is a firm dedicated to legal advice -both local and international- of legal and natural persons, focused on providing excellence in the provision of their services, representing our clients in a timely, effective and efficient manner and mitigating or solving problems legal that may arise.

One of the main strengths of the Grund Abogados law firm is the criminal area. The extensive experience of our lawyers in this area, both in the justice administration system and in private practice, makes Grund one of the leading criminal law firms in Ecuador. In addition, the work of our professionals as university teachers and their permanent performance as trainers of those who make up the justice administration system have consolidated Grund's name in the field of Criminal Law.

### Our services include:

- Sponsorship or representation in criminal proceedings.
- Criminal legal advice for natural and legal persons.
- Prevention of criminal risks for legal persons.
- Training, investigation and consulting in criminal matters and criminal procedure.

## BUSINESS

- Civil
- Commercial
- Real Estate
- Tax
- White Collar Crime

## CONTACTS

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**Gilbert Parleani**



**Jean-Marie Gazagnes**

## POSITIONING

APG is an independent business law firm specializing in complex litigation and regulatory and corporate advisory services. We accompany leading national and international groups and innovative companies on a daily basis in search of operational and imaginative solutions.

Since our inception, our success has been based on commitment, excellence, and humanity, and on listening to our clients.

For thirty years, we have been advising our clients on their strategic projects with a holistic view of legal issues. Our approach is not limited to representation before the courts: we also work with our clients on a daily basis to advise them on the structuring of their operations, to anticipate their issues, and allow them to prevail.

Thanks to our know-how, leading French and international groups trust us to defend their interests when the uncertainties are great and the implications are significant.

APG is an adaptable and responsive platform for complex or serial litigation, offering its clients a well-rounded, multidisciplinary, and talented team.

The experience acquired by our high-level litigation practice allows us in our consulting business to strengthen the legal security of our clients' operations through a fine assessment of risks.

The technical excellence of the firm is enriched by our close ties with the University, and by the creation of a network of responsive experts, both in France and across Europe.

## BUSINESS

- Competition & Distribution
- Banking & Insurance: regulatory and professional liability
- Litigation & Arbitration: corporate and commercial litigation
- Product liability & industrial risks
- Employment
- White collar & Compliance
- Corporate

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**Kiril Bougartchev**



**Emmanuel Moyne**



**Geoffroy Goubin**

## POSITIONING

As litigation attorneys highly regarded in the profession, we assist public and private companies such as banking institutions and financial institutions, insurance companies and their executives in all types of litigation they face, whether in criminal law or civil law, business, civil and commercial law or regulatory matters. We support them on a daily basis in crisis situations, or to help them meet their legal and regulatory obligations. We also assist them with the implementation of their internal investigations, compliance programs and training initiatives.

Experienced in emergency situations, complex, plural, transnational and multi-jurisdictional procedures, as well as negotiated justice, in France and abroad, we are also used to working in teams, assisting clients in their work around the world alongside international firms including specialist firms. We are often mandated to coordinate the interventions of the selected firms in various jurisdictions.

Finally, we ensure the enforcement of French and international court decisions. We also recover all types of misappropriated assets.

We are our clients' partners and not just their lawyers. Attentive to their strategy and their image, together we form a single team dedicated to achieving the goals they have assigned us. We strive to perfectly understand our clients and their activities, their organization and their teams, the risks inherent to their businesses, their needs as well as their objectives.

Within this framework, we quickly identify the procedural and strategic options available to our clients, and provide them with pragmatic answers.

## BUSINESS

- Business criminal law / White-collar crime
- Compliance
- Civil and commercial litigation
- Regulatory disputes
- Crisis and reputational injury management
- Enforcement and asset recovery
- Internal investigations

## CONTACTS

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Florian Endrös



Muriel Mazaud



Marguerite de Vaublanc



Myriam Bennaïm



Céline Lustin-Le Core



Anke Sprengel

## POSITIONING

EBA Endrös-Baum Associés deals with the questions, problems, projects and visions of international companies with interests in France and in Germany, providing services in a prompt, efficient, purposeful and pragmatic manner, at reasonable costs. Our Franco-German based firm intervenes both as a counselling and litigation firm before French and German jurisdictions as well as before the ICC and other Arbitrations Courts, in the practice areas of industrial risk, plant construction, industrial product liability and safety, health products (pharmaceutical products and medical devices), and the related insurance law.

International companies operating in cross-border business between French, German and English speaking countries often encounter legal and communication difficulties. These may arise from linguistic or cultural differences, or sometimes from substantial differences in law. Detailed knowledge of the foreign legal system and an understanding of linguistic and cultural differences are necessary for efficient dealings with cross border counterparts. This applies also to intra-company communication between parent and subsidiary.

### Practice areas

EBA gives advice and assistance mostly to international companies and insurance companies, in the field of industry and health in different languages (mostly German, French, and English). EBA intervenes in all industry related businesses as supply contracts, plant construction, products safety and product liability regarding industrial products as well as pharmaceutical products and medical devices.

EBA accompanies its clients throughout their life cycle by providing contract coordination as well as claim and litigation handling including alternative dispute resolution (arbitration, mediation and settlement) from the stage of entering into contracts with either public or private entities, through to subcontracts, including all questions of insurance and liability coverage, to the potential claim and litigation handling in cooperation with the insurance. The firm initially based in Paris has developed a strong team based in Munich. EBA Endrös-Baum Associés also practises on a high level in German litigation conforming to German law and gives advice and assistance for companies seeking to develop or to create industrial or insurance business in Germany.

Furthermore, EBA Endrös-Baum Associés has opened a branch office in Marseille 2019 and another one in Lyon in 2020.

EBA Endrös-Baum Associés has longstanding experience in expertise proceedings involving French court-appointed experts and European party-appointed experts. To ensure advice on a top-level, EBA Endrös-Baum Associés works in close cooperation with highly specialised law-firms in business areas not covered by the firm, such as tax law.

## BUSINESS

General Business Law:

- Industrial risk
- Construction law and provision of industrial equipment
- Product liability
- Insurance law

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# “Our clients are industrial groups and insurance companies with interests in France and Germany”



Interview with

**FLORIAN ENDRÖS**  
Founding Partner,  
**EBA ENDRÖS-BAUM ASSOCIÉS**

**Leaders League.** EBA Endrös+ Associés is a Franco-German law firm. Where does this union originate from?

The firm was initially created in 1997, its Franco-German orientation being a natural consequence of the fact that I had a double university degree from France and Germany and practiced as a lawyer admitted in both countries.

As a German national, I deliberately chose France, and more particularly Paris, as a location for the firm, this choice reflecting my commitment to the European idea.

I was one of the first Erasmus students, which explains my strongly-marked European orientation and my motivation to contribute to the communication between the various legal systems. Later, in 2007, I initiated a spin-off from the initial firm, thus creating, together with three partners, Muriel Mazaud, Marguerite de Vaublanc and Myriam Bennaim, the firm in its current form, with the purpose of modernising it and turning it into a resolutely consistent, agile and responsive international structure.

Since 2007, and in order to underline the cross-border competence of our firm, Céline Lustin-Le Core reinforces our team as a bilingual partner in Paris.

Anke Sprengel is qualified to practice under German and French law and became a partner

in 2018. She is in charge of litigation before German Courts and is currently developing this activity in Germany with the aim of enlarging the German litigation team. Furthermore she also supports the team in Paris regarding litigation before French Courts

**On which areas has the firm based its growth?**

Our firm is dedicated to industry, its practice areas covering all aspects related to this field, such as product safety and liability, construction of energy plants, contract negotiation and management of contractual risks, insurance law, particularly dealing with cross-border issues.

**Could you describe your client base?**

Our clients are international or national industrial groups and insurance companies with interests in France and Germany. We assist our clients on issues such as contract negotiations or regulatory questions, as well as in litigation matters, notably appraisal proceedings and support them to conduct business transactions and legal proceedings as free of legal risks as possible or in full knowledge of the risks involved.

**How does the firm address its clients' needs in the context of globalisation?**

The challenges of globalisation have accelerated the firm's modernisation process, particularly with respect to organisational and IT management and data protection. We constantly strive to optimise our working practices within different linguistic contexts (French, German, English, i.a.), while pursuing our efforts to facilitate our clients' comprehension, foster communication and advance negotiations. Due to this constant commitment, we have been able to obtain multiple awards, notably in the category "cross-border", becoming more and more international.

**Is an intercultural approach a key factor in the way you distinguish your firm's services?**

A lawyer's activity is, in a way, concentrated on a strictly national framework, considering that they are of course required to have thorough knowledge of his national law in order to be able to advise his clients from abroad. However, assisting clients from foreign countries also consists in offering them a comprehension of the differences between their own legal system and the French one, anticipating their expectations and working approaches, which can be

quite different from what one is used to encounter within a French or German context.

It is therefore essential for a law firm seeking to establish itself and expand internationally to not only bank on legal know-how but also on communication and responsiveness.

**What is your vision of the evolution of your activity?**

For several years now, we have been witnessing the gradual de-industrialisation in France and the glaring lack of investment in industrial enterprises with high potential, which would be worth investing in.

Despite these unfavourable conditions, we can pride ourselves in working with French and European industrial groups asserting themselves on the French market and exporting their success in Europe, as well as with European groups resisting the negative trend and increasing their activity in France.

We work in very a specific area, in which our clients' needs are multifaceted and subject to permanent changes. Also, our clientele has less and less time to delve into the cases in detail, yet each and every one of their decisions has to be intelligible, documented, and above all auditable. Thus, it is important that our clients have the possibility to be permanently informed.

Anticipating the new constraints of our clients, that is, the requirement and need for immediate communication in today's rapidly changing working world, is part of the innovative culture of EBA. Next to our Paris office, we have substantially developed our office in Munich with a highly skilled and experienced team around Marguerite de Vaublanc, in order to allow French companies to increase their activity in Germany and to face complex litigation. In addition, we have created a branch office in Marseille in 2019, extending our activity to the South of France, and another branch office in Lyon, in 2020.

While remaining committed to the European idea and consolidating its established networks and partnerships, notably in Italy and Eastern Europe, our firm is also exploring new horizons, seeking to establish new network partnerships in order to be able to offer our clients worldwide turn-key services. ♦

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Jean-Claude Dukarski

## POSITIONING

### Special Matters and Government Investigations

Our Special Matters team is dedicated to advising entities and individuals across borders and sectors who are facing the reality or threat of a government investigation. Clients turn to us because of our reputation for conducting thorough and reliable internal investigations, for using the investigative record effectively to persuade the government to appropriately decline prosecution or enforcement action against our clients where possible, and for discreetly resolving government investigations on favorable terms. When quick and discreet resolution is not possible, we are prepared to defend our clients in court – where we have a successful track record advocating and litigating against the government and other authorities on behalf of our clients.

Most importantly, clients value our transparency, candor, and ability to build relationships in order to protect and advance our clients' interests. We can successfully and seamlessly navigate the complexities of dealing with enforcement agencies all over the world, including in France where we have a team of 8 specialists driven by one of the top French market leaders.

In the U.S., a key component of our success is leveraging the experience of our more than 175 former government officials firm-wide, including the recent former CIA Director, who is a key member of our team. Collectively, we have handled investigations before 73 of the 93 U.S. Attorney's Offices and every litigating division of the Justice Department. We likewise have represented clients in investigations conducted by all 12 of the SEC's offices and all of the SEC's specialized enforcement units.

The Paris team is fully integrated into the global Special Matters and Government Investigations practice, whose philosophy and composition reflect King & Spalding's deep investigations and sensitive matters culture. The team is composed of six lawyers (a partner, a counsel, a senior associate, a mid-level associate, two associates, and a law clerk) and an in-house consultant, and an expert in financial criminal investigation who served as financial investigator during more than 30 years (Gendarmerie Nationale Département Délinquance Économique et Financière). Experienced in assisting large groups and executives, our lawyers regularly intervene in sensitive, complex, and high-stakes cases (internal governance issues, external growth, financial, strategic, geopolitical or media issues, etc.).

A large number of leading French and foreign-based concerns, including those in Africa, regularly rely on our 20-years-experienced Paris-based investigations team for assistance in conducting internal investigations, negotiating with the French National Prosecutor's Office or the financial sections of the public prosecutor's office, and in designing criminal defense strategies. As such, the team carries out internal investigations/audits in order to identify the reality and extent of facts which may constitute an offense. This expertise is essential in the process of assessing the risks that such facts may involve and identifying the corrective measures to be implemented to prevent any repetition.

Our global team of lawyers have devoted their entire careers to white-collar criminal and civil defense in high-stakes matters with industry-wide impact. We have conducted cross-border investigations in more than 160 countries involving every continent, and thus have extensive experience before foreign regulatory authorities.

## BUSINESS

- Corporate internal investigations
- Government investigations
- Administrative investigations
- White-collar crime defense
- Crisis management
- Business intelligence

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- Singapore
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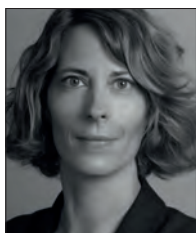
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**Philippe Pinsolle**



**Thomas Voisin**



**Isabelle Michou**



**Michael Young**



**Richard East**



**Kami Haeri**



**Trevor Soames**



**Nadine Herrmann**



**Marcus Grosch**



**Thomas Werlen**



**Stéphane Chaouat**



**Alexander Leventhal**



**Eric Russo**

## POSITIONING

Quinn Emanuel opened its Paris office in January 2013. Dedicated to international arbitration, commercial litigation, white collar and investigations, as well as tax litigation, the Paris office has grown steadily since its creation and gathers now 7 partners and 15 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 tax team works on high-profile tax disputes and negotiations for all types of clients, including financial institutions, private equity funds, corporations, family offices, and individuals, and has a strong expertise in tax controversies that relate to criminal proceedings.

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
- Tax Litigation

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**Matteo Massimo  
D'Argenio**



**Andrea Polizzi**



**Laura Troiano**

## POSITIONING

Since the early Sixties, and from the 90's with Mr Matteo D'Argenio, Studio Legale D'Argenio has offered its strong expertise in insurance, and banking and financial law to life and non-life insurance Companies, Intermediaries and Banks. In spring 2015, Mr. Andrea Polizzi and his team joined the firm, which was consequently renamed Studio Legale D'Argenio Polizzi e Associati (SLDPA). The unprecedented combination of experience and knowledge in the field of insurance, banking and financial market law, as well as in the areas of corporate law and 231 compliance, enhanced the professional reputation of SLDPA as a leading boutique law firm in consulting, assistance and representation in litigations in the corresponding areas.

### **Insurance Law, Banking Law and Financial Market Law**

D'Argenio Polizzi e Associati Studio Legale has an extensive expertise in providing legal assistance and consulting to insurance companies, financial institutions, leasing companies, SIMs and Italian and international trust companies.

In the insurance sector, the D'Argenio Polizzi e Associati Studio Legale provides legal assistance and legal advisory services with particular reference to the drafting and revision of policy contracts, contracts for the establishment of companies and businesses operating in the insurance, re-insurance or intermediation industry, legal assistance in the management of claims, management of relationships with the supervisory authorities of several EEA countries, analysis of the regulatory framework, compliance, authorization procedures and management of relationships with brokers, agents and other intermediaries (above all banks and finance companies).

The Law Firm has developed a specific expertise concerning the cross-border activities of the stakeholders of the insurance and financial market, operating in Italy in freedom to provide services and in right of establishment.

D'Argenio Polizzi e Associati Studio Legale represents also insurance companies, banks and finance companies in the entire Italian territory in the context of judicial controversies or arbitrations arising from insurance/banking or financial contracts, also with reference to subrogation and recovery proceedings.

## BUSINESS

- Insurance Law, Banking Law and Financial Market Law
- Litigation
- Compliance Law and Corporate Liability Law
- New Technology and Privacy Law
- Assistance in specialised arbitration disputes (ABF and ACF)
- Non-judicial assistance and legal advice

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# Legance

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Niccolò Bertolini Clerici

## POSITIONING

Our law Firm was founded in 2007, by a team of well-established professionals united by common ideas and objectives: quality, expertise, understanding and anticipation of the clients' needs, flexibility and nurturing of young talents.

The name Legance, which evokes these same principles, represents an innovative approach in the legal landscape, aimed at promoting the value of teamwork.

Legance is an independent law Firm with a strong position among full-service legal firms, and leader in domestic and international markets.

### White Collar Crimes

The White Collar Crimes Department aims to respond to the need for specialised assistance in the field of criminal law by Italian and foreign companies in relation to economic and financial issues, the Department is characterised by an organisational method and approach consistent with the other practice areas of the firm.

The White Collar Crimes team is led by Partner **Niccolò Bertolini Clerici** who, during his professional career, has provided judicial assistance not only to Italian companies and businesses, but also to leading private and public foreign companies and institutions in the typical areas of criminal economic law.

The team has developed specific in-depth expertise in the field of **criminal market protection**, having provided assistance in cases involving **insider trading** and **market manipulation** against Directors, Statutory Auditors and controlling shareholders of companies listed on the MTA of Borsa Italiana, or against officials of Italian financial institutions.

The team also has extensive experience in **crimes against the Public Administration** and against assets related to areas of specialisation such as, in particular, that of renewable energy and "derivative" instruments.

## BUSINESS

- Administrative
- Banking & Finance
- Compliance
- Corporate Finance
- Data Protection
- Debt Capital Markets
- Dispute Resolution
- Employment and Industrial Relations
- Energy, Project & Infrastructure
- Environmental
- Equity Capital Markets
- ESG and Impact
- EU, Antitrust & Regulation
- Financial Intermediaries Regulations
- Food
- Insurance
- Intellectual Property
- Investment Funds
- Life Science & Healthcare
- Non Performing Loans
- Real Estate
- Restructuring and Insolvency
- Shipping, Aviation and Transportation
- Tax
- Telecommunications, Media and Technology
- White Collar Crimes

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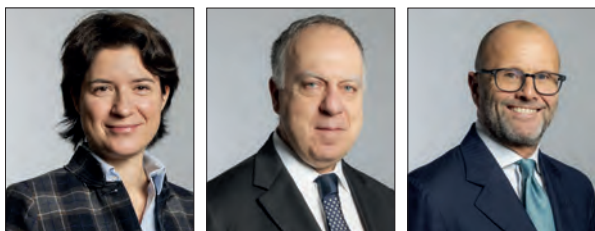
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## PAVIA e ANSALDO

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Paola De Pascalis

Mario Di Giulio

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## POSITIONING

Pavia e Ansaldo is an independent Italian law firm which has been operating in Italy and abroad for 60 years.

Founded in 1961, by Enrico L. Pavia and Giuseppe Ansaldo, it today counts 6 offices – in Milan, Rome, Turin, Barcelona, Moscow and Tokyo – 22 specialist departments, 7 foreign desks and over 130 professionals. The firm provides support in all areas of Business Law, to Italian and international clients that recognise Pavia e Ansaldo as having expertise and reputation for personalised international legal services.

### Compliance

The Compliance department at Pavia e Ansaldo consists of a multidisciplinary team of highly specialized professionals within a context of close integration of expertise providing assistance aimed at defining and developing an efficient and effective corporate governance, with particular respect to the following fields:

- State aid and public tenders
- Regulatory compliance
- Corporate criminal law
- Regulated sectors: assistance to companies operating in regulated sectors (telecommunications, energy/utilities, pharmaceuticals, defence, transport, safety, environment, aviation) on regulatory and compliance issues.
- Product liability: assistance in implementing the procedures in order to make products compliant with labelling, tagging and advertising regulations in the field of food products, fashion and consumers' goods.
- Compliance programmes and specific training courses with the aim to implement and manage the business models aimed at minimising the risks of legal action due to anticompetitive behaviour.

## BUSINESS

- Administrative
- Antitrust And Competition
- Aviation, Maritime And Shipping
- Banking And Finance
- Capital Markets
- Compliance
- Construction And Project Finance
- Corporate And Commercial
- Dispute Resolution
- Employment
- Energy
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- Eu And International
- Food And Beverage
- Health Care And Pharmaceutical
- Industrial And Intellectual Property
- Investment Funds
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- Real Estate
- Restructuring And Insolvency
- Tax
- Tmt - Telecommunications, Media And Technology

## CONTACTS

**Paola De Pascalis**, Of Counsel  
**Mario Di Giulio**, Partner  
**Filippo Fioretti**, Partner



Paola De Pascalis



Mario Di Giulio



Filippo Fioretti

## POSITIONING

Pavia e Ansaldo is an independent, full-service, Italian law firm with a strong international orientation and a solid reputation in the international areas.

Founded in Milan in 1961, the firm has over 130 professionals, offices in Italy, Japan, Russia, Spain, 22 departments, 7 foreign desks, providing assistance in all areas of business law.

### International Reach

Since its inception, the firm has worked towards creating a structure to meet the needs of clients on an international level. With lawyers in Spain, Russia and Japan offices, 7 Foreign Desks, staffed by lawyers qualified to practice both in Italy and in the respective countries with which they work, and an international network, the Firm is ideally placed to advise Italian clients on their business abroad and foreign clients on their business in Italy and other countries.

The professionals, according to the client's needs, provide legal assistance in Chinese, English, French, Italian, Japanese, Russian and Spanish.

The Firm has chosen to maintain the status of an independent firm and to establish strong relationships with the most qualified legal firms in those countries where it does not have own office, with a view to providing a personalized service worldwide and the most advantageous solutions for clients.

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### SPAIN

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## POSITIONING

PG Legal is an independent law firm with an international network providing a full range of legal services to corporations, financial institutions and High Net Worth individuals in the following main group industries: Insurance, Finance, Luxury Assets, Energy and Technology.

PG Legal has offices in Milan, Rome, Dublin and branches in Naples and Genoa. Our work is international by nature as our clients come from all over the world and their businesses require assistance and advice across several jurisdictions. We have established dedicated Russian and Asian desks staffed with native language speaking lawyers with extensive work experience for Russian and Asian clients.

To better serve our international client basis we have developed strong best-friends relations with leading law firms across Europe, the US, the Middle East, CIS and Asia that specialize in the same sectors in which we operate.

## BUSINESS

- CORPORATE TRANSACTIONS
- INSURANCE & REINSURANCE
- LUXURY ASSETS: Superyachts; Aviation; Fashion and Luxury Property
- RENEWABLE ENERGY & GAS
- TECHNOLOGY: IT and Privacy
- REAL ESTATE

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**Alessandro P. Giorgetti**



**Loredana F. Picca**



**Filomena Calicchio**

## POSITIONING

### **Insurance and reinsurance law**

Since its foundation, this is the field in which Studio Legale Giorgetti has recorded the most significant growth, both for the importance of the clients and the complexity of the handled cases, specializing in providing assistance and advice to insurers, reinsurers, Self-Assureds, Captives, brokers, claims handlers and loss adjusters.

The law firm activity includes verification of the requirements needed to carry out insurance and reinsurance business and to obtain all relevant authorizations, as well as legal advice for the development and updating of insurance products. As far as handling claims activity is concerned, Studio Legale Giorgetti can also be supported by technical consultants, surveyors and loss adjusters with proven national and international experience.

In addition to the traditional lines of business, Studio Legale Giorgetti successfully handles more sophisticated and innovative types of insurance, such as Alternative Risk Transfer and emerging issues (like cyber risks), products liability, recall and tampering, brand protection insurance.

The firm is also specialized in reinsurance, representing Lloyd's syndicates and local companies and collaborating with some of the most important reinsurers operating in Italy.

### **Arbitration, adr, litigation**

Studio Legale Giorgetti owes much of its reputation to the activity carried out in this area, which has achieved breakthrough results, also at international level.

An adequate training in this area is therefore considered essential in the training process of any practitioner aspiring to be part of the Firm.

The lawyers working at Studio Legale Giorgetti, in fact, are able to manage the most complex disputes before the Courts of all jurisdictions, at national and international level.

To defend its customers, Studio Legale Giorgetti can also count on a network of highly specialized correspondents and consultants, covering the territories of Italy, Europe and the main non-European countries. Moreover, the Firm offers to its customers a wide experience in national and international arbitration, Alternative Dispute Resolution and mediation, especially for particularly complex cases.



## **BUSINESS**

- Insurance and Reinsurance
- Arbitration
- ADR and Litigation



## **CONTACTS**

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**Karine Vilret**



**Michel Bulach**



**Giuseppe Cafiero**

## POSITIONING

Since 1923, Wildgen has been at the heart of legal practice in Luxembourg serving its clients as an independent full-service business law firm. Today it is known as one of the best law firms in the country.

Wildgen's lawyers provide full insurance and reinsurance services across a global client base. They assist local and international market players including brokers, insurers, reinsurers, investors, corporate clients and financial institutions. They have significant experience handling both contentious and non-contentious work, assisting clients on insurance and reinsurance litigation, regulation and transactions.

Wildgen's assistance for insurance and reinsurance industry clients focuses on:

- Affinity insurance
- Captive reinsurance
- Commercial reinsurance
- Contracts and policies
- Freedom to provide services and freedom of establishment
- Insurance funds
- Life insurance
- Non-life insurance
- Professional liability insurance
- Surety insurance
- Specialty Lines

The Insurance & Reinsurance Practice Group also draws upon the banking & finance, corporate, data, employment and tax expertise of the firm, allowing it to act as a one-stop-shop to meet all clients' needs.

## BUSINESS

### MAIN AREAS OF PRACTICE:

- Banking and Finance
- Corporate and M&A
- Data/IP/TMT
- Dispute Resolution and Litigation
- Employment
- Insurance and Reinsurance
- Investment Funds
- Tax

### DEDICATED OFFERINGS:

- Art
- Corporate and Finance Dispute Resolution
- Data Protection and Governance
- Energy
- Innovation
- Private Equity and Venture Capital
- Real Estate
- Sustainable Finance
- Transport

### REGIONAL DESKS:

- London Representative Office
- German, French, Italian Desks

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# CHÁVEZ VARGAS MINUTTI

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**José Antonio Chávez  
Vargas**



**Brian Minutti  
Aguirre**



**Alejandro Carreño  
Charabati**

## POSITIONING

Our Firm was born in 2010, focusing on corporate financing, capital markets, private capital, mergers, acquisitions and energy and infrastructure practices. Our lawyers' experience, added to the high degree of specialization, places us among the leading law firms in our country, within the Chambers and Partners, Legal 500 and Legal 250 classifications, as well as several prestigious publications. Since its foundation, our Firm's partners have been concerned about innovating not only in their practices, but also in institutional and technological solutions that allow us to offer excellent services to our clients. At the end of November 2018, we changed our company name to Chávez Vargas Minutti Abogados S.C.

We made our new anti-corruption, international funds and Fintech practices known, which have multi-disciplinary teams, all of whom are experts in each field.

We provide comprehensive services that offer competitive advantages, reduced transaction times and cost optimization to our clients.

Our team consists exclusively of qualified and specialized lawyers. In this manner, our clients do not absorb learning curves.

We are committed to a constant thorough update of our practices. This means that our lawyers have skills and experience in administrative, operative and financial matters, which provides them with an in-depth understanding of the nature of our clients' needs.

We develop efficient and tailor-made legal structures, which streamline the strengths and mitigate the weaknesses of each transaction.

## BUSINESS

- Corporate Financing
- Capital Markets
- Private Capital
- Energy and Infrastructure
- Anti-Corruption
- Compliance
- Fintech
- International Funds

## CONTACTS

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# Benites, Vargas & Ugaz

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Jorge Luis Acevedo



César Benites



Daniel Figallo



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Roberto Pereira



Luis Vargas



José Ugaz Sánchez



José León



Ricardo Carrillo



Carlos Samamé



Carla Benedetti



Diego Martínez



Fabricio Sánchez

## POSITIONING

Benites Vargas & Ugaz, a Law firm in Peru with more than 28 years of specialized expertise in Litigation and Arbitration, with high ethical standards and social commitment, comprised by first class lawyers, in all legal practice areas.

The firm is truly recognized in the market for its ability to handle defenses in judicial processes and arbitrations, even in critical stages, maintaining an important portfolio of litigation and arbitration cases in multiple specialties: civil, commercial, constitutional, shareholders disputes, administrative processes, and others.

The arbitration and litigation team is composed of 4 Partners, 1 senior associate and 4 associates. In January 2021, the department doubled its number of partners with the promotions of Ricardo Carrillo and Diego Martínez, both were already leading the litigation and arbitration area at the firm supporting senior partners Victor García -former Chair of the Constitutional Court and Minister of Justice- and Daniel Figallo -former Minister of Justice-. Also, in 2021, senior associate Christian Wong joined the area. Other important team members are María Paula Noriega, Katherine Coronado, Alejandro Cardoza and Roberto Ganoza. The team also has the support of legal assistants, Chiara Crestani, Paola Smith and Rodrigo Pérez.

Today the firm continues to have a clear commitment to consolidate in its most prominent areas of litigation and arbitration, also emphasizing its Compliance proposal, where we have positioned as pioneers, not only for its implementation beyond legal issues, but for having crossed the borders and providing the service in different countries. It is worth mentioning that it is the only firm in Peru recognized by Manie Pulie, achieving a certificate of ethics and transparency. In addition to being recognized by TRACE International in compliance with anti-bribery policies and in compliance to the highest standards of ethics and professional transparency.

## BUSINESS

- Compliance
- Labor & Social Security
- Criminal Law
- Public Law
- Litigation & Arbitration
- Civil Law
- Contracts
- Real Estate
- Infrastructure & Construction
- Corporate
- Capital Markets
- Tax & Customs
- Banking & Finance
- Constitutional
- Energy
- M&A
- Environment
- Mining
- Telecoms
- Cultural Heritage
- Competition, Consumer Protection and Intellectual Property
- Data Protection

## OFFICES

- Ancash
- Lima
- Trujillo

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**Dino Carlos Caro Coria**



**Luis Miguel Reyna  
Alfaro**



**Luis Fernando Iberico  
Castañeda**



**Ana Cecilia Hurtado  
Huaila**

## POSITIONING

Caro & Asociados is a boutique law firm specialized in Economic and Business Criminal Law, as well as Compliance. Our firm is best known for its high rate of success in the defense of companies and their administrators in criminal investigation proceedings and trials held in criminal court. As a matter of fact, none of our clients have ever been convicted, let alone found guilty, despite the high complexity of the subject matters involved and the important public media coverage the cases at stake.

We started our activities fifteen years ago with the aim to improve practice standards and customer satisfaction levels. Our wide experience explains our high success rate. We believe in business integrity, which has made it possible for us to become the first firm in Peru to be certified with ISO 37001: 2016 Anti-bribery management system certification, by BASC - PERU.

As part of our ongoing improvement programs, the firm has opened the department of Dispute Resolution and Litigation. We aim to integrate counsel in different disciplines with a new multidisciplinary and dynamic approach to dispute resolution, hence providing a solid and very effective counsel, both in pre-lawsuit stages as well as through corporate defense in all phases of the dispute, whether it be of civil, commercial, administrative, arbitral or constitutional nature.

The firm has leading attorneys in the field of criminal law, who are engaged in providing a service aligned with our clients' interests, with both a high level of specialized knowledge and remarkable professional ethics.

## BUSINESS

- Criminal Law
- White collar crime
- Criminal defense
- Litigation
- Compliance
- Legal Tech
- Legal Consultancy
- Dispute resolution

## CONTACTS

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# CMB

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**Luis Felipe Cortez**



**Jorge Massa**



**Christian Bello**

## POSITIONING

CMB – Cortez, Massa & Bello Abogados is the culmination of a project that began in 1996, when Luis Felipe Cortez and Jorge Massa decided to take on the challenge of creating a criminal law boutique (one of the first in the Peruvian legal market), with two unique characteristics: it would provide a highly specialized service and have personalized customer service. With the same approach to professional practice, Christian Bello joined in 2006. Alongside a valuable team, they made it possible for CMB – Cortez, Massa & Bello Abogados to become the reference point in matters of criminal law and economic criminal law in the country it is today.

CMB – Cortez, Massa & Bello Abogados has more than 25 years' experience in criminal litigation across the country. The practice includes the defense and procedural sponsorship of the Congress of the Republic, the General Comptroller of the Republic, the National Police of Peru, the Public Prosecutor's Office, the Judiciary, the Constitutional Court and the Inter-American Human Rights System, in all its instances. It also extends to those processes of an extra-criminal nature, such as the constitutional actions of habeas corpus and amparo, which demand specialized knowledge and defense based on criminal law.

Likewise, CMB – Cortez, Massa & Bello Abogados is a pioneer firm in preventive criminal counseling and currently a leader in the design and implementation of criminal compliance programs, having successfully developed numerous programs for the most important national and foreign companies. We have a highly specialized and multidisciplinary work team -according to the needs of the client- with a practical experience consolidated in the execution of this service throughout these years.

## BUSINESS

- Criminal litigation
- Criminal compliance
- Consulting

## CONTACTS

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**Arsenio Oré  
Guardia**



**Fredy Valenzuela  
Ylizarbe**



**Gerson Camarena  
Aliaga**



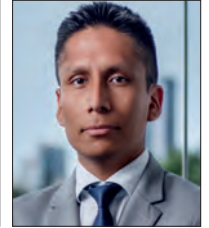
**Edward García  
Navarro**



**Walter Palomino  
Ramírez**



**Cecilia Madrid  
Valerio**



**José Rivera  
Villanueva**

## POSITIONING

We are a Law Firm focused on professional excellence in criminal advice and sponsorship, mainly for corporate clients. Our legal team is led by our founding partner, Dr. Arsenio Oré Guardia, a lawyer with more than 50 years of impeccable professional experience, and is made up of more than 13 legal professionals, including lawyers and assistants. Throughout all these years, we have managed to position ourselves as one of the most outstanding Criminal Law Firms in the country.

Our professional activity is developed, especially, in the field of economic criminal law and business.

One of our fundamental objectives is to obtain excellence in sponsorship, consultancy, research and in the general treatment of our clients. Added to our organizational vision are the principles that govern our activity, such as loyalty, honesty, responsibility, efficiency and commitment.

Both our commitment to excellence in criminal litigation and our academic profile, typical of the constant specialization undertaken by our lawyers, allow us to have an important portfolio of clients, mainly corporate. Hence, we are honored to have the confidence of large communication, mining and banking companies, both national and foreign.

## BUSINESS

- Criminal Law

## CONTACTS

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Enrique Ferrando



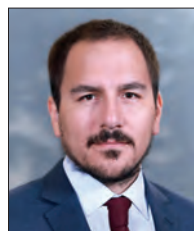
Scilia Flores



Mauricio Martinez



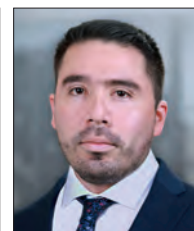
Malgorzata Judkiewicz



Gabriel Loli



Silvia Otárola



Fernando Allasi

## 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

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**Oscar Barton  
Gastelumendi**



**Manuel Quiroga Suito**



**Giancarlo Mandriotti**



**Víctor Custodio**



**Jorge Acevedo**



**Hugo Pow Sang**

## POSITIONING

Quiroga & Barton is a boutique law firm that provides comprehensive legal advice of the highest quality in several areas of expertise. Founding partners have years of experience and have been part of top tier full service law firms in the country.

The firm is recognized for knowing extensively and deeply all aspects of the industries of its customers, which distinguishes them from other market firms. Partner Quiroga is one of the few experts in Peru in Maritime law and a very well-known practitioner in insurance matters. The firm has also a good experience in the Mining, Agribusiness and Health sectors.

## BUSINESS

- Insurance & Reinsurance
- Maritime & Ports
- Agribusiness
- Dispute Resolution
- Arbitration
- Health regulation
- Administrative Law
- Corporate
- Labor
- Tax
- Mining & Environmental Law

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**Marco Palacios Meza**



**Ysabel Espinoza**



**Pierre Escobar**



**Stephany Lanegra**



**Ronny Santillán**



**Brenda Maravi**



**Magaly Sotelo**

## **POSITIONING**

SANTIVÁÑEZ ANTÚÑEZ ABOGADOS is a boutique firm specializing in highly complex litigation and controversy; formed by a select staff of professionals, with high personal qualities, which has the appropriate structure to provide highly specialized services in the practice we practice; promising efficiency in the result providing proximity, presence, immediacy and maximum quality.

We are litigating experts. This is only possible with the collaboration of professionals whose training and experience is linked to the areas we develop; Therefore, our firm's lawyers have specialized studies in universities whose academic programs are characterized by providing special training in the subjects we practice, in addition to assuming each assignment with the rigor and passion that only those who love what they can expose make.

The evaluation of contingencies prior to a litigation process is not alien to our service. This allows us to evaluate each case so that the recurrence to any instance is absolutely necessary to guarantee the full exercise of the rights of our clients.

## **BUSINESS**

- Disputes in Concessions and Administrative Procedures
- Disputes and Civil Litigation
- Criminal Disputes and Litigation
- Constitutional Disputes and Litigation
- Administrative Disputes and Litigation
- Arbitration Disputes
- Corporate Compliance
- National & International Arbitration
- Construction Contract Consultancy
- Disciplinary Law and Special Regimes
- Labor & Migratory Law
- Tax Law
- M&A
- Joint Venture
- Restructuring
- Banking & Finance

## **CONTACTS**

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**Tatiana Bastidas**



**Jorge Moreno**



**Mery Alonzo**



**Hugo Jimenez**

## **POSITIONING**

We are a legal boutique specializing in criminal litigation, constitutional litigation and corporate compliance. We have more than 20 years of experience in the Peruvian legal market. We pride ourselves on getting the results our clients expect in almost all the cases we try on different courts.

We help our clients make the best and most beneficial decisions and, when needed, we represent them both before court or arbitration tribunal. We act as conciliator in order to avoid an unnecessary process or if requested by our client, to actively defend their interests.

We have full commitment, confidentiality and availability to our clients since we are aware of the sensitivity and implications of the matters we attend to.

We work at national level, in courts were required for any case or litigation that needs to be conducted in any province or region of the country.

We defend the personal and asset interests of natural and legal persons. We advise and accompany our clients during police, prosecution or legal investigations, for situations of grievance, investigated, prosecuted or third party civilly liable.

The client who decides to file a complaint will have our support to assess the relevance and success possibilities as such. We prepare the settlement or complaint documents. We follow-up on the process until the identification of the parties responsible, the litigation of the investigation and the court conviction.

We specialize in Business Crime, Anticorruption investigation and Crimes in general.

## **BUSINESS**

- Criminal Litigation
- Constitutional Litigation
- Corporate Compliance

## **CONTACTS**

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Andreas Länzlinger



Eric Stupp



Peter Hsu



Saverio Lembo



Andrew Gabarski



Aurélie Conrad Hari



Daniel Flühmann

## 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.

We conduct independent investigations on behalf of corporate boards and supervisory authorities to assess civil or criminal liability and to determine their regulatory impact on our clients and advise our clients on their implications.

We assess the potential liability of directors and officers, alleged violations of domestic and foreign supervisory regulations, as well as alleged violations of domestic and foreign anti-corruption laws (such as the U.S. Foreign Corrupt Practices Act, FCPA). We are the only Swiss law firm listed by Chambers & Partners as one of the leading firms Europe-wide for corporate investigations.

Our team specializing in crossborder 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](http://baerkarrer.ch).

## OFFICES

- Zurich
- Zug
- Lugano
- Geneva
- Basel

## CONTACTS

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## BUSINESS

- Arbitration
- Capital Markets & Listed Companies
- Competition & Antitrust
- Corporate & Commercial
- Crisis Management & Internal Investigations
- Employment & Migration
- Intellectual Property
- Litigation
- Mergers & Acquisitions
- Notarial Services
- Privacy & Data Protection
- Private Client & Estate Planning
- Real Estate & Environmental Law
- Sports Law
- Tax, Social Security & Tax Litigation
- Technology, Media & Telecommunications
- Turnaround, Reorganization & Insolvency
- White Collar Crime

## SECTORS

- Consumer Goods & Retail
- Energy & Natural Resources
- Financial Services
- Healthcare & Life Sciences
- Industrials
- Insurance
- Logistics & Transport
- Private Equity
- Public Sector & Procurement
- Startup & Venture Capital

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Sandro Vecchio



Pierluca Degni



Antonia Mottironi



Gianmarco Caliri



Coralie Christin

## POSITIONING

**Conciliatory appeasement is preferable to the culture of conflict**  
With the difference that, being committed to defending the interests of our clients, we are primarily intended to using the legal means guaranteeing their rights.

### **Commercial advice and litigation**

The Firm handles the negotiation, drafting and proofreading of commercial contracts in various areas of commercial law, and assists our clients in the resolution of disputes related to their economic activities. In addition to its legal skills, our team has an in-depth knowledge of the field which enables us to intervene in the best interests at stake.

### **Economic criminal law and Internal investigations**

The Firm has strong expertise in white-collar crime. We advise natural and legal persons confronted with cases of unfair management, breach of trust, fraud, forgery of documents, economic espionage and violation of business secrets. We also assist them in criminal proceedings arising from violations of debt enforcement and bankruptcy law, money laundering or corruption, both in defence and as plaintiffs.

We have recognized expertise in conducting internal investigations in both the public and private sectors. We set up systems for securing and analysing electronic data, interviewing witnesses, taking action on bank accounts, dismissals, negotiating with regulatory or police authorities, as well as collecting evidence.

## BUSINESS

- Commercial advice and litigation
- Economic criminal law
- General criminal law
- Corporate law and commercial contracts
- Banking litigation
- Internal investigations
- Estate and family litigation
- Administrative and Public Service
- Asset Recovery and Enforcement
- Advice and litigation in Labour Law related matters

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# MANGEAT

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Grégoire Mangeat



Fanny Margairaz



Hadrien Mangeat



My-Hué Tan



Laurence Crittin



Diego Leis

## POSITIONING

MANGEAT has a well-established expertise in diverse and complex legal fields with a strong domestic and international experience. Being forward thinking, the firm has recently added two new practices, Risk Management & Compliance, and General Counsel Desk, which offer clients alternative services and foster synergies with other practice areas. We combine an innovative and creative approach to help our clients achieve their objectives and mitigate their risks in an ever-changing and uncertain economic, health and regulatory environment. We dare to care about our clients' reputational risk and help them navigate through each crisis and the wide array of legal challenges.

MANGEAT has continuously grown by including different ways of thinking, backgrounds, and cultures. The multilingual team members have been trained and qualified in Switzerland and abroad. They benefit from diversified industries and sectorial experience gained in private practice and in-house at multinational companies. Our team is also constantly collaborating with law firms and practitioners in other jurisdictions.

### Dispute Resolution

MANGEAT regularly assists domestic and international clients in civil and commercial disputes, and cross-border proceedings. The practice ranges for instance from contracts, insolvency, employment, matrimonial and family matters, complex inheritance disputes, medical malpractice, to enforcement proceedings. Our Dispute Resolution team has also a reputable experience in high profile criminal proceedings, financial crime and investigations, and regularly assists clients before the various Swiss criminal courts and prosecution authorities.

We offer on time, succinct and practical legal advice and solutions in highly sensitive contexts. We are experienced in managing complexity and risks in cross-functional matters. We are agile in challenging the status quo and leveraging legal project management to efficiently assist our clients in complex dispute matters.

## BUSINESS

- Banking & Finance
- Corporate & Commercial
- Data Protection
- Dispute Resolution
- Employment
- Financial Crime & Investigations
- Pharmaceuticals, Healthcare, Life Sciences
- Real Estate & Construction
- Restructuring & Insolvency
- Risk Management & Compliance
- General Counsel Desk
- Spanish & Latin-American Desk

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Pascal de Preux

## POSITIONING

A law firm dedicated to resolving your legal disputes. Mindful of the continuously evolving nature of the law, we constantly update our knowledge base in order to offer our clients accurate and forward-looking legal analysis.

Resolution Legal Partners lawyers strive to provide outstanding legal advice and representation to all our clients. We understand that all cases are unique and we focus on providing tailored, effective solutions to help our clients achieve their goals.

Founded on a shared vision and with a human-sized structure, our law firm assists you in the resolution of civil and commercial litigations, as well as in white-collar crime.

## BUSINESS

### Disputes

- Commercial disputes
- Real estate disputes
- Labour law
- Sport law
- Banking litigation
- Data protection
- Social security

### White-collar crime

- Money laundering
- Bribery
- Criminal tax law
- Computer-related criminal law
- International legal assistance in criminal matters
- Economic sanctions
- Offences against property
- Investigations and internal inquiries
- Terrorism

## CONTACTS

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# AO

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Andrés Ojeda

### POSITIONING

Andrés Ojeda Abogados is made up of a dynamic group of young lawyers with solid expertise and a tailor-made approach to client service. They pride themselves on staying up-to-date with changes in the law, which allows the firm to offer the best solutions for each case. Founding partner Andrés Ojeda is appreciated in the market for his expert handling of complex white-collar cases.

The firm has participated in some of the most sensitive, high-profile criminal cases in Uruguay. The firm is very active in cases concerning money laundering, fraud, illicit enrichment and corruption, mainly in the commercial and financial sectors. The client roster includes major national and international companies from a wide range of industries. The firm also handles insurance law cases.

### BUSINESS

- White Collar Crime
- Criminal Law
- Insurance Law

### CONTACTS

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**Jorge Barrera**



**Mariana Melgar**

## POSITIONING

Jorge Barrera & Asociados law firm was founded by Dr. Jorge Barrera in 1994 as a Specialized Study in Criminal Law, Insurance Law and Civil Liability.

This has been the starting point of its professionalization in these areas of law, which has allowed him to contemplate the interests of its clients and be up to the new scenarios and demands of effectiveness presented by the XXI Century.

From its origins it has experienced a sustained growth in its structure and resources, currently having highly qualified professionals and a client portfolio that feels respected and contemplated in its demand for services.

Jorge Barrera & Asociados has lawyers with high experience in defending the rights and interests of their clients; and also has a remarkable experience in the field of transactions and alternative solutions of conflicts, with a high percentage of judgments avoided, which represents lower costs and more agility in the defenses the firm has in charge.

## BUSINESS

- White Collar
- Dispute Resolution
- Litigation
- Criminal Law
- Insurance Law
- Civil Liability

## OFFICES

- Montevideo
- Punta del Este

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**LAW FIRMS**

 Country  
**UNITED STATES**

## POSITIONING

Cravath strives to be the firm of choice for clients facing their most difficult and critical disputes. Trained across multiple disciplines and equipped with a broad range of experience, our litigators think outside the box and apply creative solutions to complex matters, regardless of the subject matter, industry or client's role in a particular dispute. The credibility and experience we bring to each matter, and our preparation of each case from the outset as if it is going to trial, give us a strategic advantage in all steps of dispute resolution. Some of our practice areas include:

### Antitrust

From prevailing for IBM after trial in the landmark government case over alleged monopolization of the computer market during the 1970s-'80s, to vindicating American Express before the U.S. Supreme Court in one of the most significant government antitrust enforcement actions in history, Cravath continues to be the go-to firm for major antitrust litigation. Our practice is chaired by the only person to have ever served as both the chief antitrust lawyer for the United States and an FTC commissioner. We represent clients in securing regulatory clearance for major transactions, such as Anheuser-Busch InBev's \$123 billion acquisition of SABMiller. We also advise clients on business conduct or potential investments and handle government investigations.

### Arbitration

Cravath has successfully represented U.S. and non-U.S. companies in domestic and international arbitrations, as well as mediations and other ADR proceedings, involving diverse industries and various areas of the law. We regularly engage in early case assessment and identify ADR options as part of our approach to dispute avoidance and resolution. We have represented clients in a variety of venues in disputes administered by the International Chamber of Commerce, the American Arbitration Association, the World Intellectual Property Organization and the London Court of International Arbitration, as well as in "ad hoc" arbitrations.

### General commercial

Cravath regularly represents clients in high-stakes commercial litigation. Our practice includes breach of contract, ERISA, False Claims Act, environmental, unfair competition, mass tort, product liability and employment matters. Representations include obtaining a judgment of over \$800 million for a client in a breach of contract case and serving as lead trial counsel in one of the largest and most complex sets of mass tort litigation in recent years.

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### Intellectual property

Our team includes the former head of the U.S. Patent and Trademark Office. We handle patent, trade secret, trademark and copyright matters involving complex technologies and products, as well as commercial litigation that frequently arises from IP matters, such as antitrust and breach of license claims. We bring to each case a trial lawyer's courtroom perspective and deep trial experience, which distinguish us from many firms who may be IP specialists but do not try cases on a regular basis. We also advise clients on national and worldwide IP strategy.

### Investigations and regulatory enforcement

Cravath handles major white collar criminal defense matters, regulatory enforcement actions and investigations for individuals and corporations, both U.S. and non-U.S., in diverse industries. We also assist clients in handling complex internal investigations, conduct fact-finding exercises with respect to shareholder demands and advise company executives and directors on compliance obligations, potential areas of exposure and preventive measures. Our team includes attorneys who have spent portions of their careers at U.S. government agencies.

### Securities

We have achieved significant wins and established important precedent in mega-deal litigation, traditional securities fraud litigation and regulatory enforcement matters on behalf of every key category of defendant: issuers, financial institutions and audit firms. Our wins and innovative strategies from the boardroom to the courtroom have given corporate defendants greater ammunition to protect critical business interests and leveled the litigation playing field. Securities cases rarely go to trial, and we have tried four in the past several years. We have also eliminated claims against our clients in excess of \$50 billion in recent years.

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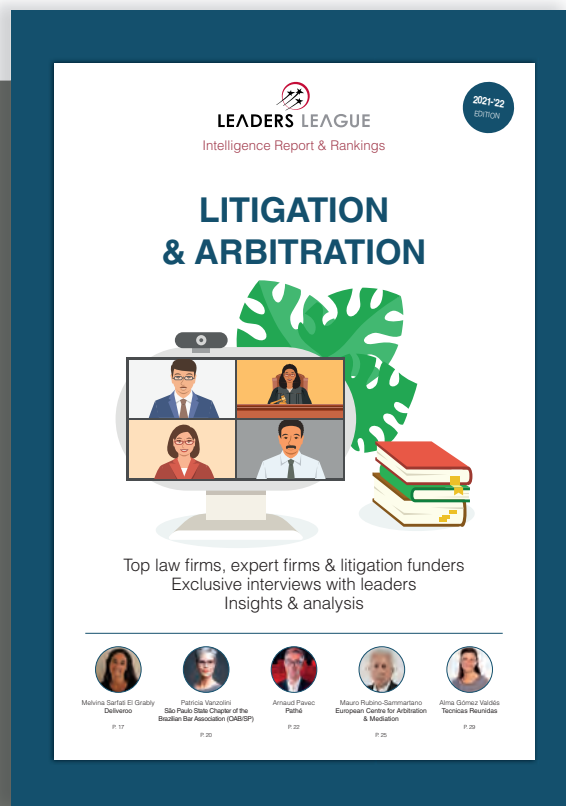


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