

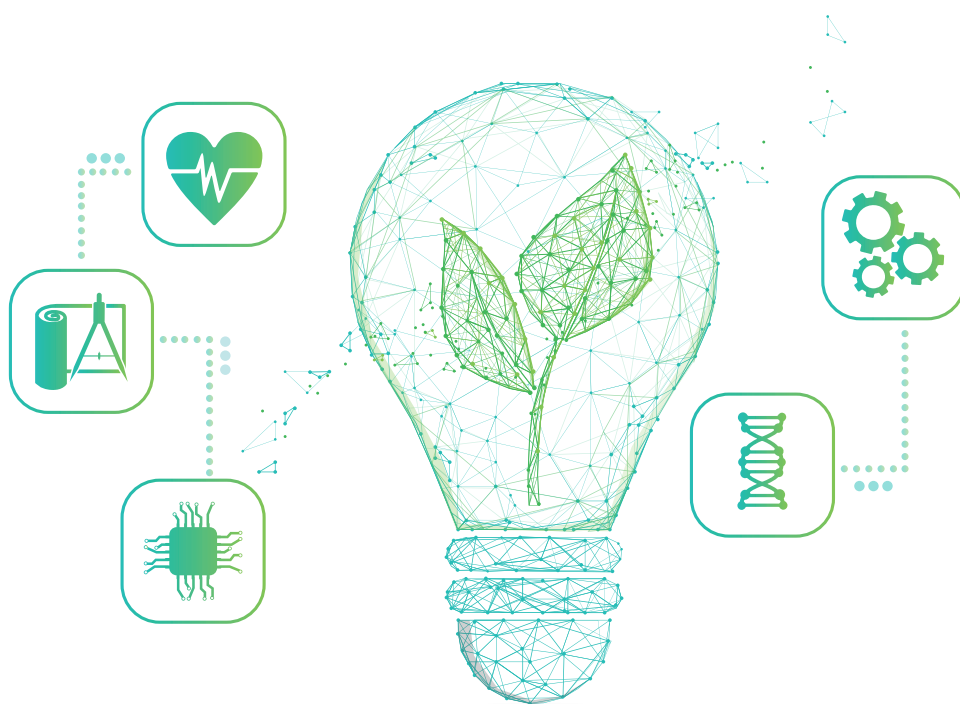


LEADERS LEAGUE

Intelligence Report & Rankings

2020
EDITION

INNOVATION: TECHNOLOGY & PATENTS



Top legal, financial & IP advisors
Exclusive interviews with leaders
Insight & analysis



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INNOVATION IN THE YEAR OF THE VIRUS

For the last five years, every year seems to have brought forth events trumpeted by the media as “unprecedented”. Donald Trump’s ascent to the US presidency in 2016; Britain triggering its exit from the EU in 2017; the arrest of previously unassailable Hollywood mogul Harvey Weinstein in 2018; and fierce pro-democracy protests in Hong Kong last year.

But 2020 surely takes the biscuit. In the most widely devastating outbreak of respiratory illness in a century, the latest coronavirus – Covid-19 – has led to economic chaos amid strict population lockdowns in most Western countries. This has had a variety of impacts on the innovation sector – on the one hand, stemming funding around the world and severely disrupting supply chains and manufacturing processes; on the other hand, rejuvenating the practical application of innovations in the medical and pharmaceutical spheres. The use of contact tracing apps in Asia in particular has been impressive.

No one in 2019 foresaw the extent to which most countries on Earth would grind to a halt – not even Dominic Cummings, senior adviser to UK prime minister Boris Johnson and arguably the most powerful person in Britain, who edited one of his 2019 blog posts in April 2020 to make it seem as if he had foreseen the disruptive potential of the coronavirus. The virus has exposed much: countries’ priorities and preparedness, their reliance on certain sectors – but also the flexibility and adaptability of many corporations and individuals, who have leaned heavily on innovation to continue to deliver on their goals.

The guide you are about to read covers several key innovation topics in depth, and features exclusive interviews with leaders in these fields, as well as numerous rankings of leading law firms, agencies, consultancies and investment banks by country and practice area, to help you address these increasingly vital issues. ♦



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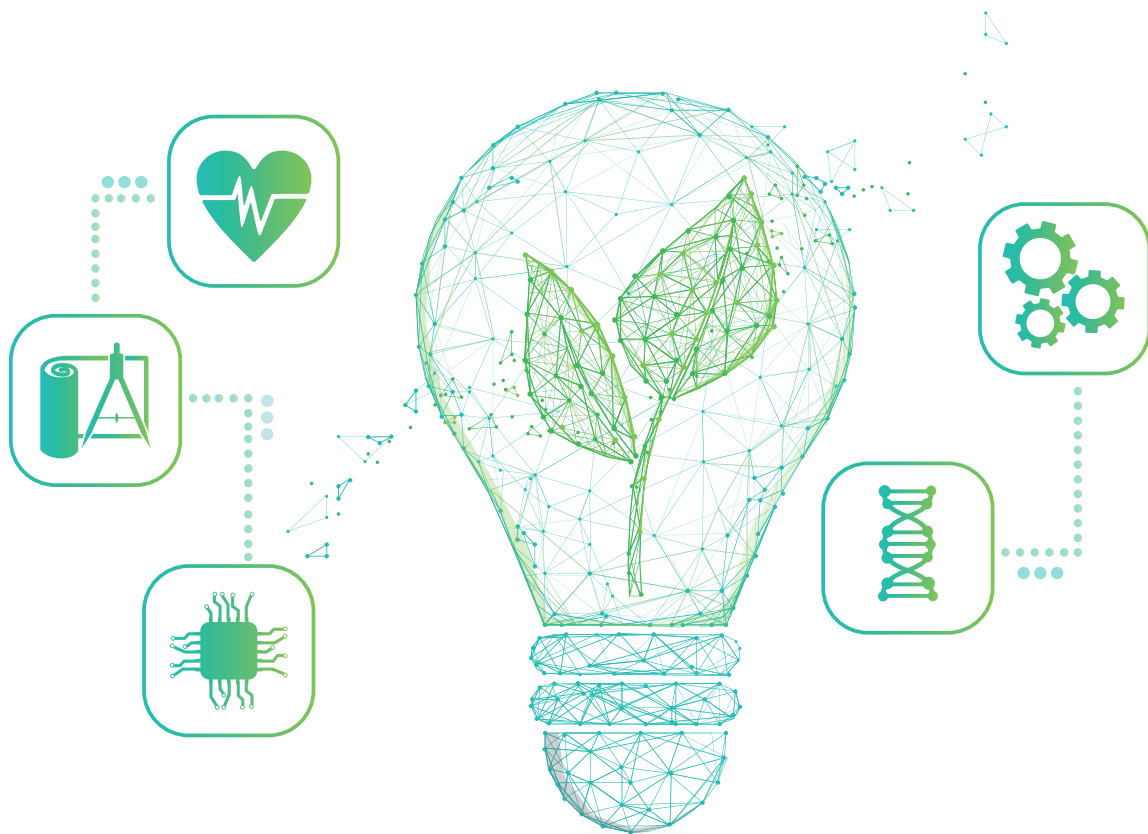
INNOVATION: TECHNOLOGY & PATENTS



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EXECUTIVE

SUMMARY



2020 VISION

It's safe to say 2020 has not gone as expected. But as the planet gears up for one of the deepest recessions in living memory, we take stock of the world of innovation – and all is not as bleak as it seems.

The current state of things

For as long as humans have been sentient, innovation has been in our lifeblood. As the world has become increasingly complex, and full of increasingly complex inventions, it has also become somewhat more streamlined. Our lives have become busier and busier even as simple conveniences proliferate.

At least, this was the case until biological forces, assisted by the conduits of globalization, conspired to invert these paradoxes. Former shortcuts like online shopping became time-consuming, often fruitless exercises, while inconveniences such as commuting – for non-key workers, at least – vanished entirely. Economically right-wing governments launched unprecedented state interventions and rendered the free market in some ways unrecognizable. And all this because of a microscopic pathogen.

As early as December, many saw Covid-19 – a contraction of Corona Virus Disease 2019 – coming. But very few predicted the extent to which the gears of the global economy would grind to a reluctant halt. As always in times of crisis, innovation comes to the fore. Much of this involved widespread take-up of pre-existing innovations: videoconferencing software Zoom and workplace communication platform Slack, for example, have blossomed in 2020, and their stock

prices have performed accordingly. But certain governments have been keen for innovation not to stall because of the virus. In the UK, Chancellor Rishi Sunak announced a £1.25 billion fund for UK businesses driving innovation, comprising £500 million for high-growth companies and £750 million for SMEs focusing on research and development (R&D). The breadth of this innovation fund is impressive; the US and the other major European nations have not, at time of writing, done likewise.

There have, however, been funding programmes for coronavirus-related innovation. As of May 3rd, the European Commission had announced total funding commitments of €314 million for companies developing coronavirus-related innovation, including potential vaccines and treatments, novel testing methods and diagnostic tools. The US has yet to announce similarly broad initiatives, choosing to splash the cash on far narrower targets. At the end of March, BARDA (the Biomedical Advanced Research and Development Agency) signed a \$456 million R&D agreement with Johnson & Johnson to develop a vaccine; Johnson & Johnson committed the same amount, making the programme worth \$1 billion in total. Barely two weeks later, BARDA signed a \$483 million deal

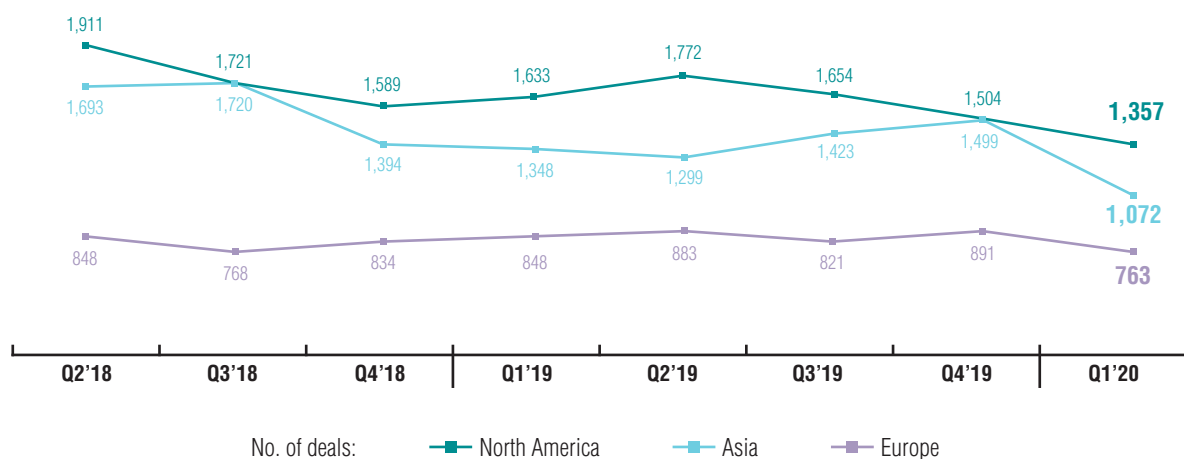
with Moderna, a Boston-based biotech company that showed early promise, being the first American firm to usher a vaccine into the clinical trials stage. (It did this in conjunction with the National Institute of Allergy and Infectious Diseases, or NIAID.) Funding from the private sector, however, has taken a hit, as we shall see in the next section...

Adventure capital

It's no surprise that the colossal impacts of the coronavirus dampened enthusiasm for investing in a sector that is inherently risky. True, there was some good news: in Q1 of 2020, 285 artificial intelligence (AI)-related companies in the US alone raised almost \$7 billion. That's as much as US AI firms raised in the entire year of 2015.

But mostly, 2020 has been a struggle for companies of all stripes, including high-growth companies. As of late April, Lyft was planning to axe 17% of its workforce; Uber was planning to do likewise. Venture capital funds owe a fiduciary duty to their limited partners, many of which have been experiencing their own cashflow problems and cannot simply bail out their portfolio companies. Caution will be the order of the day for most of 2020; it will be at least a year before we see the kind of abundance of

GLOBAL VC DEAL ACTIVITY, 2018-2020



wild pre-IPO over-valuations that inspired so much ridicule in 2019.

Still, lower valuations induced by the pandemic will be a tempting prospect for venture capitalists, who as of mid-2019 had \$121 billion in dry powder that is only going to become itchier. Perhaps we can look to China as an example. In March, the nation's start-ups raised \$2.5 billion – a more than six-fold increase from February. The rest of the world was behind China in terms of the “coronavirus curve”, and figures for Q2 are yet to be released, but we can expect to see a bounce-back towards the end of the quarter compared to late Q1 and early Q2. Biotech and pharmaceutical start-ups in particular will have done very well, not just from government funding but from private investors realizing more viscerally than before the importance of (and potential profits to be reaped from) life sciences innovation.

Life sciences are a big deal

Coronavirus aside, it's worth surveying the sheer size of the life sciences and pharmaceutical mergers that took place in 2019, making the year a hard act to follow. The largest deal of last year was Bristol-Myers Squibb's \$74 billion acquisition of Celgene, a company known for its strength in oncology, haematology, immunology and cardiovascular disease. In a rather different sphere of life sciences, AbbVie bought Allergan, an Irish specialist in medical devices, eyecare, gastroenterology and medical aesthetics such as Botox, for \$63 billion. (The purchase also brings AbbVie Humira, a treatment for arthritis, spondylitis, psoriasis and Crohn's disease that is current-

ly the world's top-selling prescription drug.) Rounding out the top three was the Takeda Pharmaceutical Company's \$58.6 billion acquisition of British biopharma firm Shire, which focused on rare diseases but had recognized strengths in oncology, gastroenterology and neuroscience.

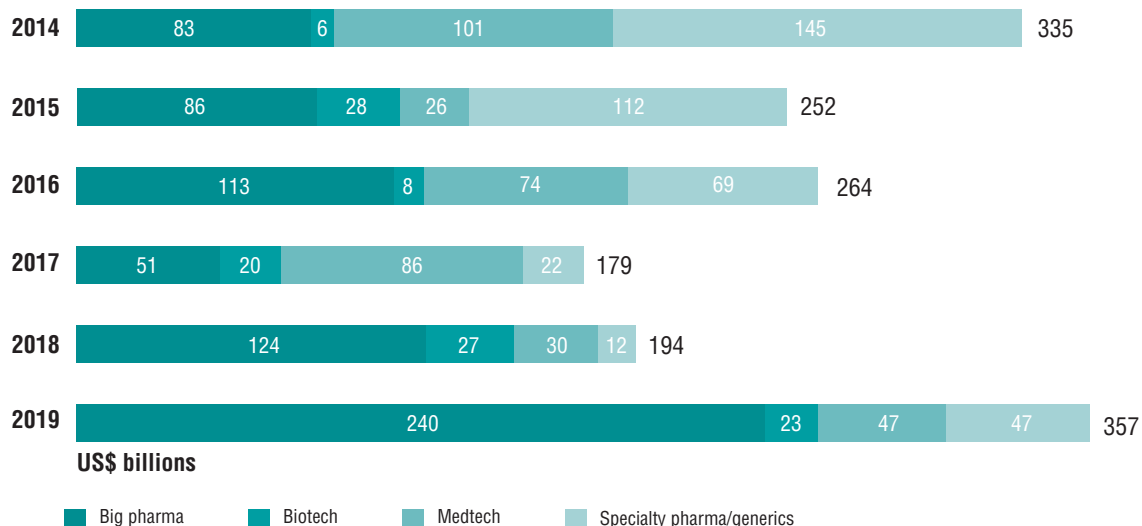
The next largest deal was barely a third of the size: Danaher's \$21.4 billion acquisition of biotech company General Electric Biopharma. Indeed, the top three pharmaceutical deals in 2019 were worth \$195.6 billion in total – more than half the value of all the world's life sciences M&A in 2019 combined (\$357 billion in total). 2019 was the strongest year for pharmaceutical deals since 2014, when the total was \$335 billion. Thanks to the mega-mergers, 2020 was unlikely to top it even without the coronavirus. As it is, the two largest pharma deals in 2020 at the time of writing total merely \$6 billion.

According to a report by EY, most of 2019's life sciences deal activity was driven by major pharmaceutical companies rather than biotech or medtech firms. The report also pointed out that M&A is only one, and a potentially expensive, way for life sciences players to maximize their gains. McKinsey data suggests that between 2001 and 2016, the share of revenues from innovations outside of big pharma rose from 25% to 50%. Partnership models, particularly in the digital realm, and arrangements that share resources and data between parties in bespoke ways, would be a fruitful way forward in maximizing best-value innovation and shareholder value.

So far, the synergy between big pharma and big data has been visible, albeit with no serious market disruptions. Collaborations in the space are nothing new: in 2016, GlaxoSmithKline partnered with Google's life sciences arm Verily in a seven-year, \$715 million deal to form Galvani Bioelectronics, focused on medical treatments that target electric signals in the body. Two years later, Verily signed a \$90 million three-year deal with Gilead Sciences to identify the molecular and immunological drivers behind rheumatoid arthritis, inflammatory bowel disease and lupus-related diseases. Meanwhile, Amazon, making use of its enormous logistics and bulk-purchasing capabilities, bought start-up pharmacy and drug distributor PillPack for \$1 billion, giving the e-retailer pharmaceutical licenses in every US state except Hawaii, and direct access to 40,000 patients. As early as 2017, Teva's then-chairman Yitzhak Peterburg said that Teva's competitors were “not only the Novartis of the world... but the Amazons and the Googles”.

2019 saw more of such collaborations: having already seduced British and American giants into tech-pharma tangos, Verily set its sights on continental Europe, announcing alliances with Novartis, Pfizer and Sanofi to develop digital clinical research programmes. Though Sanofi withdrew from its participation in Verily's virtual diabetes clinic Onduo after Paul Hudson assumed the CEO position at the French giant, Microsoft made a splash by partnering with Novartis to use AI in medicine research and develop personalized treatment. Major tech compa-

GLOBAL LIFE SCIENCES M&A (2014-19)



nies are playing nice for now, not least because of their unfamiliarity with navigating healthcare regulations and lack of first-hand life sciences knowledge. But with their command of gathering, crunching and synthesizing data, big tech firms are gearing up to be in a position where they may be able to offer diagnostics and treatments themselves, eating into the healthcare and life sciences market patient by lucrative patient.

Patents

As long as M&A and corporate collaborations continue, intellectual property will figure prominently in life sciences and in innovation more widely. Based on patent filings, Asia continued to drive innovation in 2019; IP offices in Asia filed over two thirds of all the patent applications in the world, compared to North America's 20%. The US, however, filed more patents abroad than any other country, a sign of its constant desire

to expand into new markets. Meanwhile, China's IP office received more than half of industrial design applications globally. It's not often that patents make headlines, but the scale of the tragedy brought about by the coronavirus has induced many calls

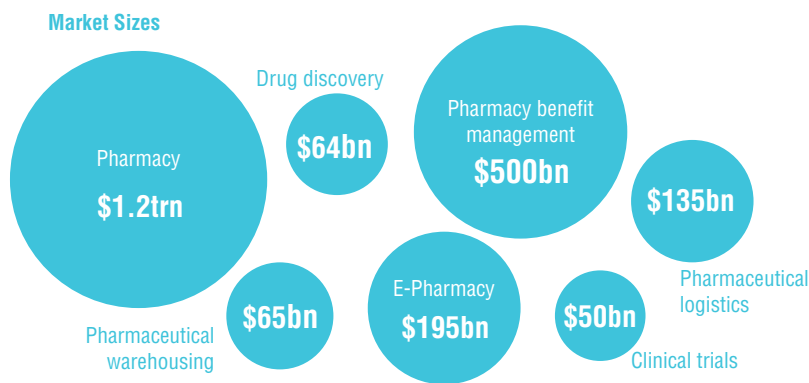
for certain patents to be temporarily void, or freely usable by governments, at times of crisis. In late March the German parliament passed emergency legislation that allows the government, or authorized third parties, to identify and use patented drugs or technologies in the public interest, with the patent owners receiving "reasonable compensation".

The UK's 1977 Patents Act states that British patent owners may be relieved of their patent rights, with compensation, if for the "services of the crown". The governments of the UK, Germany and all other signatories of the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS) can also grant compulsory licenses, which would relieve authorized third parties of having to obtain authorization directly from patent owners.

Private initiatives have been forthcoming too. Gilead Sciences, whose stock price rose 20% over Q1 of 2020 thanks largely to the headline-grabbing developmental use of its anti-viral drug remdesivir, asked the Food and Drug Administration (FDA) to rescind remdesivir's "orphan drug" designation, a status that would ordinarily give Gilead a seven-year period of exclusivity for developing the drug.

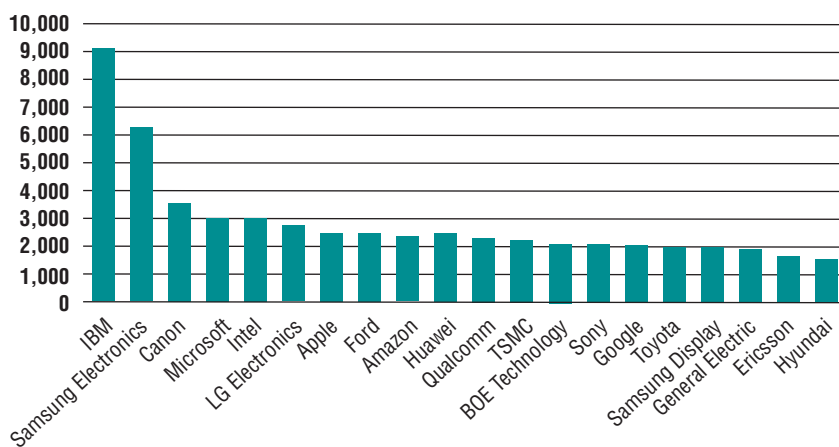
The subject of patent pooling – which entails the collective management and administration of patents owned by multiple owners, including the granting of licenses of pooled patents to third parties – has also come up. Most pools contain a variety of potential treatments that are complementary to (and not substitutes for) each other, allowing efficient licensing in times of need. The UN-backed Medicines Patent Pool (MPP), while not technically a patent pool, obtains licenses from patent holders and sub-licenses those drugs to generics manufacturers in developing countries; since

MARKET OPPORTUNITIES IN THE PHARMA INDUSTRY

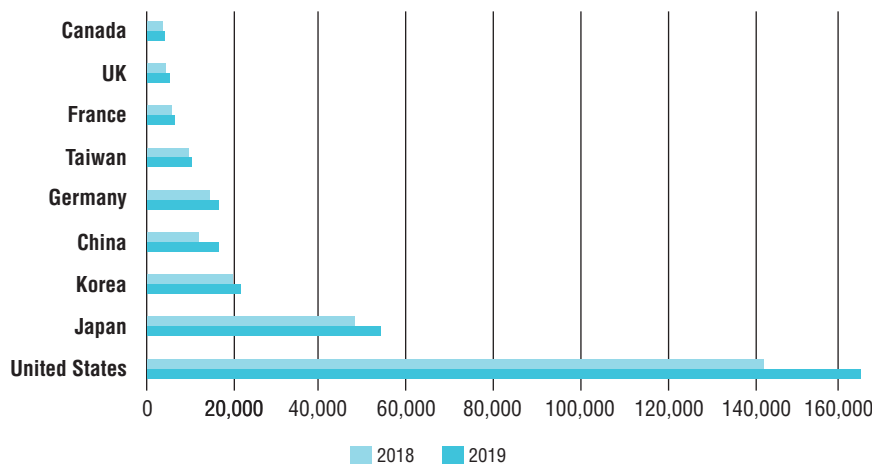


Credit: CB Insights

USPTO PATENTS GRANTED BY COMPANY



USPTO PATENTS GRANTED BY COUNTRY



its founding in 2010, 22 sub-licenses have been granted by some of the world's largest pharma companies via the MPP.

In March 2020, the president of Costa Rica appealed to the WHO to create a pool of not just patents but “test data, know-how... copyrights and blueprints for manufacturing diagnostic tests, devices, drugs or vaccines” – a pool with ambitious scope. Though it has received backing from WHO director-general Tedros Adhanom Ghebreyesus and the MPP's f(ounding) company Unitaid, it would need to extend to not just low- and middle-income countries. Most of the countries worst hit by coronavirus are fairly high-income countries, outside of the MPP's normal remit.

Innovation in Africa

Low-income countries have, however, been seeing plenty of endogenous innovation. Africa is home to many of these. Currently, sub-Saharan Africa is home to around half a billion unique mobile subscribers, and indeed the continent is especially innovative with its phones – a democratic trend even in the less constitutionally robust countries. A recent article by Cory Doctorow for the Electronic Frontier Foundation explored how “African WhatsApp modders are the masters of worldwide adversarial interoperability” – in layman's terms, how software developers have created modified versions of WhatsApp such as GB WhatsApp, which “allows its users to manage multiple accounts from a single device, to send larger file attachments, to form larger groups, and to mask when they're using the app”.

GB WhatsApp, which seems to have been created in Syria at the height of the Civil War, is in no way endorsed by Facebook, which forced the official GB WhatsApp website to close in 2018. But the app and its variants are often “sideloaded” by one person directly transmitting the app to another person. As Doctorow points out, such innovations mean “developers who serve distinct populations with distinct needs can simply make the tools that serve them best, without having to grovel for permission from a giant corporation half a world away. They can put the need of their users – and not the distant corporation's shareholders – first.”

On the more professionalized, corporate side, there are plenty of companies in Africa pioneering in various fields. To name a few: Kenya's Twiga Foods, which helps shopkeepers source produce from farmers, has been developing a fintech platform that of-

fers vendors credit; mPedigree, which works in Asia as well as Africa, implants unique codes in product labels to help customers distinguish counterfeits from genuine articles, and is now working with pharma companies to root out counterfeit medicine; Nigeria's Tizeti, which is rolling out its high-speed, solar-powered Wi-Fi network into Ghana; and on the healthcare side, 54gene, which has been creating a biobank of hundreds of thousands of genetic samples to collect, sequence and analyze the genomes of patients across Africa. (Technology similar to mPedigree is also used by European company ScanTrust, whose co-founder and chief technology officer we interview in our Leaders section.)

There is no shortage of money to invest in innovation in Africa and globally. But one subject has become increasingly talked about recently: innovation in the very funding of innovation itself.

The future of innovation funding

Currently, the diversity statistics in the venture capital world are dismal. In the US in 2019, 2.8% of venture capital deployed went to start-ups with all-female founding teams; more shockingly, only 11.5% went to companies with female-founded or mixed-gender founding teams. (According to Crunchbase, the analogous global figures are 3% and 10% respectively.) This may have something to do with the fact that not even 1 in 10 VC decision-makers is a woman – a number that has been inching upwards at only 1% per year for the last few years.

And yet 37% of American startups have at least one female board member. The mis-

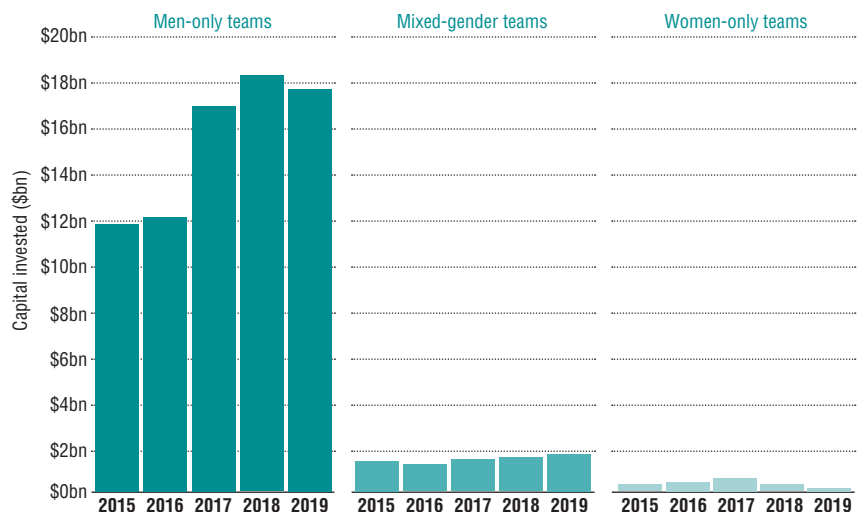
match is clear. In Europe, the amount of VC invested in companies with all-women founders has actually been falling for the last two years.

It will be a long time before venture capital funds are eclipsed structurally, but one competitor has been scrapping at its heels for some years now: equity crowdfunding. The market's value was estimated at just over \$10 billion in 2018, and is due to swell to nearly \$29 billion by 2025. Companies invested in by crowdfunding tend to be riskier ventures, and the system is still susceptible to fraud.

But there are success stories. Most famously, virtual reality pioneer Oculus Rift raised \$2.4 million on Kickstarter from 9,500 people, and went on to be bought by Facebook for \$2 billion. Camden Town Brewery was bought by AB InBev, and in 2016 mobile banking company Monzo raised £1 million in 96 seconds via Crowdcube. Obama-era SEC [Securities and Exchange Commission] regulation allowed smaller companies access to public capital while giving investors more investment choices. It's certainly conceivable that women- and minority-led startups will begin to opt in larger numbers for this form of funding, rather than fruitlessly soliciting white male-dominated VC firms for capital. Will equity crowdfunding be a big part of innovation finance? Not immediately, perhaps, other than the occasional success story. But as robo-advice gets smarter, apps develop to further democratize, streamline and inform the public investment process, and regulation continues to evolve to protect retail investors, equity crowdfunding will likely be a wave of the future. ♦

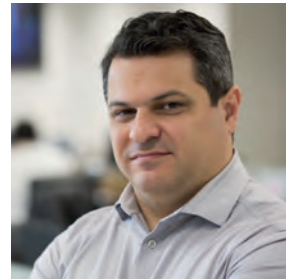
Arjun Sajip

EUROPEAN VC INVESTMENT, 2015-2019



The

LEADERS



“There’s too much reliance on provisional patent applications in the US”



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Interview with

GENE VINOKUR
Senior Patent Counsel, **MERL**
(MITSUBISHI ELECTRIC
RESEARCH LABORATORIES)

We were lucky to catch some time with Gene Vinokur, who regaled us with updates on the most exciting technology currently under MERL’s belt. We also discussed MERL’s patent strategies, trends in the patent world, and how futuristic technology could change our lives.

LEADERS LEAGUE. Could you talk us through some of the most exciting technology MERL is developing?

Gene Vinokur. We have over 60 researchers in various fields – pretty much everything except pharma, biotech and chemistry. We’re active in applied physics, AI, robotics, data analytics, autonomous driving, signal processing, speech transcription, optical communications, power grids... It’s easier to talk about what we’re not doing! Our research comprises two parts. There’s our applied research, which we do for Mitsubishi Electric, looking at problems we might face in the near future, perhaps three to five years from now.

“Our mantra? Protect and promote”

Then there’s our fundamental research, looking at trends, developments and technology subjects extending to five to ten years in the future. Both arms aim to create new knowledge and furthering the state of the art. Wireless energy transfer is exciting. So are big data, autonomous driving, and additive manufacturing in zero-gravity. Optical communications are also exciting – we [in a joint project with University College London] were the first to transmit 1TB of data per second. It’s hard to pick out something specific!

How do you decide what IP is most important to protect, and how do you form strategies to protect it?

We use patent applications and claims to create strategies for how to protect and utilize the knowledge created by our research. This not only protects the results of our research, but demonstrates to our parent company how this

research can benefit their business. “Protect and promote” is our mantra. Patent protection isn’t just a legal or technical document: it’s a marketing document.

In that regard, our patent applications are very different from scientific papers. The latter share knowledge; the former protect practical applications of that knowledge, also to change society for the better. To do this, we’ve developed our own in-house framework. It has four layers: firstly, a researcher provides a summary of his/her findings. Then there’s the attorney summary: a strategy of how to protect this research, sometimes different to what the researcher might expect. Then the invention is described in more detail according to that strategy. Then the patent application is finalized. The second stage, the attorney summary, is very important: it’s where claims come in.

We’re storytellers – that’s important. The story in a patent application needs to showcase the inventor’s contribution to the art, as well as explain why he/she deserves the patent. This helps during prosecution, and to promote our research to our parent organization. It’s also translates more easily into different languages, such as Japanese. Sometimes, the link between the knowledge and its practical application is not immediately obvious. But our job is to clarify it.

Will MERL be making much use of blockchain or quantum computing? If so, how?

We’re doing some research in this regard – not extensively, but to some degree. For blockchain, our research is still active so I can’t talk too much about it, but there are two stages: the protocol itself, i.e. how blockchain is implemented, and how that protocol

is used. We're doing research in both directions: modifying the protocol, and working on some practical patent applications that can take advantage of the modified product. I am convinced that blockchain technology must have technology for some applications. It's a matter of convenience. I don't see anything there that can't be implemented in the most centralized manner using other technologies. But I can understand that in some situations, when a lot of different unrelated people are involved, blockchain computations can be advantageous. Sometimes we're thinking about using blockchain to do social good, to make life better organized for many people.

Quantum computing is exciting, but there are limitations. You need a repository of atoms and electrons in an extremely cold place, close to absolute zero, otherwise the environment is too noisy to make subatomic measurements. So we're talking about mainframe computers built by IBM or Google, in huge facilities deep underground, and because it's so cold you need different hardware as well as different software to handle the quantum elements.

We're working on how we can implement logic in such a cold environment, and how to increase the temperature of the environment, even by five Kelvin, so it's a less hostile environment for measuring. But there's a lot of work to be done. Cloud computing, in combination with AI and quantum computing, could be very useful. But some researchers are skeptical, because of the cold temperature requirement.

How could quantum computing be useful?

Secure communications is the most obvious one. But in our world right now, everything is about data. Your question is as broad as *Where can the internet lead to?* Everything is data-related now – whatever we see, touch, do, including our politics. We generate, process, deliver and transform data. If quantum computing makes the processing of big data instantaneous, it could lead to unimaginable things.

This plus AI plus energy sources could change our lives like the internet has. I'm not sure about this talk of AI sim-

ulating human brains, but it can help us greatly in virtually any number of ways. The IoT is one current example of working with big data.

What developments in innovation were getting high publicity a few years ago, but have since failed or undergone slow growth?

This is hard to point out. Our products develop along different timelines to the business itself – so maybe a given technology didn't pick up when commercially needed, but could be a hot commodity ten years later.

One example involves adaptive control, which is the control method for when you're trying to control a system you're not very sure about – let's say, a train, where you don't know the weight of the train or how much friction is on the track. We have many patents protecting different adaptive control implementations.

“Quantum computing could change our lives like the internet has”

But the problem here is trust. Business needs to trust the research and its viability and reliability. Just because it seems to be working on your computer most of the time doesn't guarantee that it'll work all the time, which can be problematic. It's like autonomous driving: it works most of the time, but from time to time it kills someone, and we don't want that. So to build trust, our researchers have to draft patent applications that explain the rationale behind those patents. We can deliver what we're promising to deliver. But convincing the business heads is an uphill battle.

What predictions do you have for the next five years in innovation?

We need three components: energy sources, the computer power to process big data, and the means to deliver the results of that processing. We're working on all three areas, and I think we'll make great progress. This technology will work towards globalization and unification, and against global warming. We need to learn how to live together. ♦

“It’s very important for us to participate in the right IP pools”



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Interview with
STEPHAN WOLKE
Head of IP, **THYSSENKRUPP**

ThyssenKrupp recently made the headlines for the multibillion-euro sale of its lucrative elevator business to a private equity syndicate. Shortly before this transaction, the global engineering conglomerate’s head of IP shared with us his insights into how IP works at ThyssenKrupp, and on the company’s numerous innovations.

LEADERS LEAGUE. Could you talk us through some of the different technology ThyssenKrupp is developing?

Stephan Wolke. We build chemical plants, fertilizer plants and cement plants; submarines and surface vessels; stairlifts, and elevators that move not only upwards but sideways – under our MULTI brand. These enable you to use much less elevator space in very high buildings; you’re not limited by the rope. You can go higher than a kilometer in one elevator. Another example is our emissions-free cement and steel production. We use any gases produced to produce chemicals as well as more steel.

“Deciding what IP to protect is the decision of the business units, not the IP directors”

There’s also our oXeanseeker, a mini-submarine that looks into the sea to see what fish are swimming in a particular area, and transmits the information to fishing boats so they can catch the right fish – avoiding any potential penalties for catching the wrong fish. The fishing data can also be used to create more comprehensive maps of the oceans, which can have many uses – for the military, for instance.

Finally, we have shock absorbers for cars, which could be very useful rental car companies – they could use data from shock absorbers to build an impression of how a given car has been used.

How do you decide what IP is most important to protect, and how do you form strategies to protect it?

It’s not the decision of the IP department but of the business units. I set in place an

operating process – every three months, the head of R&D and the head of marketing and sales of a given business unit sit together for two hours and decide from a technical perspective which inventions they want to protect, and in which jurisdictions. Our job is to create the IP using in-house patent lawyers or external IP law firms – whichever is more efficient.

What trends have you noticed in terms of the validity and infringement of tech patents in Europe?

We are not in biotech, semiconductors or 5G, so it’s a little quieter on the infringement side for us. But as a company we are moving towards much higher digitalization across all areas, during which we must ensure we don’t infringe the IP of other players in the digital world, but also that we participate in the right IP pools – Avanci, for example.

Do you have much insight into the current climate for both investment and disputes regarding innovation in Europe?

Regarding investment – not in detail, since we are not a venture capital firm. But there is quite an active scene – we get quite a lot of ideas from startups, and are active in the EU’s Beyond Horizon initiative.

When it comes to disputes, though I can’t go into too much detail, we’re engaged in a lot of infringement disputes in China. We’re having to get more and more active to sue those infringers.

What predictions do you have for the next five years in innovation?

For us, there’s the use of AI for generic tasks, and transportation between and within cities. We’ve been making forecasts and predictions for these kinds of logistics solutions not only for the next five years, but for the next 30 years. ♦

“IP departments might look very different in the near future”



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Interview with
ARNE LANG
Head of Patents & Compliance,
EVONIK

We spoke to Arne Lang, who heads the patent and compliance team at Essen-headquartered chemicals company Evonik, about patent strategies, recent innovations and what makes Evonik different.

LEADERS LEAGUE. Tell us a little about Evonik.

Arne Lang. Evonik is one of the world leaders in specialty chemicals. We're active in over 100 countries around the world, and generated sales of €13.1 billion and an EBITDA-adjusted profit of €2.15 billion in 2019. About 47% of our sales are covered by patents. Evonik goes far beyond chemistry to create innovative, profitable and sustainable solutions for customers. More than 32,000 employees work together for a common purpose: we want to improve life, day by day.

“Soon there might not be a need for IP managers and back-office people to meet daily in an office”

What is the thinking behind Evonik's patent strategy and policy?

We don't have one IP strategy for Evonik. The IP experts advise Evonik business units and companies on all issues related to the protection of industrial property rights, technology transfer, IP strategy matters, and IP management. In a wider sense, in addition to patents, brands, and other property rights, IP also includes business and operating secrets and other expertise.

We aspire to support the units throughout the group and worldwide based on their respective IP strategies. Those strategies are derived from business and R&D strategies; they are tailored to the corresponding business units and vary by product line.

How would you define your role as the head of IP management?

The IP departments are part of the Le-

gal, IP management and Compliance department. My department is responsible for all IP and patent issues concerning the Resource Efficiency segment of the Evonik group and for all trademark issues for Evonik worldwide.

IP management supports a business from the beginning of any project until the commercialization of the innovation and beyond. For us, IP management includes counselling and providing the business tools, for example search tools and internal and external databases for patents and trademarks.

We have two more IP departments in Germany and further IP groups abroad, all of whose activities need to be coordinated.

How large is your team, and how is it organized?

My team comprises 20 IP managers, most of them qualified European patent or trademark attorneys or IP contract experts. The trademark team is part of the patent department and collaborates with the patent team, especially when we are dealing with M&A projects, as we must have a holistic view on IP.

With regards to daily work, the trademark team is in more regular contact with the marketing people, while the patent attorneys or IP managers are more in contact with technical or R&D people.

The group of internal mandates is little bit different. The ratio of patent work to trademarks is about 10 to 1. The Evonik group owns about 24,000 patents or patent applications and about 6,900 trademark applications or registrations. The Evonik group filed 225 priority patent applications in 2019 and was ranked 69th among the EPO [European Patent Office]'s top applicants in 2019.

What sets you apart from the competition?

Regarding patent work, our department is comparable to a full-service IP law firm in all fields of IP. The patent attorneys are responsible for all patent work concerning the business or technology they are responsible for. They counsel, draft, do opposition and prosecution proceedings entirely on their own. We try to do most of the IP work in-house. Only in exceptional cases or if we are required by law do we use law firms.

Do you cover other IP besides patents and trademarks in your department?

We have experts dealing with domain registrations and internet monitoring regarding trademark and patent infringement. We have several colleagues who are responsible for information gathering, and who have expertise in searching patent and business databases.

What's your relationship with the R&D department?

Each of our IP managers is responsible for a business line or technology. Those colleagues have regular meetings with the R&D team to make the most of the innovations or inventions produced by the R&D department.

How much does Evonik invest in R&D?

In 2019, Evonik invested €428 million in R&D.

What recent innovations are you most proud of?

We've in-sourced some of our IP work in recent years to reduce our external spend. We also started to migrate our paper files to a fully electronic IP management system in 2005, a system that has worked excellently for years.

IP departments might look very different in the near future, because there might not be the need for IP managers and back-office people to meet every day in an office setting. This is something we are actively considering.

We also pay attention to what is happening in the field of AI and automated text drafting. While contract drafting tools are already available, I personally expect functioning patent drafting tools supported by AI to hit the market in the next five years. After manually drafting

a set of claims, it should be possible for a software to prepare a description that complies with formal patent office rules. There are many more fields where AI will support IP work in the future, especially in the analysis of large amounts of data. I am thinking, for example, of analysis related to prior art searches, trademark and patent searches and IP (risk) monitoring. We bought and developed some tools that already feature AI to help us to do this work.

“We've in-sourced some IP work in recent years to reduce our external spend”

Recently, Evonik introduced the first digital lab assistance service, COATINO — a voice controlled, multi channel platform enabling fast and easy access to Evonik's coating additives solutions. This is a digital assistant that potentially puts an end to what have been time-consuming and frustrating processes. Coating developers tell COATINO what properties they want to have and are provided suitable answers. For this type of project, we file trademark applications but also patents. There is a strong demand for new business models and computer-implemented invention, so we've had to develop expertise in this field, but we are well on our way.

What challenges will your department face in the next three years?

We expect more and more innovations and inventions involving new business models, computer technology and AI. Therefore, we need to further develop our toolbox to get the best protection for Evonik's know-how, inventions and innovations in these fields. It is not only patent and trademark work but all aspects of IP protection, including trade secrets, copyrights, etc. The people within Evonik also need to recognize the patent department as a comprehensive IP management department.

We are also expecting to see increasing use of IP design methods to support new business models. Starting from the features customers expect from an Evonik innovation, we need to define the best way of IP protection for those features. ♦

“Our goal is not to earn as much as possible in license fees – it’s to support the business”



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Interview with
EDGAR DUSCHL
Senior Vice-President of Intellectual
Property, **SCHAEFFLER
TECHNOLOGIES**

Schaeffler Technologies is a market-leading manufacturer of elements for the automotive, aerospace and industrial sectors. With an annual revenue of over €14.2 billion, the company relies on its IP assets. We speak to Edgar Duschl, Senior VP of IP, about the firm’s IP strategy, what the stakes are, and the challenges ahead.

LEADERS LEAGUE. How does Schaeffler establish its IP strategy?

We have divided up the Schaeffler patent portfolio into more than 150 sub-portfolios, so we don’t have a “one size fits all” IP strategy. Our IP activity falls into three main areas.

The first one is called Repel, which means defending against infringing any third-party IP. We develop new products and new ideas and we check if any relevant third-party IP might already exist. For this purpose we created a specific department taking care of IP risk management to provide means and technologies to all our patent attorneys, so that they can meet the demand for acting in this specific area.

“We generate more than 3,200 invention notifications every year”

The second area is Create. Creating IP for the benefit of Schaeffler based on our own invention notifications creates a USP that will give us an advantage in the business area.

We introduced means to determine how important any one specific area of development presently is or will be in the future. We assigned this evaluation to each of the patent sub-portfolios mentioned above, such as wheel bearings or torque converters. There may be huge differences between the evaluation of the sub-portfolios, leading to varying needs for action. It may be the case that one portfolio is important today but will be less important within some years. This shapes the different patent portfolios and priorities in this area.

The third area is Enforce. This involves undertaking the necessary steps to make

sure that Schaeffler IP rights will not be used unauthorized. This covers technical IP such as patents and non-technical IP such as trademarks, where our brand protection activities are very important.

How large is your team, and how is it organized?

Altogether the Schaeffler IP team comprises about 75 people worldwide. This includes the staff for patents, trademarks and inventor compensation.

In addition to our headquarters in Germany, we are present in three regions: Asia-Pacific, the Americas, and China, each with an IP department organized in a kind of mirror organization. 50 staff members work in our headquarters, seven in the Americas, eight in China and we are currently increasing IP department in the Asia-Pacific region, which presently employs four. All IP activities are aligned to different technical divisions such as e-motors, e-mobility or bearings. Presently we see that there is growing demand in hybrid engines for cars. We are also active in industry fields such as wind power and rail. All these sectors are represented by IP specialists in our German headquarters.

What is the balance between trademarks, patents and other brand protection activities?

We have about 26,500 individual active patents and ongoing applications, and 3,000 trademarks and ongoing applications. Every year we obtain more than 3,200 invention notifications, which result in 2,500 priority applications worldwide. The IP department started with patent and trademarks at the same time. It also deals with taking care of inventors’ compensation worldwide and of course in Germany, which is a must according to German law.

How would you define your role as vice-president?

My main responsibility is to secure the support to present and future business at Schaeffler with respect to IP. It is not our goal to earn as much in license fees as possible but, rather, to support the business. My main objective is to guarantee cooperation between the headquarters and the regions, since we're currently facing some tough challenges, such as the transition the car industry is going through.

How is the R&D department organized?

Our R&D organization employs 7,800 people across 20 R&D centers all over the world. Our R&D quota is close to 5.9%. Depending on where the future markets are, for any upcoming product we think it is not efficient enough to only concentrate on the cost applied to immediate business but also on these future markets. This might require the use of artificial intelligence to do the necessary IP clearing.

What are the stakes involved in IP protection at Schaeffler?

Schaeffler comes up with more and more innovations, not only in Germany but also in the regions. This is the first challenge on a practical point. With all the inventions made all over the world, we must guarantee that these inventions will find their way to the IP department. This has to be handled from an organizational standpoint. We also have to deal with the presently ongoing transformations, which bring us very close to new technological fields in which we might not be the first mover. We must carefully engage in the aforementioned Repel activities to check all the relevant applications.

Furthermore, we continuously check if and how digitalization or AI could help. For instance, when someone submits invention disclosure, we have introduced a portal through which an inventor can submit their invention. At the time of submitting the invention, it is checked and a prior art search is done automatically; the result is presented to the inventor. This includes applications that have already been filed in the name of Schaeffler and known competitors. In the next step, our internal patent attorney gets this information too. We are now expecting to get to a point where we can see if it's possible to make a first draft of the patent application using this available information.

How does your IP department innovate?

As described above we use a technique known as Ontology during the process of submitting invention disclosures. We can classify all the documents which are available in one specific sub-portfolio. If you know the ontology, which is a representation of the documents, it allows you to compare the documents and identify the closest prior art. When the inventor has submitted the invention notification, the system itself can send a question to the inventor asking them to describe additional missing features. This helps to automatically get a better quality of invention notifications.

We already have a prototype for some of the sub-portfolios. Our expectation is to have it available on a broad basis and integrated in our document system by August 2021. Therefore, all 7,000 of our inventors and engineers will benefit from that system.

“We will be relying increasingly on machines to do pre-check procedures of invention disclosures”

What challenges will your department face in the next three years?

It's very important to find a way to efficiently handle the increasing numbers of invention disclosures. Checking invention disclosures is time-consuming for an individual patent attorney. We are going to rely increasingly on machines to do pre-check procedures of the invention disclosure in order to raise its quality and clarify questions before it gets to a patent attorney. This is an efficient way to handle the increasing numbers of the applications themselves and office workload. In the legal field, we will come to a point where more and more AI is used to meet these challenges.

In the automotive industry and supplier sector, it will be important to gain clarity what the future of mobility will be and to what extent hybrid vehicles will expand in the next 20 years on a worldwide basis. It then will be quite clear for the engineers what the future demand for solutions will be and, for the sales side, what the market will be. ♦

“In some parts of the world, 4G will have outlived its usefulness by 2021”



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Interview with
MARI-NOËLLE JÉGO-LAVEISSIÈRE
Deputy CEO, **ORANGE**

Orange has spent the last few decades establishing itself as a major telecoms player. Mari-Noëlle Jégo-Laveissière is its deputy CEO and chief technology and innovation officer. She spoke to Leaders League about the challenges facing the company as the industry gets ready to implement 5G technology.

LEADERS LEAGUE. Orange is one of the biggest telecoms players in the world. What is at the heart of your strategy?

Mari-Noëlle Jégo-Laveissière. Orange is at the forefront of technological development in our industry; our innovation is opening up exciting new avenues for us. The basis of our strategy resides in our ability to give customers optimized connectivity everywhere. Our network – which started off pyramidal in nature, with the nerve-center of the network at the top and the users at the bottom – has, over time, become more horizontal. This will increase thanks to the options our centralized data-centers give us. Our software is now everywhere, our network services are all migrating to the cloud, as indeed are other services Orange proposes.

“We have committed to go carbon-neutral by 2040”

On this point, there are two main things to stress. The first is that we have top-drawer staff making this possible. They help us lead the digital revolution, which is of great benefit to our customers as well as our company. The second, and this is linked to the first, is our ability to offer clients true added-value services, via new features specially designed to allow clients to monetize our products for themselves.

Coronavirus aside, is the rollout of Orange’s 5G network your main concern for 2020-21?

The 5G network is the latest in mobile technology. I call it the golden triangle, as it will give us three edges. The first is speed. We call 5G “40G” because it is ten times faster than 4G, has better bandwidth and is more energy-efficient, so much so

that it will be ten times more economical to send a megabyte of data than using existing technology.

In some parts of the world, 4G will have outlived its usefulness by 2021, because of the increasing volume of data to transport. In other words, we will no longer have enough bandwidth to circulate the traffic at a sufficiently high rate. Therefore, there is a pressing need to get the 5G network operational as soon as possible, so that we can maintain the level of service our customers have become accustomed to. 5G will also allow us to deploy new services in the B2C ecosystem. Augmented reality, virtual reality and streaming content will all become more feasible with the advent of this new technology.

The second side of this triangle rests on the fact that 5G gives us the chance to offer new services. 5G constitutes not only a new interface, but also a new heart of the network for us. Once operational, and we expect this to be the case by the end of 2021, our 5G network will be completely virtual, and this will have a strong bearing on the development of the Internet of Things, in addition to allowing for increased security. Our co-innovation projects, conducted alongside other businesses, will allow us to capitalize on the arrival of this new technology.

The final side of the triangle is all about the 5G “last mile”. In France, we are blessed with a very advanced fibre-optic network, and it’s true that “last mile” technology is of limited use in densely populated areas, or indeed rural areas, because of costs associated. This is where mobile 5G technology will come into its own.

You recently launched Engage 2025. What can we expect from it?

This plan spurs us on to engage heavily with environmental and social issues. It

has two major orientations; digital inclusion and reversing climate change. Regarding the former, it is vital that we allow more people to have digital access. When it comes to coverage and access to mobile data, we are fully focused on improving conditions for all.

Concerning climate change, we believe innovation can play a key role. To my mind, since our own energy consumption and industrial activity as a company is part of the problem, it's up to us to be part of the solution. 80% of Orange's energy consumption is due to our IT activity and network combined. In order to reduce this, we have put in place our Green ITN plan, to try to significantly reduce our energy consumption. We have committed to go carbon-neutral by 2040, which is a full decade before the GSMA benchmark. The objective is to reduce our energy consumption, even as bandwidth increases by 50% every year.

How are you going to achieve this?

In four ways. The first is based on providing enhanced connectivity for our clients in a more open infrastructure, notably by using fibre-optic cable and 5G. We are going about this task by installing high-performance bandwidth at an accessible price for our customers. The main issue here is to insure the level of connectivity people are used to at work is also available in the home. It is up to us to find a way to deliver on our promise of high-speed connectivity everywhere.

The second way is through our various growth levers: B2B, supporting the customer in their business development; Africa and the Middle East, which today represent 13% of our turnover. We want to grow that by 5% annually in all the regions where we have yet to fully roll out 4G.

In addition, the success of the plan will also depend on the growth of our mobile-finance solutions, such as Orange Money and Orange Bank. Orange Bank will be available in all our markets by 2025.

Finally, we need to use AI and big data to transform the way business is carried out. On the ground, there is a lot of work to be done to maximize the potential of innovation, notably in terms of customer relations. We anticipate that, by the time this initiative has run its course, our customers will be contacting our call centers

half as much as they do at present, because the way they interact with Orange will have changed radically. In order to make this a reality, we will supply them with AI-enabled tools through Orange & Me, and our virtual, voice-activated assistant, Djingo.

To make all this happen, we will mobilize the talented teams of men and women at Orange in the areas of cybersecurity, AI, virtual networks and big data. To attract and hold on to people with the right skill-sets, we have launched a vast, €1.5 billion training scheme in order for Orange staff to remain at the cutting edge in their respective fields.

“Our €1.5 billion training scheme keeps Orange staff at the cutting edge in their fields”

Where are you at with the Orange Fab Lab, your start-up accelerator?

We are operating in an ecosystem that is becoming ever more dense and diverse. We can't do everything that we need to do as a company ourselves. When it comes to AI, our objective is to use the building blocks already in place to enrich our range of products and services.

That's where Orange Fab Lab comes in. It allows us to work with startups wherever in the world they spring up. We approach those with the biggest potential to help Orange innovate and thus attract and retain clients.

The Fab Lab network of start-ups allows us, as a company, to remain connected to the innovation ecosystem and in doing so keep abreast of the latest tech developments.

We recently struck a deal with Arabot, a start-up that is using AI to do great things with the Arab language. This is an example of the type of company where participation in the Fab Lab is win-win – we need their pioneering technology and they need our investment to perfect the product.

These kinds of winning relationships become even more effective when they are numerous and connected and are accelerators not just for Orange, but for each start-up itself, and of course for our customers' businesses. ♦

“Our goal is to reinvent the way people move”



Interview with
MATE PENCZ
Co-Founder & Co-CEO, **LOFT**

Mate Pencz is the co-founder of real estate startup Loft, Brazil's first unicorn of 2020. In this interview, he discusses Loft's revolutionary business model, the key factors behind its incredible 16-month journey from foundation to unicorn status, and the wider potential of the Brazilian and Latin American real estate markets.

LEADERS LEAGUE. What is Loft and what does it do?

Mate Pencz. Loft was launched in 2018 to debureaucratize and bring predictability, dynamism, transparency and liquidity to the real estate sector. The company buys, renovates and sells apartments. We offer an exchange model which allows owners to put up their existing property as a down payment. Today, we operate in 37 of São Paulo's neighborhoods and our model can easily be replicated in cities around the world. By combining real transactional data with a proprietary machine-learning model, our platform can price apartments according to their specifics, increasing both liquidity and transparency for buyers and sellers.

“The residential real estate market in Latin America is a \$6 trillion opportunity”

One of the major headaches for consumers is looking for an ideal apartment that meets their needs. Often, properties will require renovation and modernization but, once ready, no longer correspond to what consumers were originally looking for. This leads to a great deal of frustration and additional expense: often, the resulting delay in selling the existing property will generate new expenses. Loft was born to soothe these pains. Our goal is to reinvent the way people move by building a marketplace of real estate assets focused on consumers.

What have been the key factors behind Loft's success story?

Loft was launched to reinvent the real estate market and from the very beginning we've believed in our potential for growth. Our business model itself represents an enormous opportunity in emerging markets and thus, combined with other factors such as a highly qualified and motivated team, ensured our growth was very fast. We began 2019 with 100 employees and have grown to over 500 as of March this year.

We are the pioneers in this segment and have established a relatively consolidated lead in this market in the region. We have commercialized over a thousand apartments in São Paulo since launching operations, in August 2018.

At first we only operated in a few São Paulo neighborhoods, but expansion came swiftly, increasing our capillarity and potential. This January we received investment, which is further boosting our growth. Besides São Paulo, we are now also operating in Rio and will reach Mexico City later this year. Halfway through our trajectory, we acquired Decorati, a startup that specializes in apartment renovation, and Spry, a market research company, and began working with a new modality: the marketplace.

Loft reached unicorn status in early January. What made this possible?

The residential real estate market in Latin America is a \$6 trillion opportunity. However, the lack of transparency in data and consolidation in the market contributes to low quality and redundant listings, inflated prices and delays in closing transactions, creating a painful experience for buyers, sellers and agents. This opportunity, as well as market demand, helped Loft's growth. We generate liquidity for the market and this stimulates the economy. We began to deliver, in an unprecedented manner, verified data and liquidity in what is a traditionally sluggish and bureaucratic sector. Our rapid growth caught the attention of investors that have been following our progress and, believing in the sector's potential, we raised, via a Series C round, a \$175 million investment.

Should we expect more growth from this sector in the future?

Investments indicate that the market is confident in the long-term viability and scalability of the sector. As I said, the residential real estate market in Latin America is a \$6 trillion opportunity. There is still much room for companies within this segment to grow and bring innovation and transparency to the sector. ♦

“We see the LGPD as an opportunity”



Interview with
FABRICIO LIRA
 Head of Data and Artificial Intelligence,
IBM BRASIL

With over 25 years' experience in the IT sector and a distinguished academic background, Fabricio Lira is Head of Data and Artificial Intelligence at IBM Brasil. He talks to us about the challenges of working with cutting-edge technologies, how IBM Brasil is preparing for the General Data Protection Law (LGPD), and upcoming trends in Brazil's technology sector.

LEADERS LEAGUE. Cutting-edge technologies such as blockchain, artificial intelligence and cloud computing are an essential part of IBM's core businesses. What specific challenges do these technologies bring?

Fabricio Lira. Technologies such as cloud computing, artificial intelligence, Internet of Things (IoT) and blockchain now play a key role around us even when we do not see them. We have entered the era of the digital economy, where all companies, big or small, are undergoing a process of digital reinvention. Adopting these technologies transforms the way in which we work and provides countless benefits, such as reducing the time spent on repetitive tasks and bringing greater safety to the storage and transferring of information, for example. Now, more than ever, technology is an ally to help companies with their most urgent tasks and to prepare them so that they may continue adding value.

“Blockchain will do for secure transactions what the internet does for information”

However, according to a recent survey conducted by IBM, over the next three years, 120 million workers in the ten largest world economies will require professional retraining due to the impact of artificial intelligence and intelligent automation being implemented in the labor market. At IBM, we are encouraged to have a mindset of continuous learning so as to develop new abilities. To this end, all employees have access to training to develop technical and behavioral skills, such as cloud, AI, blockchain, agile,

design thinking and leadership, among others, via our cognitive learning platform Your Learning.

We also promote education by providing content and collaborating with educational institutions to bring the use of these technologies into the academic curriculum. IBM, for example, has created programs such as DigitalEdu, P-Tech, Skills Academy and Iniciativas Acadêmicas, together with over 300 universities and 400 schools. The goal is precisely to enrich the academic curriculum of students with technologies such as blockchain, artificial intelligence and cloud computing to improve their abilities and thus, fulfill the growing market demand for professionals qualified to work with these technologies.

How is IBM Brasil preparing itself for the LGPD?

First and foremost, it is important to highlight that, for IBM, privacy exists in a context of trust and transparency before being the obligation to comply with local laws. Our first internal privacy guidelines date back to the early 1970s and we were amongst the first companies to create the position of chief privacy officer, so our journey to comply with local privacy laws, such as the General Data Protection Regulation (GDPR) or the LGPD, began from solid foundations, supported by the best practices in data security and governance.

Here in Brazil, with the coming into force of the LGPD, we created an international working group composed of specialists from IBM Brasil and other international branches, from several departments, including professionals who worked on IBM's GDPR compliance project in Europe which contributed with several tools and lessons learned. This multi-disciplinary team conducted an analysis

of the LGPD, mapped out the additional controls which must be implemented to render our processes, tools and offerings compliant, and is presently adapting all of our internal privacy policies to the new legislation.

We have also created a local Project Management Office to coordinate the measures required for compliance with legislation and which affect all areas of the company.

What specific challenges does the LGPD present to a technology giant such as IBM Brasil?

Any company or organization that works with data-related activities will have to comply with the LGPD, which brings principles, rights and obligations for what is today considered the most valuable asset within companies: data and all content related to people.

In light of this, here at IBM we see the LGPD as an opportunity for the sustainable development of the country while ensuring that fundamental rights and data-driven innovation may coexist in an environment of transparency and trust. We consider it of great relevance that Brazil advances towards a culture of privacy, that public and private organizations continue to adopt best practice, and that we soon have a fully operational National Data Protection Authority.

Privacy is also an element of competitiveness for companies and for the country. By adopting best practices, aligned with the guidelines of regulatory agencies, both companies and the country become more transparent and trustworthy, qualities that will be key not only to improve internal governance but which will also serve as security differentials to attract more external investment. As such, companies should look at progressing towards the LGPD as positive, essential and urgent as it could be transformed into a competitive advantage in the near future.

What trends can we expect from the Brazilian technology sector in 2020 and beyond?

Thinking of trends in Brazil's technology sector for 2020, first we must understand these are unprecedented times. At IBM, we already saw digital transformation as a reality; now it is transforming working habits and, mainly, consumer behavior. This transformation will be key for any

type of company, at any stage of this journey, to prosper in this new context.

The current scenario means that using data in the most efficient way possible is the main and most powerful competitive advantage in the market, and all companies may take advantage of this by using artificial intelligence and cloud computing. Through technologies such as artificial intelligence, it is possible to add value to the simple processes which companies perform to stay in touch with their customers. Virtual assistants, for example, combine different resources to merge the company's data, provide concrete business results and improve customer service to a totally different experience – especially in critical moments, when people need swift support.

“Using data efficiently is the most powerful competitive advantage in the market”

Ensuring this process is safe will be essential. In this regard, we believe that blockchain has great potential and is already a reality for many companies and sectors of the economy, from agriculture to port operations, as well as cryptocurrency transactions. Blockchain is a shared database – distributed, encrypted and with a degree of privacy – that allows everyone, including competitors, to operate in that ecosystem. We believe blockchain will do for secure transactions what the internet does for information. Moreover, blockchain allied to the IoT prevents major interruptions in the performance of corporate supply chains.

Lastly and looking towards the future, we believe that cognitive computing will get closer and closer to the way in which humans communicate – in other words, it will be increasingly humanized, by developing senses to create the ability to understand the environment and context around it.

All of this will be possible due to cloud computing. The cloud generates agility, scalability and efficiency, simplifying the management of IT infrastructure and offering cost optimization. This combination provides clients with a return on investment for this current period as well as for the future. ♦

“Ebanx is a global fintech company with Latin American DNA”



© Bruno Covello

Interview with

WAGNER RUIZ

Co-Founder and CFO, **EBANX**

“Our goal is to enable Latin Americans to explore the world and to open the region up to international companies”

Wagner Ruiz is the co-founder and CFO of Curitiba-based fintech Ebanx, which boasts over 55 million registered users and more than 1,000 partner websites. In this exclusive interview, Ruiz discusses Ebanx’s success as Brazil’s first unicorn to hail from the south of the country, the company’s international expansion, and how it is currently looking after employees amid the ongoing coronavirus pandemic, among other topics.

LEADERS LEAGUE. What is Ebanx and what does it do?

Wagner Ruiz. Ebanx is a global fintech company that offers local payment methods in eight Latin American countries: Brazil, Mexico, Argentina, Colombia, Chile, Peru, Ecuador and Bolivia. Our goal is to enable Latin Americans to explore the world and to open the region up to international companies. We were founded in 2012 with the aim of offering local payment options for Latin American consumers looking to purchase products and services on international websites. Today, the company offers more than 100 local payment options. We have helped approximately 55 million Latin Americans access global services and products, and more than 1,000 international websites expand into the region. AliExpress, Wish, Pipedrive, Airbnb and Spotify – the last two in partnership with Worldline – are just some of the companies using Ebanx solutions. We stand out in the market due to our Latin American DNA. Our three founders are Brazilian, we are headquartered in the state of Paraná, and we have teams present in eight different countries across the region, with over 15 nationalities represented among our employees. Ebanx also offers the best service in the region, with high standards of compliance and functionality. We go beyond payment processing by offering marketing consultancy services to merchants and a 24/7 local customer support team which assists all merchant clients in Latin America in their own language. Last year, we started offering local processing in Brazil through the company Ebanx Pagamentos, allowing Brazilian websites selling in the country to use Ebanx solutions. Earlier this year, we set foot in the B2C world with the launch of Ebanx Go, a digital payments account in Brazil, with digital and physical cards.

What were the main challenges Ebanx had to overcome on the road to success?

We were born with a global challenge in mind as there was a very clear access gap in Latin

America. In the beginning, we had a huge challenge with regards to endorsement. We were three very young Brazilians, so imagine convincing major businesses and global companies to even talk to us. We had to prove ourselves.

Secondly, our expansion to other Latin American countries was also challenging. Sometimes, people in the United States, Europe and Asia speak of Brazil and Latin America as if they were the same thing. Not only does Brazil speak a different language, but even among the Spanish-speaking countries, there are completely different cultures and markets, as well as completely different technical challenges. In each new country, it was a huge challenge to start operations. Today we offer more than 100 local payment methods in eight countries on a single platform, but it was not easy getting here.

What are the company’s current plans for growth?

We have always focused on taking care of our employees and our customers in the most human and transparent way possible, and it’s no different in times like these. In this pandemic, our aim is to provide our employees – whom we fondly call ebankers – with the best possible working conditions. The whole company has been working from home since 16 March, so we’ve needed to maintain transparent and constant communication with our staff and clients. At this point, any company or leader needs to follow these guidelines to overcome the totally atypical situation we are all going through. This is a scenario that neither we nor the global market has experienced before. As such, studying the lives of our employees and clients on a daily basis will help us understand how the company will perform in the short, medium and long term. We want to come out of this having become even more human and united, taking away lessons that, albeit painful, can help us evolve as people and as a company. ♦



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“The access we provide to trustworthy information could save lives”



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Interview with

JUSTIN PICARD
CTO and Chairman, **SCANTRUST**

Scantrust is a connected goods platform for companies that depend on selling physical products in a connected world. The firm enables active brand protection, supply chain awareness, and direct consumer engagement benefits by securely binding physical goods with online identities. Their solutions help maintain brand integrity, deliver valuable consumer insights, and unlock growth potential in the goods companies sell.

LEADERS LEAGUE. How did you get involved in the field of active brand protection?

Justin Picard. Ever since my postdoc on the topic of digital watermarking, back in 2001 at the Swiss Federal Institute Technology (EPFL) in Lausanne, I have been captivated by this question: by using only a standard printer, is there a way to protect any product or document against counterfeiting? Could such a solution be truly secure? While “if you can make it, they can fake it” is a common saying in the security printing industry, I intuited that at the level of individual pixels, printing cannot be perfect. (I also gave a TEDx talk on this subject). And if that is the case, there will always be some information lost when a digital image is printed, or when counterfeiters print a copy of the original. One may not be able to produce a fake without losing or modifying some details.

In the following years, I invented an anti-counterfeiting technology that required merely printing a special digital image, which I called at the time a copy detection pattern, or secure graphic. While these secure graphics were really hard to copy (in fact neither counterfeiters nor myself were able to break it), mobile phone cameras did not exist at the time, and a special image capturing device was required for detection. The solution was not yet ready for consumers.

How did the idea of Scantrust come about?

QR codes are now fully embedded in the social fabric of most Asian countries, and their use has progressed tremendously in the Western world. On the other hand, QR codes have no protection against copying, so it is easy to

fool consumers into scanning a copy of a QR code that would be placed on a fake product and make them believe it is an authentic one. With phone cameras improving as they have done, I thought it would be possible to insert a secure graphic into the middle of a QR code and develop an app that would instantly tell whether the QR code was authentic. When I saw the first prototype exceeding my hopes, I filed a patent and, with my fellow co-founders Nathan Anderson and Paul Landry, quickly decided to launch a company that we named Scantrust.

“The economic and wider impacts of counterfeiting are phenomenally high”

Could you tell us a little about how your previous experience has helped you in your current role as CTO?

I worked with two previous security companies before my current role. In my role, I developed digital imaging authentication technologies that were deployed on hundreds of millions of products, printed on different printers throughout the world. This experience gave me a clear view of do’s and don’ts with respect to scaling product authentication technologies.

How do you ensure that the secure graphic you insert in the middle of QR codes are copy-proof?

The secure graphic is optimized to lose information anytime it is printed or copied, and it is an irreversible process. When the QR code is scanned with our mobile app, an analysis of the secure graphic is made instantly, and the user

receives an authentication response within seconds.

This information loss happens naturally during printing, and is not something the counterfeiter can control, even if equipped with a high-resolution scanner and the same printer as was used for the original prints. Several security printers have attempted to copy it, but all their copies were successfully detected.

What types of services can your clients expect? For whom is your product made?

Most of our clients are companies that depend on selling physical products in a connected world, though we also have governments using our solution for tax stamps and secure documents. Active brand protection, supply chain awareness and direct consumer engagement benefits are enabled by securely binding physical goods with online identities. Scantrust solutions help recover lost income and unlock growth potential for companies and the goods they sell.

Scantrust works to actively reduce counterfeit. What are some of the economic impacts of counterfeiting today?

There are different studies, for example from the EUIPO [European Union Intellectual Property Office] or the OECD [Organization for Economic Co-operation and Development], that document the economic and wider impacts of counterfeiting from a macro perspective.

The statistics show these impacts are phenomenally high. At a more granular level, what I can say from my daily interactions with brand owners is that successful companies are all struggling with issues of counterfeiting or illicit trade. But I would also like to mention the high risks posed by counterfeits on the health and safety of people, which I am very aware of: our solution is used to protect products such as baby milk, water filters, food, and wine and spirits.

In what ways has Scantrust tried to address the issue of counterfeit Covid-19 tests?

There have been numerous identified cases of PPE [personal protective equipment] and Covid-19 test kits being falsified in the last weeks. Our

secure QR codes would allow anyone in the supply chain – from a procurer to an end-user – to identify the authenticity of the product within seconds, using nothing more than their phone and the free Scantrust mobile app.

There are three primary challenges for which we can help deliver fast, easy-to-implement solutions to the health sector to significantly mitigate risks related to counterfeiting, parallel imports and incorrect use of test kits and PPE. We are currently in discussion with a number of healthcare companies that are interested in implementing our solution to protect against counterfeiting, both for Covid-19 test kits and for PPE.

“Several PPE manufacturers have reported uncontrolled parallel imports of their products”

Several PPE manufacturers have reported uncontrolled parallel imports of their products to countries they normally don't sell to. This can lead to price gouging, supply chain challenges such as shortages, regulatory issues, and more. Many governments have put bans on parallel imports of PPE; however, there are currently limited ways to identify such occurrences. Each scan of a Scantrust QR code provides such intelligence, allowing for instant identification of products that are not in their intended market and the distribution channel responsible for this.

We have received feedback from numerous PPE manufacturers that end-users (e.g. healthcare workers) are often poorly informed about the appropriate use of specific PPE. With the shortage of critical medical supplies and the desperation for protection faced by many, this can lead to misuse of PPE with severe health consequences.

Secure QR codes offer a way for PPE manufacturers to drive direct end-user engagement, once again by a simple scan and easy access of an informative mobile webpage, allowing for communication of the proper and intended usage of critical medical supplies. Easier, more readily available access to trustworthy information on PPE can save lives. ♦

“The PACTE Law is a boon for the French IP ecosystem”



DR

Interview with

PASCAL FAURE

Director-general, **INPI (NATIONAL INSTITUTE OF INTELLECTUAL PROPERTY, FRANCE)**

Formerly enterprise tsar at the French finance ministry, Pascal Faure played an integral part in drafting the second part of the PACTE law, which has overhauled patent and trademark regulations in France. Head of the country's national IP institute since September 2018, Faure delves for Leaders League into what the law means for IP worldwide

LEADERS LEAGUE. What's been your roadmap since joining the INPI?

Pascal Faure. I have drawn heavily on my experience at the finance ministry, where I grew to appreciate the issues the IP industry faces. At the INPI, I aim to establish a new dynamic within the organization, in order to facilitate SMEs becoming more competitive and help them better protect and make the most out of their inventions – and to be able to do so not just in this country, but at a global level.

We have three key priorities in this regard. The first is to make sure that the protection available for patents and trademarks is at once more easily accessible and more robust. This is where the PACTE law comes in. The second consists of improving IP appropriation for companies, by supporting them at national and regional level. Finally, we aim to reaffirm France's standing on the international IP stage. It is worth recalling that France was a key signatory to the Paris Convention on Intellectual Property of 1883, which was one of the first pieces of legislation covering patents and trademarks. France was also the country behind the creation of the European Patent Office.

“IP has always been in our nation's DNA”

Yet, while IP has always been in our nation's DNA, the world of IP is getting ever more complex, and so we must bolster our presence in all those organizations across the globe that call the shots when it comes to IP protection. On that note, I am delighted to have recently been elected to the board of the European Patent Office, the first Frenchman to hold such a position in a decade. This sends a strong signal.

How does the INPI operate internationally?

The INPI has a significant international network, consisting of a dozen regional correspondents working out of various embassies across the globe. Our newest office opened in West Africa and covers 17 countries. When you operate across many regions, as the INPI does, it is essential to adhere to the norms of the World Intellectual Property Organization (WIPO).

The second thing that needs to be done is to support grassroots level innovation and help companies deal with everyday IP issues. Our agents are adept at decoding the local landscape and creating useful dialogue to alleviate the IP problems that French companies face abroad. We are, at heart, a facilitator.

France's PACTE law of 2019 is designed to make it easier for SMEs to operate, as it gives greater protection to the IP they generate. Will it make a difference?

The PACTE Law is a boon for the French IP ecosystem. It will prove to be a watershed piece of legislation. There has been a collective realization among our political leaders of late that IP rights are a vital component of the country's international competitiveness. The changes made in the PACTE law relating to patents and trademarks are without precedent.

Are France-only patents still attractive to companies whose ambitions are often international?

The exclusively French patent is very valuable in terms of competition strategy, because it is very rare that it can go directly from nothing to Patent Cooperation Treaty status when it comes to seeking patent protection in China or the United States, for example.

Before looking to take a patent international, it's important to have a solid patent in one's own country. In France, this can be done for the price of €650 – and that covers all costs from initial application to eventual granting,

which is not expensive compared to what a similar level of protection costs in other European countries.

Once this step has been taken, an individual has twelve months to secure the patent for other countries. The individual or company making the patent application also benefits from an IP rights research report. Having a French patent is, therefore, an excellent way of getting IP protection at a low price and buying yourself time to demonstrate the originality of your invention at an international level.

Among the most eye-catching measures of the PACTE law is the importance it assigns to the provisional patent request. How does this change help SMEs?

Streamlined and inexpensive, this measure will effectively grant access to IP protection for small businesses. In France, the certificate gives the owner first refusal on the development of their invention. This protection is not well enough appreciated, since most people go down the full-patent route. In order to make the provisional patent request more effective, the PACTE law envisages a lifetime of between six and ten years, just as the German version has. This gets it closer to the lifetime of a full patent, which is typically 20 years. As regards the provisional patent, it can be backdated, requires a less detailed product description and doesn't need to be accompanied by a full claim. The person making the request has a year to complete all the necessary formalities, in line with the classic patent request, and if at the end of this time they choose not to take things further, they can opt for a certificate of use instead.

“The exclusively French patent is very valuable in terms of competition strategy”

The other major provision in the PACTE law is the opposition procedure, which seeks to enforce the validity of French patents. How does this change the INPI's role?

This procedure is a real first. Previously, the INPI's role ended with the granting of a title. This procedure allows us to impose an opposition a maximum of nine months following the granting of a patent or trademark. The measure seeks to re-establish a good balance between large, small and medium-sized

companies when it comes to IP protection, because, prior to the PACTE law, the only recourse for an SME looking to get a French patent cancelled was to go to court, which is a long and costly process.

The third notable component of this law is the revision of the procedure for examining patent applications. Will this be vital in building trust in France's patent system?

I would say so. Before handing someone a patent, three categories now need to be satisfied; novelty, industrial application and, thanks to the PACTE law, inventive activity. This means that, in France, the relevant authorities can now reject a request for a patent on inventive activity grounds, which is something that all major patent offices around the world have been able to do for some years. France needed to get with the programme on this. We can now offer IP titles with the same level of protection as those available elsewhere. In today's globalized world, this is vital.

There's one final aspect: the modification of deadlines concerning counterfeiting and nullification. What was the thinking here?

This modification is going to allow companies and individual entrepreneurs to be better protected. Today, the gap between making a complaint and taking action on counterfeiting can be up to five years, which is too long. And while this timeframe remains, the PACTE law will put an end to different legal loopholes, which should speed things up.

Concerning nullification, a ruling will, from now on, be inalienable. The PACTE law has removed the common law delay aspect and in doing so has broadened the scope for nullification. Once again, the idea here is to make competition fairer for all.

How will we be able to measure the success of the PACTE law? What are the indicators to look out for?

The main objective of these measures is to improve the quality of patent and trademark titles, but in terms of indicators, I couldn't really say. What is certain is that when a company has to put its IP fate in the hands of the courts, it will be much better equipped to get a positive result. The PACTE law should have a qualitative impact too, in that one of the objectives of this law is to get more people to use French patents. We should see the number of patent requests coming from SMEs and start-ups increase significantly in the aftermath of the PACTE law. ♦

Blockchain implementation in Asia is far ahead of Europe



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Interview with

ARNOUD BERGHUIS
Co-founder, **BLOCKCHAIN
KNOWLEDGE FOUNDATION**

Arnoud Berghuis co-founded the Blockchain Knowledge Foundation (BKS), a development organization for blockchain that uses the natural blockchain language UBL. He talks to us about BKS, regional differences in blockchain use, and the adaptability of blockchain.

LEADERS LEAGUE. What is the purpose of the Foundation?

Arnoud Berghuis. We spread and promote technologies for the greater good. We built the first blockchain-based election application that truly participated in a western parliamentary democracy, used three years ago.

Our mobile app connects citizens to members of parliament (MPs) using a blockchain-based dialog. The bridge to our current western parliamentary democracy was facilitated by MPs promising to let their votes in parliament always be guided by the app.

This safe, secure and intelligent dialog aimed to shut out populism and make MPs' backroom dealings more transparent. This is done by giving people the right to propose and filter questions too. Now we are used to voting on the agendas of political parties.

“We need a blockchain-based healthcare system”

Technology can recalibrate our centuries-old parliamentary democracy for the better. Coronavirus showed us that our collective decision making is weak. The main problem is not the virus, but how we handle it.

Launching a democratic innovation during elections is hard. So we concentrate on offering a toolbox to let existing political parties build solutions themselves, using our Oorlog app. It's a toolbox to build democracy or the way we organize. The first two 'o's stand for object-oriented; the word itself is Dutch for “war”.

We offer an easy Natural Blockchain Language, a methodology and a compiler to digitize business and assets ten times faster in a maintainable and adaptable way. It

incorporates formal verification to prevent and get rid of errors.

Why is it necessary to produce new languages and coding for blockchain?

I believe we need proper tools like blockchain language to build a system that works. Machine-generated code works and is needed. Blockchain is a part of a larger family of solutions, most of it in place for decades, such as encryption. The fabric that made blockchain can produce more, like digital DNA.

Blockchain is a cornerstone technology. We were all waiting for such a solution for decades, without knowing exactly what we missed. The proper tools to build blockchains were missing, plus it's hard to remove errors on a distributed write-once blockchain.

Tracing and transferring digital values and integrating data collections are still notoriously hard. We had a bad habit of copying data, creating messy solutions to connect data. To copy something is easy, but it's a bad solution once you understand blockchain. Most organizations are inflexible and are in some ways designed to resist change using fixed statutes.

It's important to rethink how we organize these days. Our world just lost decades of growth. It is not the strongest of the species that survives, nor the most intelligent: it's the one that is best able to change and adapt.

In what specific ways can blockchain technology be applied to active democracy?

Blockchain brings an easy way to implement transparency and tractability at an untold scale. It solves some of the problems that writers like Franz Kafka were describing 100 years ago. The excuse “we didn't know” will cease to exist. If all actions can be traced, all errors or fraud can be accounted for. I already described improving

tracing the work of MPs; another specific app for this purpose is bitlaw.nl. Using this app, anyone can scan and timestamp documents and compare them easily. All organizations are still built largely on paper files. We let people can compare bills, fines and legal documents. Google does not offer that. We also shield privacy and give people bottom-up power.

What are the current limits and challenges of applying blockchain to democracy?

It's all about the acceptance of technology. People need a problem, often a huge one, in order to change. People also need time to understand new concepts. Real problems will make people think.

Covid-19 is sad, but maybe quarantine time can be used to think about systemic issues that have long been there. To understand new concepts is a huge mental effort. Remember the first definition of a new thing like the internet a few decades ago. People often described it as a sort of phonebook or catalogue. It was something else entirely. Blockchain adds a new layer of tech that makes us rethink the definition of the internet.

How does Europe's approach to blockchain differs from Asia's?

Asian do organize differently. They are differently minded on an individual level too. I do believe in the individual creativity of western free minds; I also believe

in Asia's ability to execute. In any case, the results are clear: blockchain implementation in Asia is far ahead of Europe. Asia also has a deeper understanding of change and growth. I strongly believe in a third way where we organize ourselves better using technology.

Both the western and the eastern way of organizing are based upon individual leadership. The human brain is made to control a cave-size community, not billions of people. It goes wrong too often. Covid-19 has shown this.

How could blockchain technology help in the current Covid-19 crisis, or in any similar healthcare crisis?

Building a blockchain-based healthcare system is what we need. For example, e-health could mean that the entanglement of pharma and privacy, of doctors' and patients' wants and needs, can now be untangled. This is a crossroads in our current world that deserves far more attention.

Lengthy clinical trials can be shortened by adding digital compliance; that would be a quick win. Using our language, we could produce code faster in a maintainable way. Blockchain leaves the integrity of all current systems intact.

I do hope that people start to think during their quarantine that we do not have a sustainable way of organizing ourselves. We offer a different approach. We believe leaders do need to trust tools and be framed by better governance systems. ♦

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



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2020

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TMT M&A
IT & Outsourcing
Patent prosecution
Patent litigation

Mexico

Patent Prosecution
IP Litigation
Enforcement & Anti-Counterfeiting Actions
Technology, Internet & Telecoms
Data protection & cybersecurity

USA

TMT: Large-cap M&A
TMT: Small to mid-cap M&A
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NORTH AMERICA

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CANADA

TMT M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

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| LEADING | |
| BMO Capital Markets | Geoff Barsky, Sarfraz Visram |
| Barclays Capital Canada | Tim Kitchen |
| RBC Capital Markets | Peter Buzzi |
| TD Securities | Robbie Pryde |
| EXCELLENT | |
| CIBC World Markets | Roman Dubczak |
| Goldman Sachs | Heng Vuong |
| HIGHLY RECOMMENDED | |
| Canaccord Genuity | Stewart Busbridge, Jamie Nagy |
| Evans & Evans | Michael Evans, Jennifer Lucas |
| Pagemill Partners | Howard Johnson |
| PwC | Anita McOuat |
| RECOMMENDED | |
| Martin Wolf Securities | Martin Wolf, Walter Yoon |
| National Bank Financial | David Skurka |
| UBS Investment Bank | Alain Auclair |



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

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| McCarthy Tétrault | Charles Morgan, Christine Ing |
| Osler, Hoskin & Harcourt | Wendy Gross, Michael Fekete |
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| Borden Ladner Gervais | Mark Fecenko, Jason Howg, Patrice Martin |
| Deeth Williams Wall | Amy-Lynne Williams, Richard Austin |
| Fasken | John Beardwood |
| Goodmans | Richard Corley, Peter Ruby |
| Torys | Adam Armstrong, Joel Ramsey |
| HIGHLY RECOMMENDED | |
| Bennett Jones | Duncan Card, Michael Whitt QC |
| Dentons | Donald Luck, Tom Sides |
| Norton Rose Fulbright | Anthony de Fazekas, Janet Grove |
| RECOMMENDED | |
| Baker McKenzie | Theo Ling |
| McMillan | Charles Chevrette |
| Stikeman Elliott | Wesley Ng |



PATENT PROSECUTION

Best Law Firms

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| Smart & Biggar Fetherstonhaugh | Matthew Zischka, Stephan Georgiev, Brigide Mattar |
| 2 Bereskin & Parr | James Raakman, Micheline Gravelle |
| Borden Ladner Gervais | Geoffrey de Kleine, Andrew Sojonky, Gail Silver, Tim Webb |
| EXCELLENT | |
| Norton Rose Fulbright | Jung-Kay Chiu, Sébastien Clark |
| Osler, Hoskin & Harcourt | Bradley White |
| Ridout & Maybee | Kazim Agha, Mitchell Charness |
| ROBIC | Louis-Pierre Gravelle |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | William Richardson |
| Bennett Jones | Roseann Caldwell, Irene Bridger |
| Blake, Cassels & Graydon | Chris Hunter, Sheldon Burshtein |
| Deeth Williams Wall | Gervas Wall, Vanessa Komarnicki, Lauren Lodenquai |
| Marks & Clerk | Ian Clark, David Ruston |
| McCarthy Tétrault | Alfred Macchione, Lisa Melanson |
| Torys | Eileen McMahon |
| RECOMMENDED | |
| Cassan Maclean | Scott Maclean, Lynn Cassan |
| DLA Piper | Bruce Stratton |
| Fasken | Roger Kuypers, Armand Benitah |
| Kirby Eades Gale Baker | Trevor Mee |
| Lavery | Julie Gauvreau, Gonzalo Lavin, Hugh Mansfield |
| McMillan | Keith Bird |
| Moffat & Co. Macera & Jarzyna | John Kevin Carton, Jerome Bastien |
| Oyen Wiggs Green & Mutala | Thomas Bailey, Gavin Manning |
| Riches, McKenzie & Herbert | Michael Adams, Jeffrey Pervanas, Michael Yun |

GOWLING WLG: UNMATCHED EXPERTISE IN PATENT LAW



Brian Kingwell

Key figure: Brian Kingwell
Established: 1887

Track record: Gowling WLG's highly regarded patent practice has an excellent track record. The department acts for a broad range of clients, including biotech firms, semiconductor manufacturers and companies in electronics and energy. The team has filed more patents than any other law firm in Canada, and has a strong patent litigation practice to boot.

Team & differentiation: Many of Gowling's partners are qualified in Europe or USA as well as Canada, which helps the firm offer a seamless experience when it comes to foreign filing, multi-jurisdictional litigation, licences and other technology export requirements, sanctions, and all other compliance issues. The firm is also active in Russia, China and the UAE.

OSLER, HOSKIN & HARCOURT: A FAMILIAR NAME FOR PATENT MATTERS



Bradley White

Key figure: Bradley White
Established: 1862

Track record: Osler fields a compact yet well-resourced team with full-service capabilities, routinely representing major clients in biotech, pharmaceutical, telecoms, biochemical and chemical sciences. It has a strong track record in assisting clients with patent prosecution and portfolio management. Clients include Caterpillar, Microsoft, Mylan and 3M.

Team & differentiation: Osler's team includes registered patent agents in Canada and the US. Bradley White notably specialises in Canadian and foreign patent and industrial design prosecution, strategic IP portfolio reviews and patentability. The team also works closely with Osler's corporate department to provide assistance with complex IP due diligence matters.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-------------------------------------|---|
| LEADING | |
| 1 Goodmans | Andrew Brodtkin |
| Gowling WLG | Michael Crichton |
| Smart & Biggar Fetherstonhaugh | Steven Garland, François Guay |
| 2 DLA Piper | Bruce Stratton, Alan Macek |
| Torys | Andrew Shaughnessy, Andrew Bernstein |
| EXCELLENT | |
| Aitken Klee | Marcus Klee |
| Bereskin & Parr | Andrew McIntosh |
| Borden Ladner Gervais | Jamie Mills, Chantal Saunders, Beverley Moore |
| McCarthy Tétrault | Steven Mason, David Tait |
| Norton Rose Fulbright | Jordana Sanft |
| Osler, Hoskin & Harcourt | Bradley White |
| ROBIC | Bob Sotiriadis |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Kamleh Nicola, William Richardson |
| Belmore Neidrauer | Peter Wilcox |
| Bennett Jones | Dominique Hussey, Irene Bridger |
| Blake, Cassels & Graydon | Andrew Skodyn, Melanie Baird |
| Deeth Williams Wall | Douglas Deeth, Gervas Wall |
| Fasken | Julie Desrosiers |
| RECOMMENDED | |
| Gilbert's | Tim Gilbert |
| Lavery | Alain Dussault, Béatrice Ngatcha |
| Lenczner Slaght Royce Smith Griffin | Sana Halwani |
| McMillan | Adam Chisholm, David Kent |
| Oyen Wiggs Green & Mutala | Craig Ash, Bruce Green |
| Ridout & Maybee | Mitchell Charness |
| Stikeman Elliott | Jonathan Auerbach |

SMART & BIGGAR | FETHERSTONHAUGH: IP LITIGATION GLADIATORS



François Guay

Key figures: Steven Garland, François Guay
Established: 1890

Track record: Smart & Biggar is well known for securing the largest patent infringement award in Canadian history: \$645 million for Dow Chemical. This IP boutique does excellent work in trial and appellate matters and has secured several landmark victories, such as defending Bauer Hockey in patent litigation brought by Swedish helmet technology company MIPS.

Team & differentiation: Noted for the depth of its expertise, Smart & Biggar is Canada's largest firm practising exclusively in IP and technology law, with offices in Ottawa, Toronto, Montreal, Vancouver and Calgary. They have been leaders in IP and technology law for over a century. François Guay is known for handling complex matters and had a very strong year.

BORDEN LADNER GERVAIS: STRONG PERFORMER IN IP LITIGATION



Chantal Saunders

Key figures: Jamie Mills, Chantal Saunders, Beverley Moore
Established: 1823

Track record: Borden Ladner Gervais has an outstanding track record in patent infringement actions for major pharmaceutical companies, and actions relating to company computer-implemented lottery systems. The practice also handles internet pharmacy issues, pharmaceutical regulatory law, and government relations for innovative pharmaceutical and biotech companies.

Team & differentiation: The firm has a broad patent practice and fields a team dedicated to pharmaceutical litigation, including proceedings brought pursuant to the Patented Medicines (Notice of Compliance) Regulations. Jamie Mills and Chantal Saunders handle copyright and trademark as well as patent litigation; Beverley Moore is also recommended for patent work.



MEXICO

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--------------------------------------|
| LEADING | |
| Olivares | Sergio Olivares, Daniel Sánchez |
| Uhthoff, Gómez Vega & Uhthoff | Javier Uhthoff-Orive, Eugenio Perez |
| EXCELLENT | |
| 1 Basham Ringe y Correa | José Hinojosa, Claudio Ulloa |
| Becerril, Coca & Becerril, S.C. | Héctor Chagoya |
| ClarkeModet Mexico | Nahanny Canal, Lorena Rodriguez |
| 2 Calderon & De la Sierra | César Ramos |
| Dumont | Víctor Garrido, Angelica Dominguez |
| Herrero & Asociados | Eric Alávez |
| Panamericana De Patentes Y Marcas | Andrés Esteva |
| HIGHLY RECOMMENDED | |
| Arochi & Lindner | Jorge Mier y Concha |
| AVA | Tomas Arankowsky |
| Axkati Legal | Martin M. Pereyra |
| Bip Legal | Leticia Natividad |
| Breakthrough | Israel Jimenez |
| Bufete Soni | Mariano Soni |
| Gonzales Rossi Abogados | Alejandro Gonzalez |
| Goodrich Riquelme y Asociados | Enrique Diaz, Juan Suarez |
| Méndez + Cortes Abogados | Emmanuel G. Cortés, Jose Juan Mendez |
| RECOMMENDED | |
| Alegria Martínez & Fernández Wong | Abraham Alegria, Sergio Gutiérrez |
| Baker McKenzie | Fernando Robles |
| Beltrán Fortuny & Beltrán Rivera S.C. | Rafael Beltrán Rivera |
| BGAL Asociados | Veronica Garcia |
| C&L Attorneys | Ana Castañeda |
| Cordova Campos & Calderón | Rodrigo Calderon |
| COREip | Jorge Gomez |
| Mcoy Abogados | Alejandro Cardenas |
| Nerubay Abogados | Emilio Torres Medina |
| Noriega + Escobedo Abogados | Alfredo Rangel |
| Ortiz Monasterio Marcas Y Patentes | Fernanda Ortiz Monasterio |
| Santamarina y Steta | José Pablo Pérez Zea |

UHTHOFF, GOMEZ VEGA & UHTHOFF: OLDEST AND STRONGEST IP FIRM IN MEXICO



Javier Uhthoff

Key figures: Javier Uhthoff, Mario Ponce, Saul Santoyo, Consuelo Gonzales, Xavier Hadad, Eryck Castillo, Eugenio Pérez and Marcela Bolland

Established: 1905

Track record: The firm is by far the number one filer of both patent and trademarks applications in Mexico and also has an outstanding litigation track-record of success that places it firmly as the leader for enforcement of IP rights. The firm has participated in technical searches, analysis and the drafting and filing of state-of-the-art inventions.

Team & differentiation: With more than one hundred years' experience handling IP issues for top clients, Uhthoff is not only the oldest, but one of the biggest IP firms in Mexico. The vast array of IP services offered and the high level of sophistication of its professionals make Uhthoff one of the very best options for taking care of your intellectual property, both in Mexico and abroad.



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Arochi & Lindner | Heidi Lindner, Roberto AROCHI |
| Basham Ringe y Correa Olivares | Martín Michaus, Adolfo Athié, Eduardo Kleinberg, César Hinojosa, Claudio Ulloa, César Castañeda |
| Uhthoff, Gómez Vega & Uhthoff | Saul Santoyo O., Xavier Hadad, Consuelo Gonzalez R., Eryck Castillo O., Marcela Bolland |
| EXCELLENT | |
| 1 Becerril, Coca & Becerril, S.C. | Juan Carlos Amaro |
| Calderon & De la Sierra | Carlos Pérez de la Sierra, Alberto Huerta Bleck |
| Dumont | Israel Escobedo, Laura Collada |
| 2 Méndez + Cortes Abogados | Jose Juan Mendez, Emmanuel G. Cortés |
| Panamericana De Patentes y Marcas | Miguel Esteva |
| HIGHLY RECOMMENDED | |
| 1 Goodrich Riquelme y Asociados | Enrique Diaz, Guillermo Sosa |
| Hogan Lovells | Bernardo Herrerías |
| MGPS - Müggenburg Gorches y Peñalosa | Esteban Gorches |
| 2 AVA | Tomas Arankowsky |
| Axkati Legal | Manuel Augusto Pérez, Eduardo Toledo |
| Baker McKenzie | Fernando Robles-Pesqueira, Marina Hurtado Cruz |
| Bufete Soni | Mariano Soni, Miguel Ortiz |
| COREip | Jorge Gomez |
| Solórzano Carvajal González Y Pérez-Correa (Solcarga) | Guillermo Solorzano, Eréndira Frías, Christian Parra |
| TMI Abogados | Kiyoshi Tsuru |
| RECOMMENDED | |
| BGAL Asociados | Inti Alva |
| BGBG Abogados | Jonathan Rangel, Lilia Aguilar |
| Bgw Legal | Isaac Guakil |
| BIP Legal | Leticia Natividad, Jorge Arteaga |
| C&L Attorneys | Jorge León |
| Iberbrand | Francisco Capetillo, Ana L. Vargas |
| Malpica, Iturbe, Buj y Paredes | Alvaro Huerta Gonzalez, Rodrigo Buj García |
| Mcoy Abogados | Alejandro Cardenas |
| Noriega + Escobedo Abogados | Alfredo Rangel |
| Specific IP | Gilberto Sánchez |
| Von Wobeser y Sierra | Rupert Hüttler, Patricia Kaim |
| STRONG EXPERTISE | |
| Alegria Mendez & Fernandez Wong | Alegria Martinez, Fernandez Wong |
| Beltrán Fortuny & Beltrán Rivera S.C. | Rafael Beltrán Rivera |
| GM attorneys at law | Gerardo A. Magaña Adame |
| CAYPE Abogados | Eduardo Ostos |
| ClarkeModet Mexico | Lorena Rodriguez, Tanya Escamilla |
| Cuesta Campos | Mauricio Chozas |
| Cuesta Liaca Esquivel | Gaston Esquivel |
| Gonzales Rossi Abogados | Alejandro Gonzalez |
| Jáuregui y Del Valle | Israel Ledesma Meléndez |
| Ortiz Monasterio Marcas Y Patentes | Fernanda Ortiz Monasterio |
| Nerubay Abogados | Alejandro Hernández |
| R10S Abogados | Agustín Ríos |
| Santamarina y Steta | José Pablo Pérez Zea |

MÉNDEZ + CORTÉS: OUTSTANDING IP BOUTIQUE



José Juan Méndez

Key figures: José Juan Méndez and Emmanuel G. Cortés
Established: 2014

Track record: The firm regularly represents companies from the retail, food and beverage and social media sectors in very complex cases. Services provided include all aspects of intellectual property, including trademarks, patents, industrial designs, domain names, litigation, piracy, contracts, licensing, copyright, image rights, IT and data protection.

Team & differentiation: The practice area has a multidisciplinary team, among them lawyers, engineers, translators and other expert professionals. Founding partner José Juan Méndez has 25 years of professional practice focusing on trademarks, patents, trade secrets, e-commerce, copyright, unfair competition, franchising, domain names, and litigation in these areas.



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| EXCELLENT | |
| Arochi & Lindner | Roberto Arochi, Leslie Flores |
| Basham Ringe y Correa | Adolfo Athié, Eduardo Kleinberg, Martin Michaus |
| Uhthoff, Gómez Vega & Uhthoff | Saul Santoyo O., Xavier Hadad |
| HIGHLY RECOMMENDED | |
| Becerril, Coca & Becerril, S.C. | Juan Carlos Amaro |
| Jáuregui y Del Valle | Israel Ledesma Meléndez |
| Olivares | Abraham Diaz |
| RECOMMENDED | |
| Baker McKenzie | Carlos Davila-Peniche, Fernando Robles-Pesqueira |
| BGBG Abogados | Jonathan Rangel |
| BIP Legal | Leticia Natividad |
| Calderon & De la Sierra | Alberto Huerta Bleck |
| C&L Attorneys | Jorge León |
| Iberbrand | Ana L. Vargas |
| TMI Abogados | Kiyoshi Tsuru |

BASHAM, RINGE Y CORREA: TOP TIER IP PRACTICE WITH AN INTERNATIONAL REACH



Eduardo Kleinberg

Key figures: Martín Michaus, Eduardo Kleinberg, Adolfo Athié, José Hinojosa, Juan Carlos Hernández, Claudio Ulloa, César Castañeda
Established: 1912

Track record: The team advises several Fortune 500 and medium sized companies from different industries on issues concerning industrial creations, industrial secrets, distinctive signs, copyright, domain names, entertainment, licensing and litigation. Clients include Michael Kors, Chanel, Nubank and Dreamworks animation (NBC Universal), Microsoft and Federal Express.

Team & differentiation: The seven-partner IP team has been bolstered with the addition of the former director of Mexico's National Copyright Institute, Manuel Guerra Zamorro, who has three decades' experience in intellectual property matters. Zamorro joins as of counsel and head of the entertainment practice. The firm has a vast international and local network of partner-firms.

JAUREGUI DEL VALLE: ANTICOUNTERFEITING CAMPAIGNS A SPECIALITY



Israel Ledesma Melendez

Key figure: Israel Ledesma Melendez
Established: 1975

Track record: The team advises prominent companies in the pharmaceutical, telecommunications, entertainment, consumer products and clothing industries. It is used to managing clients' Latin American trademark portfolios and also provides brand protection programs for the whole region. It has been active in trademark infringement proceedings and manages more than 18 anti-counterfeiting campaigns in Mexico for clients.

Team & differentiation: Practice head Israel Ledesma has more than 11 years' experience in the IP field. He manages a team which was reinforced in 2019 with two additional lawyers, one an expert in data protection and privacy and the other an anticounterfeiting expert, bringing the total number of lawyers in the team to nine

BECERRIL COCA & BECERRIL: TRUSTED NAME FOR PATENT PROTECTION



Hector Chagoya

Key figures: Hector Chagoya, Fernando Becerril and Juan Carlos Amaro
Established: 1969

Track record: The firm has an IP practice recognized for its outstanding work in the patent field, on both prosecution and enforcement. It handles a variety of contentious and non-contentious issues, including domain names, anti-piracy and plant-varieties. Key clients come from a variety of industries such as pharmaceuticals, agriculture, biotechnology, energy and oil & gas among.

Team & differentiation: The team is made up of both lawyers and engineers. Partner Hector Chagoya has vast experience as consultant in the analysis, prosecution and use of patents in industrial fields such as polymers, biotechnology, pharma and electronics. Partner Juan Carlos Amaro has a recognized experience in patent disputes.



Our analysis

AXKATI ABOGADOS: MANAGING MAJOR IP RIGHTS PORTFOLIOS



Eduardo Toledo

Key figures: Luis Alcaráz, Rosa María Franco, Martín Pereyra, Manuel A. Pérez, Alfredo Pineda and Eduardo Toledo

Established: 2016

Track record: Axxati partners maintains long-lasting relationships with clients from the technology, telecoms, apparel, food, entertainment, education, aerospace and military sectors. Telmex, W.L. Gore, Aeropostale, Puig, Instituto Tecnológico y de Estudios Superiores de Monterrey (TEC), Columbia Sportswear, Televisa, Microsoft and Distroller have been clients of the firm.

Team & differentiation: The team was reinforced in 2019 with the arrival of Alfredo Pineda as its sixth partner who, like each partner has more than 18 years' experience with Mexican and international law firms. They advise on the acquisition, exploitation and protection of IP rights and also on data protection issues, providing strategic and comprehensive legal counsel.

BIP LEGAL: 25 YEARS OF DEVOTION TO IP ISSUES



Leticia Natividad

Key figures: Leticia Natividad and Jorge Arteaga

Established: 2013

Track record: With clients of all sizes and sectors, the firm manages trademark portfolios for multinational and local companies. Sectors where the firm has more experience are pharmaceuticals, biotech, IT, automotive, aerospace, fashion & design, luxury products and retail services. The firm has successfully represented parties in iconic cases related to patent enforcement and cancellation, before IP and regulatory authorities.

Team & differentiation: This young boutique, formed by two partners with more than 25 years of experience in all areas of IP, with special focus on litigation and contracts, also has two counsel and six associates. Before joining BIP Legal in 2018, Leticia Natividad expended more than 20 years as a Director in an international IP firm. Founding partner Jorge Arteaga has worked at several national and international companies.

R10S ABOGADOS: COMBINING LAW WITH A PASSION FOR NEW TECHNOLOGIES



Agustín Ríos

Key figures: Agustín Ríos and Fátima Cambrónero

Established: 1999

Track record: The firm has handled several significant litigations concerning copyright and successfully advised numerous clients on domain name recovery. It maintains a roster of clients from the e-commerce field in Latam, as well as different Mexican digital marketing leaders. The firm has also developed privacy strategies for different companies with respect to the treatment and transfer of personal data.

Team & differentiation: Founding partner Agustín Ríos, who handled the first domain names litigation and the first criminal complaint for computer crimes in the history of the country, heads the practice alongside Fatima Cambrónero. The firm focuses on information and communication technologies, entertainment, the internet, IA, digital marketing and domain name recovery.

NERUBAY: BOUTIQUE LAW FIRM WITH A STRONG IP TEAM



Alejandro Hernández

Key figures: Alejandro Hernández and Emilio Torres

Established: 2008

Track record: The firm has been busy with work from members of the cannabis industry. It represents the Mexican interests of the main Canadian marijuana and cannabis companies, protecting their trademarks for cosmetics, pharmaceuticals products, foods, plants and smoking products, as well as all educational, technological and medical services related to medical and recreational marijuana and cannabis use.

Team & differentiation: Two partners co-lead the practice; Alejandro Hernández heads the IP litigation side while Emilio Torres handles the trademark prosecution work. Before joining the firm, Alejandro Hernández worked at Televisa, covering copyright issues and negotiation of broadcasting rights of international sporting events. The team advises on the full range of IP issues.

GM ATTORNEYS AT LAW: INNOVATIVE APPROACH OF INTANGIBLE PROTECTION



Gerardo Magaña

Key figure: Gerardo Magaña

Established: 2018

Track record: This recently established boutique is already highly active. In 2019 registered 700 trademarks and copyrights for clients in diverse sectors. On the client roster are Legionarios de Cristo, A.R.; Gulf México; Santa Ana Springs; Tequila Enemigo (Enemigo LTD); Tacos Don Manolito; Diagnocell Laboratorios; Fotosintesis Media; Marshall Gerstein & Borun; Humann Storymakers; Mexican Senate of the Republic.

Team & differentiation: With more than 15 years' experience in IP, 13 of which were spent at one of the most prestigious IP firms in Mexico, Gerardo Magaña decided to create his own firm in 2018. GM Attorneys at Law advises in all IP matters and has an innovative corporate and tax focus. Maximizing the value of intangible assets through their capitalizations is the firm's forte. In 2019, Maria Andrea Cuellar Garcia joined the firm as partner from Uthoff

SPECIFIC IP: YOUNG BOUTIQUE WITH AN EXPERIENCED PARTNER



Gilberto Sánchez

Key figure: Gilberto Sánchez

Established: 2017

Track record: The team has worked on intellectual property, copyrights, administrative litigation, and litigation in industrial property matters and Amparo proceedings. Although a relatively new firm, Specific IP has already secured Helvex, Fabrica de Tequila Don Nacho, CBD Life, Asepro Ecología, André Badi, Framesi and Austromex as clients.

Team & differentiation: The team is led by founding partner Gilberto Sánchez, who has a proven 20-years track record in intellectual property matters, having worked at the Mexican Institute of Industrial Property for several years. The team is made up of specialists in IP matters and heavy-weight litigants, offering a tailor-made IP experience to all clients.



TECHNOLOGY, INTERNET & TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| 1 BGBG Abogados | Carlos Bello, Rolando Guevara, Carlos Diaz Sobrino |
| 2 Acedo Santamarina | Andres Acedo |
| EXCELLENT | |
| Dentons Lopez Velarde | Sergio Legorreta |
| Hogan Lovells | Federico Hernandez |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Carlos Vela-Treviño |
| Basham Ringe y Correa | Daniel Del Rio, Adolfo Athié, Ricardo Lan |
| Gonzales Calvillo | Luis Felipe Mancera de Arrigunaga, Jorge Mondragon |
| Holland & Knight | Luis Rubio Barnetche, Octavio Lecona Morales |
| Lex Informática Abogados | Joel Gomez |
| Lexel Abogados | Genaro Fernandez, Jesus Martinez |
| Olivares | Abraham Díaz, Daniel Sánchez |
| Rios Ferrer Guillen-Llarena Trevino Y Rivera S. | Ricardo Rios Ferrer |
| Robles Miaja Abogados | Rafael Robles Miaja |
| Ruiz Moreno y Asociados | Ivan Ruiz Moreno |
| Sesma Sesma & Mcneese | Carlos M. Sesma |
| Solórzano Carvajal González Y Pérez-Correa (Solcarga) | Guillermo Solorzano |
| Soria Abogados | Gerardo Soria, Diana Nuñez |
| Uhthoff, Gómez Vega & Uhthoff | Javier Uhthoff, Eugenio Perez |
| White & Case | Antonio Cárdenas Arriola |
| RECOMMENDED | |
| Arochi & Lindner | Roberto Arochi |
| Bufete Quijano | Clara Luz Alvarez |
| Calderon & De la Sierra | Paloma Contreras, Luis Mario Lemus, Alberto Huerta Bleck |
| DLA Piper Gallastegui y Lozano | Eduardo Gallastegui Armella |
| García Herrera Valdez & Asociados | José Antonio García Herrera |
| Jones Day | Bertha Ordaz |
| Malpica, Iturbe, Buj y Paredes | Alvaro Huerta Gonzalez, Rodrigo Buj García |
| Mijares Angoitia Cortes y Fuentes | Francisco Fuentes |
| Nader Hayaux & Goebel | Julian Garza |
| R10S Abogados | Agustín Ríos, Fatima Cambroner |
| Santamarina y Steta | Jorge Leon-Orantes |
| Valencia Consulting | Carlos R. Valencia |

BGBG: EXPERIENCED LAWYERS WITH FIRST CLASS CLIENTS



Carlos Bello

Key figures: Carlos Bello, Héctor Guzmán, Lilia Aguilar and Jonathan Rangel
Established: 2001

Track record: The firm has one of the largest lists of active clients in the TMT and data privacy sector. It enjoys the patronage of the largest multinationals as well as local companies. Clients on the TMT side include Echostar, Seguritech, Flash Mobile, Hispasat and Airbus. Airbnb, Aleatica, Morgan Stanley and Banorte have been advised on data protection and privacy issues.

Team & differentiation: The TMT and data protection team has three partners and 14 full time lawyers. The IP team has grown to a total of 15, including four trademark attorneys, four patent attorneys, three litigation attorneys and two investigators. Both areas work very closely to provide comprehensive advice and different perspectives to clients who play a significant role within their industries.



DATA PROTECTION & CYBERSECURITY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| BGBG Abogados | Hector Guzman |
| Davara Abogados | Isabel Davara |
| EXCELLENT | |
| 1 Axkati Legal | Rosa Maria Franco |
| Basham Ringe y Correa | Adolfo Athié |
| Lex Informática Abogados | Joel Gomez |
| R10S Abogados | Agustín Ríos, Fátima Cambroneró |
| HIGHLY RECOMMENDED | |
| 2 Baker McKenzie | Carlos Vela Treviño |
| Bufete Soni | Mauricio Hernandez |
| Calderon & De la Sierra | Luis Mario Lemus |
| Olivares | Abraham Diaz |
| RECOMMENDED | |
| Bufete Quijano | Carmen Quijano |
| Lexinf | Alfredo Reyes, Cynthia Solis |
| Novus Concilium | Juan Luis Hernandez Conde |
| ProtDataMx | Cristos Velasco |
| Santamarina Y Steta | Rodrigo Orenday |
| Uhthoff, Gómez Vega & Uhthoff | Ignacio Dominguez-Torrado, Mario Ponce |
| Arochi & Lindner | David Quezada |
| Becerril, Coca & Becerril, S.C. | Emilio Garate |
| Creel Abogados | Patricio Martínez, Jose Ruiz Lopez |
| Gomez & Elizalde | Mario Gomez, Joaquin Elizalde |
| Jones Day | Guillermo Larrea |
| Lexel Abogados | Genaro Fernandez, Jesus Martinez |
| Lopez Luna Abogados | Paulo López Luna |
| Ortiz Monasterio Marcas Y Patentes | Fernanda Ortiz Monasterio |
| Solórzano Carvajal González Y Pérez-Correa (Solcarga) | Luis Armando López Linaldi |
| TMI Abogados | Kiyoshi Tsuru |

LEX INFORMATICA ABOGADOS: THE ICT EXPERTS



Joel Gomez

Key figure: Joel Gomez
Established: 2011

Track record: Considered as a driving force in internet and data privacy law in Mexico, the firm advises companies in a wide range of industries such as cybersecurity, banking & finance, tourism, automotive, textiles and aviation, among others. Grupo Vidanta, Instituto Mexicano del Cemento y del Concreto, Qualitas Compañía de Seguros, Grupo Neolpharma and Vivo Resorts have entrusted the firm with their business.

Team & differentiation: Partner Joel Gómez, with over 25 years' experience in IT law, e-business and data protection, has recovered and litigated an important number of domain names in Mexico. The firm is often subcontracted by other law or consultancy firms to advise their clients in ICT matters. Gomez is also very active as a lecturer and provides tailor-made courses for clients.



USA

TMT: LARGE-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------|---|
| LEADING | |
| 1 BofA Securities | Sam Powers |
| Goldman Sachs | Nick Giovanni |
| J.P. Morgan | Fred Turpin, Jennifer Nason |
| 2 | |
| Citi | Herb Yeh, Mark Keene |
| Credit Suisse | Brian Gudofsky, Chris Cottrell |
| Morgan Stanley | Drew Guevara, Andrew Kearns, Michael Grimes |
| EXCELLENT | |
| Centerview Partners | David Hess, David Handler |
| Evercore | Tim LaLonde |
| HIGHLY RECOMMENDED | |
| Barclays | Richard Hardegree |
| Deutsche Bank | Ajay Shah |
| Jefferies | Cameron Lester, Phil Berkowitz |
| LionTree Advisors | Aryeh Bourkoff |
| RBC Capital Markets | Jim Wolfe, Matthew Stopnik |

USA



TMT: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------|---|
| LEADING | |
| Jefferies | Cameron Lester, Phil Berkowitz |
| Morgan Stanley | Drew Guevara, Andrew Kearns, Michael Grimes |
| Qatalyst Partners | George Boutros |
| EXCELLENT | |
| Credit Suisse | Brian Gudofsky, Chris Cottrell |
| Evercore | Tim LaLonde |
| J.P. Morgan | Fred Turpin, Jennifer Nason |
| Raymond James & Associates | Brendan Ryan, Jonathan Steele |
| HIGHLY RECOMMENDED | |
| Barclays | Richard Hardegree |
| Centerview Partners | David Hess, David Handler |
| Goldman Sachs | Nick Giovanni |
| Houlihan Lokey | Roy Kabla, Rob Louv |
| Lazard | Garrett Baker |
| Needham & Company | Jack Iacovone, Pooyan Mehdizadeh |
| RBC Capital Markets | Jim Wolfe, Matthew Stopnik |
| Wells Fargo Securities | Jim Broner |

QATALYST PARTNERS: HIGHLY IMPRESSIVE TMT DEAL SHEET



George Boutros

Key figure: George Boutros
Established: 2008

Track record: Qatalyst advises on major deals with impressive efficiency. Last year, it advised a group of investors led by Hellman & Friedman on the \$11bn acquisition of Ultimate Software. In 2020, it has been sought out by unicorns such as Zoox, Looker and Conga. Shareholder activism expert Peter Michelsen joined the firm in San Francisco from Goldman Sachs.

Team & differentiation: The boutique tech bank has captured an impressive share of the sector in a short space of time. Frank Quattrone and George Boutros comprise the senior leadership. Brian Cayne and Jeff Chang are the key contacts for enterprise software investments, Adam Howell for hardware investments, and James Kim and Marcie Vu for consumer technology.

**2020 ANNUAL & LEADERSHIP
MEETING MEETING**

November 16–20

November 11–13: Committee Meetings, Leadership Meeting Sessions

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Registration will open in early July



USA



HEALTHCARE & LIFE SCIENCES: LARGE-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------|---|
| LEADING | |
| Goldman Sachs | Marshall Smith |
| J.P. Morgan | Mike Gaito |
| Morgan Stanley | John Collins |
| EXCELLENT | |
| 1 PJT Partners | Tom Davidson |
| 2 BofA Securities | Brian McCarthy, Charles Newton |
| Barclays | Rick Landgarten |
| Centerview Partners | Michael Muntner, Stuart Smith |
| Citi | Toby King, Jennifer Fox |
| Evercore | François Maisonrouge |
| Guggenheim Securities | Punit Mehta |
| HIGHLY RECOMMENDED | |
| Credit Suisse | David Kostel |
| Jefferies | Kevin Sheridan, Real Leclerc, Mike Gerardi, Dan Decelles |
| Perella Weinberg Partners | Christopher O'Connor, Philippe McAuliffe, Jason Forschler |
| UBS Investment Bank | Lisa Rogers |

J.P. MORGAN: A MARKET LEADER IN PHARMA M&A



Mike Gaito

Key figures: Steven Frank and Mike Gaito
Established: 2000

Track record: J.P. Morgan was lead financial counsel on the biggest pharma deal of 2019, advising Celgene on its \$74 billion acquisition by Bristol-Myers Squibb. It had a busy year besides this; it advised The Medicines Company on its \$9.7 billion purchase by Novartis, and was one of several banks advising GE Biopharma on its \$21.4 billion acquisition by Danaher.

Team & differentiation: The healthcare team at J.P. Morgan is well-equipped to handle the size and complexity of deals in the sector, not to mention the regulatory hurdles. The bank has few peers when it comes to regularly handling high-value, market-shaping matters. Steven Frank and Mike Gaito are the key contacts for healthcare and pharmaceutical work.



HEALTHCARE & LIFE SCIENCES: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------------|--|
| LEADING | |
| Jefferies | Kevin Sheridan, Real Leclerc, Mike Gerardi, Dan Decelles |
| J.P. Morgan | Mike Gaito |
| Piper Jaffray & Co. | Steve Proeschel |
| EXCELLENT | |
| Cain Brothers | Carsten Beith, James Moloney |
| Credit Suisse | David Kostel |
| Lazard | Jason Bernhard |
| Leerink Partners | Jim Boylan |
| Moelis & Company | Maarten de Jong |
| Raymond James & Associates | Andrew Gitkin, Riley Sweat |
| Rothschild & Co. | Jimmy Neissa, Timothy Hotchandani |
| William Blair | Brent Felitto, Steve Tole |



THE MIDAS LIST 2020

Top Tech Investors in the US

| RANK | NAME | FIRM | NOTABLE DEAL | LOCATION |
|------|-------------------|-----------------------------|-------------------|--------------------|
| 1 | Andrew Braccia | Accel | Slack | Hillsborough, CA |
| 2 | Roelof Botha | Sequoia | Square | Menlo Park, CA |
| 3 | Ben Horowitz | Andreessen Horowitz | Okta | Atherton, CA |
| 4 | Navin Chaddha | Mayfield Fund | Lyft | Saratoga, CA |
| 5 | Bill Gurley | Benchmark | Uber | Portola Valley, CA |
| 6 | Mary Meeker | Bond Capital | Spotify | Woodside, CA |
| 7 | Eric Paley | Founder Collective | The Trade Desk | Boston, MA |
| 8 | Hans Tung | GGV Capital | Peloton | San Francisco, CA |
| 9 | Rob Hayes | First Round | Uber | San Francisco, CA |
| 10 | Douglas Leone | Sequoia | Nubank | Atherton, CA |
| 11 | Sameer Gandhi | Accel | CrowdStrike | San Francisco, CA |
| 12 | Lee Fixel | Addition | Peloton | New York, NY |
| 13 | Bill Trenchard | First Round | Looker | Woodside, CA |
| 14 | Xiaojun Li | IDG Capital | Pinduoduo | Boston, MA |
| 15 | Jeff Jordan | Andreessen Horowitz | Airbnb | Portola Valley, CA |
| 16 | Brian Singerman | Founders Fund | Stemcentrx | San Francisco, CA |
| 17 | Neeraj Agrawal | Battery Ventures | Brightree | Boston, MA |
| 18 | Peter Fenton | Benchmark | Elastic | San Francisco, CA |
| 19 | Scott Sandell | New Enterprise Associates | Cloudflare | Portola Valley, CA |
| 20 | Ravi Mhatre | Lightspeed Venture Partners | ThoughtSpot | Menlo Park, CA |
| 21 | Robert Nelsen | ARCH Venture Partners | Vir Biotechnology | San Francisco, CA |
| 22 | Chris Dixon | Andreessen Horowitz | Coinbase | Menlo Park, CA |
| 23 | Hemant Taneja | General Catalyst | Livongo | Palo Alto, CA |
| 24 | Alfred Lin | Sequoia | Airbnb | San Francisco, CA |
| 25 | Jeremy Liew | Lightspeed Venture Partners | Affirm | Menlo Park, CA |
| 26 | Joe Lonsdale | 8VC | Wish | Woodside, CA |
| 27 | Jeremy Levine | Bessemer Venture Partners | Pinterest | New York, NY |
| 28 | Bryan Roberts | Venrock | 10X Genomics | Portola Valley, CA |
| 29 | Scott Shleifer | Tiger Global Management | Meituan-Dianping | New York, NY |
| 30 | Peter Thiel | Founders Fund | Airbnb | Los Angeles, CA |
| 31 | John Doerr | Kleiner Perkins | Slack | Woodside, CA |
| 32 | Jeffrey Lieberman | Insight Partners | Qualtrics | New York, NY |
| 33 | Michael Moritz | Sequoia | Stripe | San Francisco, CA |
| 34 | Rick Heitzmann | FirstMark Capital | Pinterest | New York, NY |
| 35 | Aydin Senkut | Felicis Ventures | Adyen | Atherton, CA |
| 36 | Mike Volpi | Index Ventures | Confluent | Woodside, CA |



| | | | | |
|----|-------------------|------------------------------|------------------|--------------------|
| 37 | Beth Seidenberg | Westlake Village BioPartners | Livongo | Los Angeles, CA |
| 38 | Tony Florence | New Enterprise Associates | Jet.com | New York, NY |
| 39 | Shardul Shah | Index Ventures | Datadog | San Francisco, CA |
| 40 | Shawn Carolan | Menlo Ventures | Roku | Los Altos, CA |
| 41 | Saurabh Gupta | DST Global | Chime | San Francisco, CA |
| 42 | Danny Rimer | Index Ventures | Dropbox | San Francisco, CA |
| 43 | Vinod Khosla | Khosla Ventures | Oscar | Portola Valley, CA |
| 44 | Pär-Jörgen Pärson | Northzone | Spotify | New York, NY |
| 45 | Ryan Sweeney | Accel | Qualtrics | Menlo Park, CA |
| 46 | Jim Goetz | Sequoia | GitHub | Los Gatos, CA |
| 47 | Frank Rotman | QED Investors | Credit Karma | Richmond, VA |
| 48 | Bryan Schreier | Sequoia | Qualtrics | Menlo Park, CA |
| 49 | Murat Bicer | CRV | Datadog | Atherton, CA |
| 50 | Theresia Gouw | Acrew Capital | Cato Networks | Palo Alto, CA |
| 51 | Garry Tan | Initialized Capital | Coinbase | San Francisco, CA |
| 52 | Anton Levy | General Atlantic | Slack | New York, NY |
| 53 | Jules Maltz | IVP | MuleSoft | San Francisco, CA |
| 54 | Carl Gordon | OrbiMed | ARMO Biosciences | New York, NY |
| 55 | John O'Farrell | Andreessen Horowitz | Slack | Atherton, CA |
| 56 | Josh Kopelman | First Round | Clover Health | Philadelphia, PA |
| 57 | Aileen Lee | Cowboy Ventures | Guild Education | Palo Alto, CA |
| 58 | Chetan Puttagunta | Benchmark | Elastic | San Francisco, CA |
| 59 | Steve Anderson | Baseline Ventures | PagerDuty | San Francisco, CA |
| 60 | Young Guo | IDG Capital | iQiyi | Cupertino, CA |
| 61 | Kirsten Green | Forerunner Ventures | Chime | San Francisco, CA |
| 62 | Sunil Dhaliwal | Amplify Partners | Datadog | Hillsborough, CA |
| 63 | Byron Deeter | Bessemer Venture Partners | Twilio | Menlo Park, CA |
| 64 | Marc Andreessen | Andreessen Horowitz | Pinterest | Atherton, CA |
| 65 | Devdutt Yellurkar | CRV | Zendesk | Palo Alto, CA |
| 66 | Roger Ehrenberg | IA Ventures | TransferWise | New York, NY |
| 67 | Mamoon Hamid | Kleiner Perkins | Slack | Menlo Park, CA |
| 68 | Ping Li | Accel | Snyk | Palo Alto, CA |
| 69 | Tim Connors | PivotNorth Capital | Looker | Atherton, CA |
| 70 | Ann Miura-Ko | Floodgate | Lyft | Menlo Park, CA |
| 71 | Pat Grady | Sequoia | Zoom | Portola Valley, CA |
| 72 | Asheem Chandna | Greylock Partners | Rubrik | Atherton, CA |
| 73 | Peter Levine | Andreessen Horowitz | GitHub | Portola Valley, CA |
| 74 | Scott Raney | Redpoint Ventures | Stripe | Menlo Park, CA |

The Midas List is produced by Forbes in partnership with TrueBridge Capital Partners, and recognizes the world's top venture capitalists

USA



INVESTMENTS & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Accel | Andrew Braccia, Sameer Gandhi |
| Andreessen Horowitz | Ben Horowitz, Jeff Jordan |
| Bessemer Venture Partners | Jeremy Levine, Byron Deeter |
| Kleiner Perkins | Brook Byers, John Doerr, Mamooun Hamid |
| New Enterprise Associates | Forest Baskett, Scott Sandell, Tony Florence |
| Sequoia Capital | Douglas Leone, Jim Goetz, Roelof Botha |
| Tiger Global Management | Scott Schleifer, Chase Coleman III |
| EXCELLENT | |
| Bain Capital Ventures | Scott Friend, Ajay Agarwal |
| Benchmark | Peter Fenton |
| First Round | Rob Hayes, Bill Trenchard |
| Founders Fund | Brian Singerman, Peter Thiel |
| General Catalyst | Hemant Taneja |
| Index Ventures | Mike Volpi, Shardul Shah, Danny Rimer |
| Norwest Venture Partners | Promod Haque, Jeff Crowe, Jon Kossow |
| HIGHLY RECOMMENDED | |
| GGV Capital | Hans Tung, Glenn Solomon, Jeff Richards |
| IVP (Institutional Venture Partners) | Sandy Miller, Jules Maltz |
| Khosla Capital | Vinod Khosla |
| RECOMMENDED | |
| DCM Ventures | Dixon Doll, David Chao |
| Greylock Partners | Asheem Chandna, David Sze |
| Spark Capital | Bijan Sabet |
| Union Square Ventures | Albert Wenger, Andy Weissman |



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------------|---|
| LEADING | |
| 1 Gibson, Dunn & Crutcher | Stephen Nordahl, William Peters |
| Mayer Brown | Daniel Masur, Brad Peterson |
| Pillsbury Winthrop Shaw & Pittman | Aaron Oser |
| 2 DLA Piper | Vinny Sanchez |
| McDermott Will & Emery | Jason Krieser, Shawn Helms, David Guedry |
| Morgan, Lewis & Bockius | Barbara Murphy Melby, Michael Pillion |
| EXCELLENT | |
| 1 Baker McKenzie | Michael Mensik |
| Kirkland & Ellis | Neil Hirshman, Seth Traxler |
| Morrison & Foerster | Vivian Hanson |
| WilmerHale | Robert Finkel |
| 2 Hunton Andrews Kurth | Randall Parks, Jeffrey Harvey, Andrew Geyer |
| Latham & Watkins | J.D. Marple, Anthony Klein, Jeremiah Wolsk |
| Loeb & Loeb | Kenneth Adler, Akiba Stern, Alison Pollock Schwartz |
| White & Case | Daren Orzechowski, Adam Chernichaw |
| HIGHLY RECOMMENDED | |
| Eversheds Sutherland | Peter Quittmeyer, Michael Steinig |
| Foley & Lardner | James Kalyvas |
| Hogan Lovells | Audrey Haroz Reed |
| Kelley Drye & Warren | Michael Ryan |
| Kilpatrick Townsend & Stockton | James Steinberg, Joshua Ganz |
| Proskauer Rose | Jeffrey Neuburger |
| Venable | Nora Garrote, William Russell |
| Wiggin and Dana | Mark Heaphy, Sarvesh Mahajan, Tamia Simonis |
| RECOMMENDED | |
| Arnold & Porter | Susan Hendrickson, Thomas Magnani |
| Bryan Cave Leighton Paisner | Charles Hollis III, Sean Christy |
| Dentons | Ross Docksey |
| Jones Day | Mauricio Paez, Todd McClelland |
| K&L Gates | Mark Wittow |
| McGuireWoods | Derek Roach, Rakesh Gopalan |
| Sidley Austin | Jennifer Coplan, Glenn Nash |

MCDERMOTT WILL & EMERY: DEDICATED TEAM OF CROSS-BORDER IT EXPERTS



Jason Krieser

Key figures: Jason Krieser, Shawn Helms and David Guedry
Established: 1934

Track record: Noted for advising some of the world's largest tech providers, including cloud-based solutions companies, McDermott Will & Emery also acts for corporations that are heavily reliant on technology; its practice regularly handles complex, high-value IT transactions. Nokia, HCL and Sprint are representative clients, as is Citrix Systems on the cloud side.

Team & differentiation: Though it acts for companies in a wide range of industries, telecoms and healthcare are particular sectors of expertise for the team at McDermott Will & Emery. The three joint practice heads – Jason Krieser, Shawn Helms and David Guedry – are all based in Dallas and regularly handle cross-border work for major blue-chip corporates.



PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| 1 Finnegan, Henderson, Farabow, Garrett & Dunner | Mark Sweet, Adriana Burgy |
| Fish & Richardson | John Hayden |
| 2 Foley & Lardner | Michele Simkins |
| Knobbe Martens | Michael Fuller, Gerard von Hoffmann, John King |
| Sterne, Kessler, Goldstein & Fox | Tracy-Gene Durkin, Jason Eisenberg, Deborah Sterling |
| EXCELLENT | |
| 1 Fenwick & West | Michael Farn |
| McDermott Will & Emery | Ahsan Shaikh |
| Venable | Frank Gasparo |
| 2 Cantor Colburn | Michael Cantor, Philmore Colburn |
| Kilpatrick Townsend & Stockton | Wab Kadaba, Brenda Holmes, Babak Kusha, Charles Calkins |
| Oblon, McClelland, Maier & Neustadt | Surinder Sachar, Philippe Signore |
| Schwegman, Lundberg & Woessner | Micheal Schwegman |
| HIGHLY RECOMMENDED | |
| Baker Botts | Samir Bhavsar, Hogene Choi |
| Banner Witcoff | Darrell Mottley, Robert Katz, Christopher McKee |
| Birch, Stewart, Kolasch & Birch | Craig McRobbie, MaryAnne Armstrong, Gerald Murphy |
| Brinks Gilson & Lione | Andrew Stover, Joseph Hetz |
| Choate Hall & Stewart | Brenda Herschbach Jarrell |
| Hunton Andrews Kurth | Gary Abelev, Daniel Shanley |
| Jones Day | Anthony Insogna |
| Morrison & Foerster | Michael Ward |
| Perkins Coie | David Fournier |
| Pillsbury Winthrop Shaw Pittman | Jack Barufka |
| WilmerHale | Donald Steinberg, Joseph Haag |
| RECOMMENDED | |
| Arent Fox | James Bindseil, Richard Berman, Craig Gelfound, Marylee Jenkins |
| Arnold & Porter | David Marsh, Jeffrey Miller |
| Baker McKenzie | Brian McCormack, Richard Wells |
| Buchanan Ingersoll & Rooney | Travis Boone, Bryan Opalko, William Rowland, Duane Stewart III |
| Cooley | Ivor Elrifi |
| Merchant & Gould | Brian Batzli |
| Wolf, Greenfield & Sacks | Hunter Baker, Helen Lockhart, Rob Walat, Randy Pritzker, Neil Ferraro |
| VALUABLE PRACTICE | |
| BakerHostetler | Kenneth Sheehan, David Farsiou, Michael Stein |
| Dentons | Martin Bruehs, Song Jung, Robert Hanson |
| Eversheds Sutherland (US) | Peter Pappas |
| Leydig, Voit & Mayer | John Kilyk, Charles Mottier |

FINNEGAN: POWERHOUSE IP BOUTIQUE



Adriana Burgy

Key figures: Mark Sweet
and Adriana Burgy
Established: 1965

Track record: Finnegan's front-running patent prosecution practice has represented Vertex Pharmaceuticals, NanoFlex Power, Arkema, Caterpillar and Toyota. It is well-known for its impressive handling of strategic patent prosecution in various industries, including semiconductors, pharmaceuticals, biotechnology, industrial manufacturing and consumer electronics.

Team & differentiation: Finnegan annually files over 2,500 US and 1,000 foreign patent applications for utility, plant, and design inventions. With offices in Atlanta, Boston, Reston, Washington D.C. and Palo Alto, the firm services clients all over the country, and regularly handles cross-border work. Its team has strong litigation experience to boot.

KILPATRICK TOWNSEND & STOCKTON: WIDE-RANGING PATENT PROSECUTION EXPERTS



Wab Kadaba

Key figures: Wab Kadaba,
Brenda Holmes, Babak
Kusha and Charles Calkins
Established: 1860

Track record: Kilpatrick's internationally renowned, 160-year-old patent practice is kept busy throughout the year advising on matters involving patent rights, including M&A, licenses, and technology transfer agreements as well as more traditional patent prosecution. Visa instructed the firm on a fintech patent prosecution matter; GoPro and Novellis are also clients.

Team & differentiation: Fielding more than 200 patent attorneys, Kilpatrick Townsend handles matters covering well over a hundred jurisdictions. Using enhanced prosecution techniques, the group carries out patent portfolio management and audits for high-profile clients. Its well-resourced bench is led by partners in Atlanta, Winston-Salem and San Francisco.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| 1 Finnegan, Henderson, Farabow, Garrett & Dunner | Frank DeCosta III |
| Fish & Richardson | Kurt Glitzenstein |
| Kirkland & Ellis | Gregory Arovas, Gregg LoCascio, Leora Ben-Ami |
| Quinn Emanuel Urquhart & Sullivan | Sean Pak, David Nelson |
| WilmerHale | Lisa Pirozzolo, Mark Selwyn |
| 2 Desmarais | Paul Bondor, John Desmarais |
| Irell & Manella | Morgan Chu |
| Jones Day | Anthony Insogna |
| Morrison & Foerster | Richard Hung, Michael Jacobs |
| EXCELLENT | |
| 1 Durie Tangri | Mark Lemley, Daralyn Durie |
| Gibson, Dunn & Crutcher | Wayne Barsky, Mark Reiter, Josh Krevitt |
| McKool Smith | Theodore Stevenson, Douglas Cawley |
| 2 Paul Hastings | Bruce Wexler, Naveen Modi |
| Sidley Austin | Jim Badke, Mike Bettinger, Jeffrey Kushan, Thomas Rein |
| Venable | Scott Reed, Megan Woodworth |
| Winston & Strawn | David Enzminger, Charles Klein |
| HIGHLY RECOMMENDED | |
| Arnold & Porter | Matthew Wolf, Jennifer Sklenar, Michael Berta |
| Cooley | Stephen Smith |
| DLA Piper | Mark Fowler |
| Goodwin | Daryl Wiesen, Douglas Kline |
| Knobbe Martens | Joseph Cianfrani |
| Latham & Watkins | David Callahan, Michael Morin |
| Orrick, Herrington & Sutcliffe | Sten Jensen, Jared Bobrow |
| Patterson Belknap Webb & Tyler | Lewis Popovski, William Cavanaugh |
| Paul, Weiss, Rifkind, Wharton & Garrison | Nicholas Groombridge, Eric Alan Stone, Catherine Nyarady |
| Perkins Coie | Christopher Hanewicz |
| Weil, Gotshal & Manges | Brian Ferguson, Edward Reines, Elizabeth Weiswasser |
| Williams & Connolly | David Berl, Jessamyn Berniker |
| RECOMMENDED | |
| Baker Botts | Roger Fulghum, Douglas Kubehl |
| Covington & Burling | Michael Plimack, Erica Andersen, Gary Rubman |
| Hunton Andrews Kurth | John Flock, Michael Oakes |
| Keker, Van Nest & Peters | Robert Van Nest |
| Mayer Brown | Lisa Ferri, Alan Grimaldi |
| McDermott Will & Emery | Nicole Jantzi |
| O'Melveny & Myers | Ryan Yagura |
| Ropes & Gray | Andrew Thomases |
| Susman Godfrey | Stephen Susman |
| Wolf, Greenfield & Sacks | Gregory Corbett |



Our analysis

KIRKLAND & ELLIS: ICONIC TRIAL-READY LITIGATORS



Leora Ben-Ami

Key figures: Gregory Arovas, Gregg LoCascio and Leora Ben-Ami
Established: 1909

Track record: The superb team of IP litigators at Kirkland & Ellis frequently represents its clients successfully in court and in front of the PTAB as well as in arbitration. The firm continued to be instructed on high-profile, high-value mandates; it successfully spared AT&T Services \$200m in damages in a patent infringement case brought by Sycamore IP Holdings.

Team & differentiation: The patent litigation practice has long been a hallmark of Kirkland & Ellis; with its impressively deep bench of partners it spans all major innovation industries, from pharmaceuticals to telecoms to engineering. New York-based partners Leora Ben-Ami and Gregory Arovas head the practice alongside the Washington D.C.-based Gregg LoCascio.

FISH & RICHARDSON: TOP-NOTCH LITIGATORS PROVIDING CREATIVE, LONG-TERM SOLUTIONS



Kurt Glitzenstein

Key figure: Kurt Glitzenstein
Established: 1878

Track record: The volume of cases handled by Fish & Richardson's team is truly impressive: between 2009 and 2019 it handled almost 1,500 separate patent cases, far more than its competitors. The firm focuses on quality, not just volume, acting for the likes of Microsoft, LG and Samsung as well as lesser-known companies such as Macronix International.

Team & differentiation: The team has a reputation for winning the most significant patent trials. The Boston-based Kurt Glitzenstein leads a team of over 250 patent litigators; he first-chairs trials and represents clients around the globe. Juanita Brooks is a go-to litigator for high-stakes cases; Michael McKeon has extensive experience in high-tech litigation.

VENABLE: A HIGH VOLUME OF WORK AND QUALITY



Megan Woodworth

Key figures: Scott Reed and Megan Woodworth
Established: 1900

Track record: Venable's market-leading practice advises such clients as Astellas Pharma, Sanofi, Novartis, Allergan and Pozen. Renowned for assisting pharmaceutical clients, the firm has also been involved in matters relating to visual voicemail, software systems, vaccines, flashlights, satellite components, targeted cancer therapies, and cryogenic surgical devices.

Team & differentiation: Baltimore-headquartered IP powerhouse Venable fields one of the largest IP teams in the US. Led by seasoned trial lawyers with significant experience in complex, high-profile patent matters, Venable is widely recognized for the outstanding results it achieves for its clients. Practice heads Scott Reed and Megan Woodworth are widely respected.

KNOBBE MARTENS: IMPRESSIVE RECORD OF SUCCESS



Joseph Cianfrani

Key figure: Joseph Cianfrani
Established: 1962

Track record: Especially strong in Hatch-Waxman litigation and PTAB cases for patent owners, California-based IP boutique Knobbe Martens has a well-rounded patent disputes practice. Recent clients include Orexigen Therapeutics and SecureAuth; Fisher & Paykel Healthcare, Edwards Lifesciences, Masimo, Lupin, and Illumina have also instructed the firm.

Team & differentiation: With over half its resources devoted to litigation, Knobbe Martens covers areas from consumer brands to computer software, and microchips to medical devices. John Sganga has over three decades' experience in litigating IP and technology disputes; William Zimmerman is recommended for pharmaceutical litigation. Joseph Cianfrani heads the team.

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



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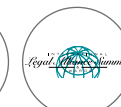
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- Awards for those outstanding in their field





LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Arnold & Porter | Allison Shuren, Daniel Kracov |
| Cooley | Barbara Kosacz |
| Hogan Lovells US | Asher Rubin |
| Latham & Watkins | Cheston Larson, Mark Roeder |
| WilmerHale | Stuart Falber, Bruce Manheim Jr., Lisa Pirozzolo |
| EXCELLENT | |
| Covington & Burling | John Hurvitz, Denise Esposito |
| Goodwin | Kingsley Taft, Mitchell Bloom |
| King & Spalding | Nikki Reeves, Andrew Bayman |
| Morgan, Lewis & Bockius | Jeffry Mann, Michael Abernathy, Alan Leeds |
| Ropes & Gray | Gregory Levine, Michael Beauvais |
| Sidley Austin | Scott Bass |
| HIGHLY RECOMMENDED | |
| Dechert | David Rosenthal, Andrea Reid |
| DLA Piper | Andrew Gilbert, Matt Holian |
| Kirkland & Ellis | Leora Ben-Ami, Patricia Carson, James Hurst, Jay Lefkowitz |
| Morrison & Foerster | Michael Ward |
| Wilson Sonsini Goodrich & Rosati | Kenneth Clark, Georgia Ravitz, James Ravitz |
| RECOMMENDED | |
| Jones Day | Anthony Insogna, Tamera Weisser |
| McDermott Will & Emery | Byron Kalogerou, Kristian Werling |
| Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | Jonathan Kravetz, William Whelan |
| Norton Rose Fulbright | Stacey Martinez |
| Reed Smith | Melissa Geist |

COVINGTON & BURLING: GLOBAL LEADER IN LIFE SCIENCES



Denise Esposito

Key figures: John Hurvit
and Denise Esposito
Established: 1919

Track record: Covington & Burling dedicates much of its resources to pharmaceutical, biotech and medical device matters. It is active in high-value transactions, high-stakes litigation and government investigations; regulatory work such as FDA and other agency procedure is another area of strength. Recent clients include Illumina, Indivior and Johnson & Johnson.

Team & differentiation: Covington offers multi-disciplinary life cycle management to help clients ranging from start-ups to multi-nationals achieve their regulatory and commercial IP goals. Its practice relies on the know-how of its deep team of lawyers, many of whom have served in leadership roles at major industry regulatory bodies and manufacturers.



PRODUCT LIABILITY: PHARMACEUTICALS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| 1 Arnold & Porter | Anand Agneshwar, Pamela Yates |
| Goldman Ismail Tomaselli Brennan & Baum | Tarek Ismail, Shayna Cook |
| Reed Smith | Melissa Geist, Marilyn Moberg |
| Williams & Connolly | Joseph Petrosinelli, Heidi Hubbard |
| 2 Dechert | Sheila Birnbaum, Mark Cheffo |
| DLA Piper | Christopher Campbell |
| Venable | Kathleen Hardway, Jason Rose |
| EXCELLENT | |
| Bartlit Beck | Kaspar Stoffelmayr, Steven Derringer |
| Butler Snow | Alyson Jones |
| Greenberg Traurig | Lori Cohen |
| Pepper Hamilton | Rachael Bushey, Andrew Kantra, Sean Fahey |
| Shook, Hardy & Bacon | Alicia Donahue, Walter Cofer |
| Sidley Austin | Alycia Degen, Maja Eaton, Heidi Levine |
| HIGHLY RECOMMENDED | |
| Bowman & Brooke | Kim Schmid, Randall Christian |
| Covington & Burling | Michael Imbroscio, Phyllis Jones, Paul Schmidt |
| Hughes Hubbard & Reed | Diane Lifton, Robb Patryk, James Fitzpatrick |
| King & Spalding | Andrew Bayman, Bruce Hurley |
| Morgan, Lewis & Bockius | Paul Zevnik |
| Quinn Emanuel Urquhart & Sullivan | Sandra Bresnick, Michael Lyle |
| Skadden, Arps, Slate, Meagher & Flom | John Beisner |
| Wheeler Trigg O'Donnell | Michael O'Donnell |
| RECOMMENDED | |
| Bryan Cave Leighton Paisner | Stephen Strauss |
| Goodwin Procter | Glenn Kerner, Joanne Gray |
| Hogan Lovells US | Lauren Colton |
| Jones Day | Stephanie Parker |
| Kirkland & Ellis | Mike Brock |
| Mayer Brown | Daniel Ring, Michael Olsen, Andrew Calica |
| Morrison & Foerster | Erin Bosman, Julie Park |
| Norton Rose Fulbright | Steven Jansma |
| O'Melveny & Myers | Steve Brody, Sabrina Strong |
| Tucker Ellis | Mollie Benedict |

ARNOLD & PORTER: MARKET-LEADING PRODUCT LIABILITY DONS



Anand Agneshwar

Key figures: Anand Agneshwar and Pamela Yates
Established: 1946

Track record: In 2019, Arnold & Porter continued to represent Bristol-Myers Squibb in several matters, including one relating to a drug that allegedly induces compulsive gambling. The firm was also prominently involved in opioid litigation. Other clients include Philip Morris, PepsiCo, Sanofi, Pfizer and Kellogg's; the team is also active in the apparel sector.

Team & differentiation: Arnold & Porter's product liability, class action and mass tort practice is impressively broad, encompassing toxic tort cases as well as claims regarding pharmaceuticals and other consumer products. Anand Agneshwar and Pamela Yates, based in New York and Los Angeles respectively, jointly head the well-resourced department.



HEALTHCARE

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| 1 McDermott Will & Emery | Eric Zimmerman |
| 2 King & Spalding | Jim Boswell, Mark Polston |
| Ropes & Gray | Deborah Gersh, Timothy McCrystal |
| EXCELLENT | |
| Epstein Becker & Green | David Matyas, Jason Christ, Amy Lerman |
| Hogan Lovells US | Sheree Kanner |
| Jones Day | James Dutro, Kenneth Field, Stephen Sozio |
| Latham & Watkins | Daniel Meron |
| HIGHLY RECOMMENDED | |
| Baker, Donelson, Bearman, Caldwell & Berkowitz | William Mathias, Ashby Burks |
| Foley & Lardner | Christopher Donovan, Judith Waltz |
| Manatt, Phelps & Phillips | William Bernstein, Gregory Pimstone |
| Reed Smith | Scot Hasselman, Carol Colborn Loepere, Karl Thallner, Kurt Peterson |
| Sidley Austin | Meenakshi Datta, Jaime Jones |
| RECOMMENDED | |
| Akin Gump Strauss Hauer & Feld | John Jacob |
| Alston & Bird | Sarah Ernst |
| Crowell & Moring | Christopher Flynn, Paul Mourning |
| Debevoise & Plimpton | Mark Goodman, Andrew Bab, Maura Monaghan, Paul Rubin |
| Dentons | Kimberly Kerry, Daniel Fisher, Kathryn Ashton |
| DLA Piper | Joshua Kaye |
| Greenberg Traurig | Nancy Taylor, David Peck |
| McGuireWoods | Amber Walsh |
| Mintz, Levin, Cohn, Ferris, Glovsky and Popeo | Karen Lovitch, Susan Berson, Stephen Weiner |
| Morgan, Lewis & Bockius | Howard Young, Michele Buenafe, Margaret Schmidt, Mark Stein |
| Norton Rose Fulbright | Stacey Murphy, Debbi Johnstone |
| Polsinelli | Matthew Murer, Jane Arnold, Mary Bonaccorsi, Colleen Faddick, Stuart Pape |
| Proskauer Rose | Richard Zall |
| VALUABLE PRACTICE | |
| Arnold & Porter | Daniel Kracov, Allison Shuren |
| BakerHostetler | Charlene McGinty, Lynn Sessions |
| Faegre Drinker Biddle & Reath | Jeffrey Ganiban |
| Hooper, Lundy & Bookman | Patric Hooper, Robert Lundy, Lloyd Bookman |
| Nixon Peabody | Peter Egan |
| Sheppard, Mullin, Richter & Hampton | Eric Klein |
| Williams & Connolly | Enu Mainigi, Jennifer Wicht |



DATA PROTECTION & CYBERSECURITY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------------|--|
| LEADING | |
| 1 DLA Piper | Jim Halpert, Andrew Serwin |
| Hogan Lovells US | Marcy Wilder, Harriet Pearson |
| Morrison & Foerster | Miriam Wugmeister |
| 2 Baker McKenzie | Brian Hengesbaugh, David Lashway, John Woods Jr. |
| Covington & Burling | Kurt Wimmer |
| Hunton Andrews Kurth | Lisa Sotto |
| Orrick, Herrington & Sutcliffe | Doug Meal, Heather Egan Sussman, Aravind Swaminathan |
| EXCELLENT | |
| Arnold & Porter | Ronald Lee, Kenneth Chernof, Marcus Asner |
| BakerHostetler | Theodore Kobus III |
| Cooley | Michael Rhodes, David Navetta, Boris Segalis |
| Debevoise & Plimpton | Luke Dembosky, Jeremy Feigelson |
| Kelley Drye & Warren | Alysa Hutnik, Dana Rosenfeld |
| Sidley Austin | Alan Raul |
| Venable | Emilio Cividanes, Stuart Ingis |
| WilmerHale | Benjamin Powell, Kirk Nahra, Jason Chipman, Reed Freeman Jr. |
| ZwillGen | Marc Zwillinger, Jacob Sommer, Mason Weisz |
| HIGHLY RECOMMENDED | |
| Alston & Bird | Kimberly Kiefer Peretti, David Keating, James Harvey |
| Crowell & Moring | Jeffrey Poston, Evan Wolff |
| Goodwin | Brenda Sharton, Karen Neuman |
| Holland & Knight | Mark Melodia |
| InfoLawGroup | Justine Young Gottshall |
| Loeb & Loeb | Ieuan Jolly, Jessica Lee, Robert Newman |
| McDermott Will & Emery | Laura Jehl |
| Perkins Coie | Todd Hinnen |
| Pillsbury Winthrop Shaw Pittman | Brian Finch, Deborah Thoren-Peden |
| Reed Smith | Anthony Diana |
| Ropes & Gray | Edward McNicholas, Mark Szapak |
| Steptoe & Johnson | Michael Vatis, Stewart Baker |
| Wiley Rein | Matthew Gardner, Megan Brown |
| Wilson Sonsini Goodrich & Rosati | Lydia Parnes |

HOGAN LOVELLS US: WATCHFUL GUARDIANS, TRUSTED BY THE BEST



Marcy Wilder

Key figures: Marcy Wilder and Harriet Pearson
Established: 1904

Track record: Hogan Lovells US is highly regarded as a trustworthy advisor to numerous major multinationals on data protection and cybersecurity matters across numerous sectors, including healthcare. Major cloud-based software company Salesforce.com is a GDPR client; the firm also represented Equifax before the Federal Trade Commission regarding a data breach.

Team & differentiation: Leveraging formidable strength in depth to handle advisory compliance work as well as high-profile investigations, Hogan Lovells US is well-placed to handle complex, often multi-jurisdictional matters for major clients. Marcy Wilder, a cybersecurity and healthtech expert, co-heads the practice with data privacy specialist Harriet Pearson.



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SOUTH AMERICA

DR



ARGENTINA

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| 1 Marval, O'Farrell & Mairal | Martín Bensadón, Cristián Bittel |
| 2 G. Breuer | Jorge Otamendi, Alejandro Breuer-Moreno, Pedro Breuer-Moreno |
| EXCELLENT | |
| Berken IP | Alicia Alvarez Berkenwald, Ernesto Machicote, Pedro Berkenwald |
| ClarkeModet Argentina | Diego Martin |
| Obligado & Cia | Federico Aulmann, Juan Martin Aulmann |
| Palacio & Asociados | Mingo Palacio, Livia Carbonelli |
| Richelet & Richelet | Gastón Richelet |
| HIGHLY RECOMMENDED | |
| Berton Moreno Ojam | Juan Carlos Ojam, Raquel Flanzbaum, Alberto Berton M., Juan Berton M. |
| Estudio Chaloupka | Claudia Serritelli |
| Ferrer Reyes, Tellechea & Bouché | Santiago Ferrer Reyes, Julia Elena Tellechea, Laura de Achaval, Diego Bouche |
| Hausheer Belgrano & Fernández | Graciela Perez |
| Mitrani Caballero & Ruiz Moreno | Ignacio Bérèterbide |
| Noetinger Armando Abogados | Miguel Armando, Matias Noetinger |
| RECOMMENDED | |
| Baker McKenzie | Bernard W. Malone |
| Beccar Varela | Emilio Beccar Varela, Florencia Rosati |
| Herrero & Asociados | Ariel Juan Ibáñez |
| Moeller IP Advisors | Gerardo Messerer, José Santacroce |
| Sena & Berton Moreno | Gustavo Sena, Alfredo Marcelo Sena |
| Ungria Patentes y Marcas | Veronica Vater |



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| G. Breuer | Jorge Otamendi, Pedro Carlos Breuer-Moreno |
| Marval, O'Farrell & Mairal | Gustavo Giay, Martín G. Chajchir, Martín Bensadón, Ignacio Sánchez Echagüe |
| EXCELLENT | |
| 1 Noetinger Armando Abogados | Fernando Noetinger, Miguel Armando, Matias Noetinger |
| Richelet & Richelet | Ricardo Richelet |
| 2 Berton Moreno Ojam | Raquel Flanzbaum, Juan Carlos Ojam, Ricardo Amigo, Alberto R. Berton Moreno (h.), María Luisa Santa María |
| Ferrer Reyes, Tellechea & Bouché | Laura de Achaval, Laura Plavnick |
| Hausheer Belgrano & Fernández | Marina O. Fernández, Gabriela Musante |
| Obligado & Cía | Federico Aulmann, Juan Martin Aulmann |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Bernard W. Malone |
| Berken IP | Pedro Berkenwald, Federico Ulled |
| ClarkeModet Argentina | María Nájera |
| Estudio Chaloupka | Claudia Serritelli |
| Moeller IP Advisors | Mariano Municoy, Victoria de Lasa Andrés |
| PAGBAM IP | Fernando Alonso, Julio Francisco Lago, Santiago M. Fiorito |
| Palacio & Asociados | Hector Palacio, Mingo Palacio, Mercedes Durlach, Diego Palacio |
| Ryan-Lussich & Asociados | John Ryan-Lussich |
| Sena & Berton Moreno | Gustavo Sena |
| RECOMMENDED | |
| Allende & Brea | Pablo Andrés Palazzi |
| Apellaniz & O'Farrell | Ignacio de Apellaniz |
| Beccar Varela | Emilio Beccar Varela, Florencia Rosati |
| Brons & Salas | María José Rodríguez M. |
| Izquierdo & Vicetto | José María Vicetto, Juan Bautista Vicetto |
| Litvin Marzorati Legales | Melisa Litvin, Constanza Capici |
| Mitrani Caballero & Ruiz Moreno | Manuel Alonso, Ignacio Bérèterbide |

OBLIGADO & CÍA: OVER A CENTURY OF INTELLECTUAL PROPERTY EXPERTISE



Juan Martín Aulmann

Key figures: Federico Aulmann and Juan Martín Aulmann
Established: 1889

Track record: Intellectual property boutique Obligado & Cía has a long-established reputation as a patent, trademark, domain name and industrial design expert in the Argentinian market. The firm advises on a range of issues, from rights registration and portfolio management, to complex litigation and transactional work.

Team & differentiation: Federico Aulmann is widely experienced in advising emerging businesses and multinationals in trademark matters related to the ICT & software, medical devices, pharmaceutical, telecoms and technology sectors. The team has in-depth knowledge of registrations, infringement mandates and enforcement procedures.



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

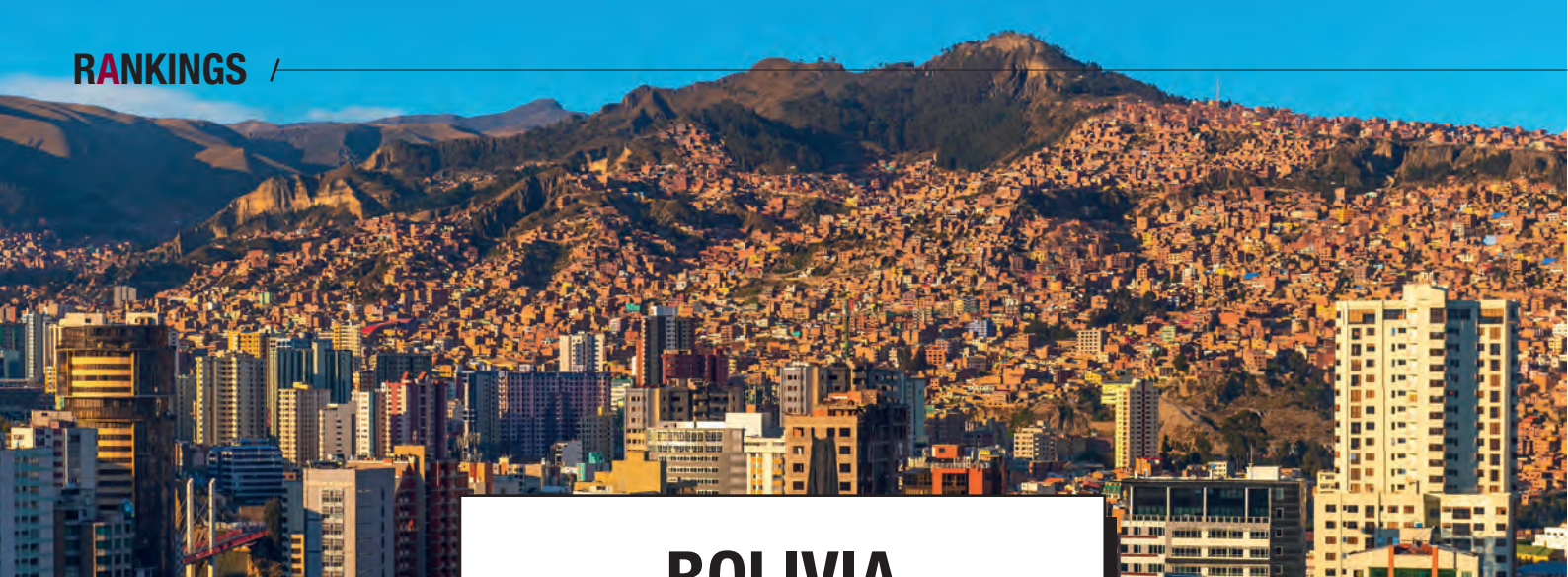
| FIRM | KEY FIGURES |
|---|---|
| EXCELLENT | |
| G. Breuer | Alberto Ernesto Villegas |
| Marval O'Farrell & Mairal | Gustavo Giay, Martin Chajchir |
| HIGHLY RECOMMENDED | |
| Ferrer Reyes, Tellechea & Bouché | Santiago Ferrer Reyes, Laura de Achaval, Laura Plavnick |
| Noetinger Armando Abogados | Fernando Noetinger, Matias Noetinger |
| RECOMMENDED | |
| Baker McKenzie | Bernard W. Malone |
| Berton Moreno Ojam | Alberto Berton Moreno Jr., Juan Carlos Ojam |
| ClarkeModet Argentina | María Nájera |
| Estudio Chaloupka | Claudia Serritelli, Paula Galvan |
| Palacio & Asociados | Mingo Palacio , Pedro Ramirez |

TECHNOLOGY, INTERNET AND TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|-------------------------------------|
| EXCELLENT | |
| Beccar Varela | Florencia Rosati |
| Marval, O'Farrell & Mairal | Gustavo Giay, Diego Fernandez |
| Richards, Cardinal, Tützer, Zabala & Zaefferer | Lisandro Frene |
| HIGHLY RECOMMENDED | |
| Allende & Brea | Pablo Palazzi |
| Baker Mckenzie | Guillermo José Cervio |
| Barreiro. Oliva. De Luca. Jaca. Nicastro | Gonzalo Oliva Beltrán |
| Bomchill | Marcelo Bombau, Francisco Gutiérrez |
| RECOMMENDED | |
| ClarkeModet Argentina | Marcos Santivañez |
| G. Breuer | Alfonso Campos Carles |
| Litvin Marzorati Legales | Melisa Litvin |
| Tanoira Cassagne Abogados | Juan Gregorio Pozzo |



BOLIVIA

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Moreno Baldivieso | Ramiro Moreno Baldivieso, Rodrigo Moreno Gutiérrez |
| EXCELLENT | |
| Bufete Aguirre Quintanilla Soria & Nishizawa | Perla Koziner |
| Orpan Soc. Civil Estudio Jurídico | Pilar Soruco |
| HIGHLY RECOMMENDED | |
| 1 Landivar & Landivar | Martha Landivar |
| 2 DAK | Carlos Arze, Pablo Kyllmann, Octavio Álvarez |
| Guevara & Gutiérrez | Marcos Mercado |
| RECOMMENDED | |
| Bolet & Terrero | Juan Ignacio Zapata |
| C.R. & F. Rojas – Abogados | Alejandra Bernal |
| Trujillo & Fernandez Servicios Legales | Santos Numbela, Hugo Trujillo |

MORENO BALDIVIESO ESTUDIO DE ABOGADOS: OUTSTANDING IP PRACTICE WITH INTERNATIONAL RECOGNITION



Ramiro Moreno

Key figures: Rodrigo Moreno and Ramiro Moreno
Established: 1932

Track record: Full-service law firm with more than 86 years of experience in intellectual property. The firm provides strategic intellectual property and technology solutions. Their client roster contains local companies and multinational corporations in a variety of industries, including, food and beverages, sports and entertainment, mining, pharmaceuticals, chemicals and software.

Team & differentiation: The team handles some of the most complex IP issues in Bolivia. The firm has one of the largest IP practices in the country with a deep bench of attorneys, patent agents, and other professionals. Senior Partner Ramiro Moreno Baldivieso is highly regarded as one of Bolivia's most important, experienced and qualified international lawyers within his field.



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Moreno Baldivieso | Ramiro Moreno Baldivieso, Rodrigo Moreno Gutiérrez |
| Orpan Soc. Civil Estudio Jurídico | Pilar Soruco |
| EXCELLENT | |
| Bufete Aguirre Quintanilla Soria & Nishizawa | Perla Koziner |
| DAK | Carlos Arze, Pablo Kyllmann, Octavio Álvarez |
| HIGHLY RECOMMENDED | |
| 1 Guevara & Gutiérrez | Marcos Mercado |
| 2 Cervieri Monsuárez & Asociados | Mónica Rivero |
| Landivar & Landivar | Martha Landivar |
| RECOMMENDED | |
| Bolet & Terrero | Juan Ignacio Zapata |
| C.R. & F. Rojas – Abogados | Alejandra Bernal |
| Escobar & Escobar | Joaquín Escobar Cabezas |
| Ferrere | Ana Valeria Escobar |
| Trujillo & Fernandez Servicios Legales | Santos Numbela, Hugo Trujillo |

LANDIVAR & LANDIVAR: THE COMPLETE IP ADVISER



Martha Landivar

Key figure: Martha Landivar
Established: 1962

Track record: Landivar & Landivar is a pioneering firm in the field of intellectual property in Bolivia. The firm is strong on the full range of IP matters, including trademarks, patents, utility models, industrial designs and copyright, among others. Its client roster includes BMW, Converse, Facebook, Energizer, Dow and Gol.

Team & differentiation: The team is composed of IP specialists with expertise in a wide range of matters. Senior partner Martha Landivar is a highly respected lawyer in the market. She focuses her practice on trademark oppositions, domain names and IP litigation and has experience in different industries such as technology, automotive and pharmaceuticals.



BRAZIL

PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Dannemann Siemsen | Gustavo de Freitas Morais, Joaquim Eugênio Goulart, Luiz Henrique O. do Amaral, Peter Eduardo Siemsen |
| Gusmão & Labrunie Propriedade Intelectual | José Roberto Gusmão, Jacques Labrunie, João Vieira da Cunha, Marcos Blasi, Vanessa Ribeiro |
| Licks Attorneys | Carlos Aboim, Eduardo Hallak, Felipe Mesquita, Otto Licks, Rodrigo Souto Maior |
| EXCELLENT | |
| Daniel Law | Leonardo Braune, Rafael Salomão Romano, Ricardo Nunes, Roberto Ribeiro |
| Kasznar Leonardos | Gabriel Leonardos, Elisabeth Kasznar, Claudio Barbosa, Rafael Lacaz Amaral |
| HIGHLY RECOMMENDED | |
| Bhering Advogados | Isabel Milman, Pedro Bhering, Philippe Bhering |
| Denis Borges Barbosa Advogados | Bernardo Guitton Brauer, Pedro Marcos Nunes Barbosa, Raul Murad |
| Di Blasi, Parente & Associados | Gabriel Di Blasi, Paulo Parente Marques Mendes |
| Montaury Pimenta, Machado & Vieira de Mello | Ana Paula Affonso Brito, Luiz Edgard Montaury Pimenta |
| Trench Rossi Watanabe | Marcela Trigo de Souza |
| RECOMMENDED | |
| BMA – Barbosa, Müssnich, Aragão | Antonella Carminatti, Claudia Schulz |
| Guerra IP | Alberto Guerra, Flavio Leonardos |
| Luiz Leonardos & Advogados | Ana Paula Jardim |
| Mommalaw - Müller Mazzonetto | Karina Müller, Nathalia Mazzonetto |



Our analysis

MONTAURY PIMENTA, MACHADO & VIEIRA DE MELLO: IP PROSECUTION EXPERTISE



Roberto Vieira de Mello

Key figures: Gabriela Neves Salerno and Roberto Vieira de Mello

Established: 1929

Track record: Admired practice group sought out for its expert handling of patent and trademark prosecution, IP litigation and copyright issues. Frequently called upon by key electronics, pharmaceutical and telecoms companies for its multidisciplinary approach to complex intellectual property mandates. Noted for its superior legal counsel on the full spectrum of patent-related matters.

Team & differentiation: With offices in Rio de Janeiro and São Paulo, the firm's patent prosecution department consists of 14 professionals - including 11 engineers, two lawyers and one pharmacist - and is led by seasoned founding partner, Roberto Vieira de Mello. Partner Gabriela Salerno is head of the technical team within the practice and specializes in the pharmaceutical and biotechnology spheres.

KASZNAR LEONARDOS: A DOMINANT IP FIRM



Elisabeth Kasznar

Key figures: Claudio Barbosa, Elisabeth Kasznar, Gabriel F. Leonardos and Rafael Lacaz Amaral

Established: 1919

Track record: Dominant IP firm widely sought out for its excellent track record handling the full range of sectoral disputes before both the judicial courts and the Brazilian Patent and Trademark Office. Highly regarded for its superior expertise in patent litigation, trademark disputes and patent prosecution mandates. Also recognized for the quality of its technology, life sciences and copyright practices.

Team & differentiation: Captained by acclaimed figures such as Elisabeth Kasznar and Gabriel Leonardos, Kasznar Leonardos remains a household name in the Brazilian IP market more than a century after its foundation. With 22 partners and 86 associates based in its Porto Alegre, Rio and São Paulo offices, attorneys enjoy the support of in-house biologists, engineers and pharmacists.

GUSMÃO & LABRUNIE PROPRIEDADE INTELECTUAL: AN IP POWERHOUSE



João Vieira da Cunha

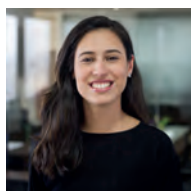
Key figures: Jacques Labrunie, João Vieira da Cunha, José Roberto Gusmão, Marcos Blasi and Vanessa Ribeiro

Established: 1988

Track record: Market-leading practice with an excellent record representing companies from the consumer goods, pharmaceutical and automotive industries on strategic trademark and patent litigation. Retained by heavyweights such as Unilever, Heineken and Sanofi for its counsel on cases involving copyrights, IP prosecution and technology issues. Also noted for its expertise assisting clients before the Brazilian Patent and Trademark Office.

Team & differentiation: Headquartered in São Paulo, the firm's patent litigation department is actively relied upon by high-flying corporations due to its outstanding success rate in must-win cases. The team is led by founding partners José Roberto Gusmão and Jacques Labrunie as well as key partners João Vieira da Cunha, Marcos Blasi and Vanessa Ribeiro.

CLARKEMODET: A GO-TO NAME FOR PROSECUTION MATTERS



Silvia Costa

Key figures: Rafael Freire and Silvia Costa

Established: 1965

Track record: Esteemed outfit which stands out for its first-rate capabilities assisting national and international heavyweights from the automotive, technology and telecommunications sectors with the comprehensive protection of their patent and trademark portfolios. Well regarded for its adept handling of cases involving trade secrets, industrial design and plant varieties.

Team & differentiation: With offices in São Paulo, Rio, Porto Alegre and São José dos Campos, this thriving practice consists of three partners and 17 associates and is led by Silvia Costa, who has over 13 years of experience in the Brazilian IP sphere. The team was recently boosted by the arrival of five new hires, chief amongst them, Arthur Lourenço, the firm's new director of patent prosecution.

DENIS BORGES BARBOSA ADVOGADOS: LONG-STANDING PATENT ADVISORS



Pedro Marcos Nunes Barbosa

Key figures: Bernardo Guitton Brauer, Pedro Marcos Nunes Barbosa and Raul Murad

Established: 1992

Track record: Esteemed Rio-based IP boutique admired for its track record in strategic patent litigation mandates involving the pharmaceutical, biotechnology, agriculture and life science sectors. Particularly noted for its activity before the Brazilian PTO and regulatory agencies such as ANVISA. Noted for its extensive knowledge of copyrights and entertainment law.

Team & differentiation: With branch offices in Brasília, Curitiba and São Paulo, Denis Borges Barbosa Advogados consists of 21 highly qualified attorneys all of whom are specialists in IP matters. With seasoned name partner Pedro Marcos Nunes Barbosa at the helm, the firm's professionals actively assist leading Brazilian law firms and multinationals on the full range of their IP needs.

DI BLASI, PARENTE & ASSOCIADOS: HIGH-QUALITY IP COUNSEL



Gabriel Di Blasi

Key figure: Gabriel Di Blasi

Established: 1987

Track record: Renowned IP firm capably assisting domestic and international blue-chip companies from the electronics, and food and beverages sectors with the full range of intellectual property matters. Singled out for its vast experience handling patent and trademark litigation, prosecution filings and copyright mandates. An enviable client portfolio includes big shots such as IBM, The Coca-Cola Company and Samsung.

Team & differentiation: Led by seasoned founding and managing partner Gabriel Di Blasi, the attorneys at Di Blasi, Parente & Associados closely collaborate with in-house biologists and engineers to provide superior IP services. The firm's patent prosecution department was recently boosted by the arrival of five new hires including patent specialists Franco Barese, Rodrigo Azevedo and Cláudia Mesquita.



PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| 1 Dannemann Siemsen | Carlos Pires, Ivan Ahlert, José Marcelo Fernandes, Maria Carmen Brito, Monique Rodrigues Teixeira |
| 2 Kasznar Leonardos | Eduardo Rosman, Gustavo Barbosa, João Luis Vianna, Tatiana Silveira |
| EXCELLENT | |
| Daniel Law | Gustavo Sartori Guimarães, Ricardo Nunes |
| HIGHLY RECOMMENDED | |
| Bhering Advogados | Pedro Bhering, Philippe Bhering |
| ClarkeModet | Rafael Freire, Silvia Costa |
| Gusmão & Labrunie Propriedade Intelectual | Carolina Nakata, Jacques Labrunie, Juliano Ryota Murakami, Priscila Thereza |
| Montaury Pimenta, Machado & Vieira de Mello | Gabriela Neves Salerno, Roberto Vieira de Mello |
| RECOMMENDED | |
| David do Nascimento Advogados Associados | Marcello do Nascimento |
| Guerra IP | Alberto Guerra, Flavio Leonardos, Rodrigo Ferreira |
| Licks Attorneys | Felipe Mesquita, Otto Licks |
| Luiz Leonardos & Advogados | Ana Paula Jardim |
| Magellan IP | Leonor Galvão, Caio Rodrigues |
| VALUABLE PRACTICE | |
| BMA – Barbosa, Müssnich, Aragão | Ana Cristina Müller, Antonella Carminatti, Claudia Schulz |
| Demarest Advogados | Tatiana Campello |
| Di Blasi, Parente & Associados | Gabriel Di Blasi |
| Fialho Salles Advogados | Lucas Spadano |
| Gaiarsa, Ferreira & Meyer Propriedade Intelectual | Katia Jane Ferreira |



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DATA PROTECTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| 1 Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados | Fabio Ferreira Kujawski, Paulo Brancher, Thiago Luís Sombra |
| Pinheiro Neto Advogados | André Giacchetta, Ciro Torres Freitas, Larissa Galimberti, Raphael de Cunto |
| 2 Baptista Luz Advogados | Pedro H. Ramos |
| Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados | Caio César Carvalho Lima, Camilla Jimene, Juliana Abrusio, Marcos Bruno, Rony Vainzof |
| TozziniFreire Advogados | Bruna Borghi Tomé, Carla Hellu Battilana, Marcela Ejnisman, Patrícia Helena Martins |
| EXCELLENT | |
| Machado Meyer Advogados | Diego de Lima Gualda, Elton Minasse |
| PG Advogados | Marcelo Crespo, Márcio Chaves, Patrícia Peck |
| Veirano Advogados | Fábio Pereira, Guilherme Potenza |
| HIGHLY RECOMMENDED | |
| 1 ASBZ Advogados | Luiza Sato |
| Daniel Law | Thamilla Talarico |
| Dannemann Siemsen | Filipe Fonteles Cabral |
| KLA Advogados | Tania Liberman, Vanessa Pirró |
| Pereira Neto Macedo Advogados | Daniel Douek, Ronaldo Lemos |
| Silveiro Advogados | Leonardo Braga Moura, Maurício Brum Esteves, Rodrigo Azevedo |
| 2 Alexandre Atheniense Advogados | Alexandre Atheniense |
| BMA - Barbosa, Müssnich, Aragão | José Eduardo de V. Pieri |
| Cortez, Rizzi & Miranda Advogados | Maria Cristina Cortez, Heitor Carmássio Miranda |
| Demarest Advogados | Tatiana Campello, Julia Pazos, Vanessa Ferro |
| Kasznar Leonardos | Claudio Barbosa, Fernanda Magalhães, Nancy Caigawa |
| Viseu Advogados | Gustavo Artese, Luis Gustavo Leão |
| RECOMMENDED | |
| Campos Mello Advogados | Paula Mena Barreto |
| CGM Advogados | Adriano Chaves |
| Dias Carneiro Advogados | Vanessa Pareja Lerner, Juliana da Cunha Mota |
| Felsberg Advogados | Clarissa Luz, Evy Marques |
| Kestener, Granja & Vieira Advogados | Fabio Alonso Vieira |
| Mundie e Advogados | Ana Claudia Beppu, Tomás Paiva |
| Palhares Advogados | Felipe Palhares |

ALEXANDRE ATHENIENSE ADVOGADOS: SEASONED DATA PROTECTION COUNSEL



Alexandre Atheniense

Key figure: Alexandre Atheniense
Established: 2017

Track record: Compact data protection and technology boutique recognized for the long-standing expertise of its founding partner in digital law. Well-equipped to advise on data protection and privacy mandates such as the reviewing of internal policies, risk mitigation and the drafting of both GDPR and LGPD compliance programs. Also noted for its valuable knowledge of information security, e-commerce regulations and cybercrime issues.

Team & differentiation: With offices in Belo Horizonte, Brasília and São Paulo, the firm is captained by founding partner Alexandre Atheniense, who has built up over three decades of experience in the legal market. Atheniense stands out as a pioneer in the field of IT law and is an expert on cases involving software, digital media and electronic evidence.

CAMPOS MELLO ADVOGADOS: DATA PROTECTION KNOW-HOW



Paula Mena Barreto

Key figure: Paula Mena Barreto
Established: 1981

Track record: Compact practice within a full-service player frequently advising multinationals from the technology, media, automotive and energy sectors on the full range of data protection issues. Particularly valued for its experience providing in-depth consultancy on the Brazilian regulatory landscape, privacy policies, due diligences, data breach scenarios and transfer of technology agreements.

Team & differentiation: Totalling three attorneys, this tight-knit department is led by well-known IP practitioner, Paula Mena Barreto, who regularly advises leading domestic and foreign companies on data protection aspects related to their consumer, labor and marketing activities. The firm's cooperation agreement with global powerhouse DLA Piper provides clients with an edge for international mandates.

PALHARES ADVOGADOS: CUTTING-EDGE DATA ADVISORS



Felipe Palhares

Key figure: Felipe Palhares
Established: 2018

Track record: Highly specialized data protection and privacy boutique which stands out for its cutting-edge expertise advising major international companies from the technology, aviation and manufacturing sectors on complex LGPD and GDPR compliance projects. Frequently sought out by premier British law firms for consultancy on Brazil's regulatory landscape.

Team & differentiation: Founded in 2018 and with offices in São Paulo and Joinville, this flourishing outfit consists of six attorneys all of whom are fully geared towards data protection matters. The firm is led by founding partner and pioneering data expert Felipe Palhares, who is qualified to practice both in Brazil and New York and holds a data protection officer certification from Maastricht University.

TECHNOLOGY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados | Fabio Ferreira Kujawski, Paulo Brancher, Thiago Luís Sombra, Lisa Worcman, Larissa Arruy |
| Pinheiro Neto Advogados | R. de Cunto, A. Giacchetta, J. Mauro Decoussau Machado, L. Galimberti, C. Torres Freitas |
| EXCELLENT | |
| Baptista Luz Advogados | Pedro H. Ramos |
| Licks Attorneys | Otto Licks, Rodrigo Maior, Carlos Aboim |
| Machado Meyer Advogados | Diego de Lima Gualda, Karen Simon, Elton Minasse, Luanna Rodrigues Peporini |
| Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados | Renato Opice Blum, Caio César Carvalho Lima, Juliana Abrusio, Rony Vainzof |
| Pereira Neto Macedo Advogados | Ronaldo Lemos, Daniel Douek, Mateus Piva Adami |
| TozziniFreire Advogados | Marcela Waksman Ejnisman, Bruna Borghi Tomé, Carla do Couto Hellu Battilana, João Busin |
| Veirano Advogados | Fábio Pereira, Guilherme Potenza, Sérgio Bronstein, Marco Monteiro |
| HIGHLY RECOMMENDED | |
| Cascione Pulino Boulos Advogados | Fábio Cascione, Marcelo Padua Lima |
| Cescon, Barrieu, Flesch & Barreto Advogados | Luiz Felipe Di Sessa, Marina da Silva Prado, Alexandre Gossn Barreto |
| Demarest Advogados | Tatiana Campello, Marcelo Inglez de Souza, Celso Xavier |
| Felsberg Advogados | Evy Marques, Clarissa Luz, Júlia Maria Ribeiro |
| Huck Otranto Camargo Advogados | Maurício Vedovato, Fábio Floriano M. Martins, Bruno Robert |
| PG Advogados | Patricia Peck, Rodrigo de Campos Vieira, Márcio Chaves |
| PK Advogados | Hélio Moraes, Henriete Fejes |
| Silveiro Advogados | Rodrigo Azevedo, Leonardo Braga Moura, Maurício Brum Esteves |
| Trench Rossi Watanabe | Flávia Rebello, Marcela Trigo de Souza, Gabriela Paiva Morette |
| RECOMMENDED | |
| 1 BFA - Bialer Falsetti Associados | Ana Paula Bialer |
| BFBM - Barroso Fontelles, Barcellos, Mendonça Advogados | Eduardo Mendonça |
| Cortez, Rizzi & Miranda Advogados | Maria Cristina Cortez, Heitor Carmássio Miranda |
| Dias Carneiro Advogados | Vanessa Pareja Lerner, Eduardo Turkienicz |
| 2 Azevedo Sette Advogados | Ricardo Barretto Ferreira |
| Dannemann Siemsen | Raul Hey, Gustavo Piva de Andrade |
| FAS Advogados | Pedro Eroles, Renata Homem de Melo Fontes, Paulo Focaccia |
| Fialho Salles Advogados | Lucas Spadano |
| Gusmão & Labrunie Propriedade Intelectual | João Vieira da Cunha, Vanessa Ribeiro |
| Kasznar Leonardos | Gabriel Leonardos, Claudio Barbosa, Thereza Abranches |
| KLA Advogados | Karin Alvo, Tania Liberman, Vanessa Pirró |
| Montaury Pimenta, Machado & Vieira de Mello | Dirceu Santa Rosa, Luiz Edgard Montaury Pimenta, Marianna Furtado de Mendonça |
| VALUABLE PRACTICE | |
| Alexandre Atheniense Advogados | Alexandre Atheniense |
| Almeida Advogados | Leonardo Palhares |
| Bhering Advogados | Pedro Bhering, Philippe Bhering |
| CGM Advogados | Adriano Chaves, René Gelman |
| Dias Teixeira Sociedade de Advogados | Diogo Dias Teixeira |
| Motta Fernandes Advogados | Fernando Stacchini, Renata Ciampi |
| Mundie e Advogados | Ana Claudia Beppu, Tomás Paiva |

BARROSO FONTELLES BARCELLOS, MENDONÇA & ASSOCIADOS: TECHNOLOGY & INTERNET EXPERTS



Eduardo Mendonça

Key figure: Eduardo Mendonça
Established: 2013

Track record: Well-regarded technology practice best known for its skilled handling of complex internet law litigation before Brazil's higher courts. The department stands out for its deep-seated knowledge of constitutional matters related to cutting-edge technologies such as data protection, artificial intelligence and the internet of things (IoT).

Team & differentiation: With offices in São Paulo, Rio de Janeiro and Brasília, the firm's technology practice is captained by highly regarded constitutionalist and internet law expert, Eduardo Mendonça. Mr. Mendonça is a professor of constitutional law at Centro Universitário de Brasília (UniCEUB) and is frequently involved in administrative and judicial litigation involving avant-garde technology issues.



STARTUPS & INNOVATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| 1 Baptista Luz Advogados | Fernando Bousso, Luis Felipe Baptista Luz, Pedro H. Ramos, Sérgio Cury Meirelles |
| Pinheiro Neto Advogados | André Giacchetta, Bruno Balduccini, José Mauro Decoussau Machado, Larissa Galimberti, Raphael de Cunto |
| Veirano Advogados | Fábio Pereira, Guilherme Potenza, Ivan Marques, Marcos Coelho da Rocha, Sérgio Bronstein |
| 2 | |
| Derraik & Menezes Advogados | Pedro Ferreira, Rodrigo Menezes |
| Dias Carneiro Advogados | Eduardo Zilberberg, Vanessa Pareja Lerner |
| Ulhôa Canto Advogados | Pedro Chueiri |
| EXCELLENT | |
| Cascione Pulino Boulos Advogados | Eduardo Juaçaba, Fábio Cascione, Marcelo Padua Lima |
| Cescon, Barrieu, Flesch & Barreto Advogados | Darkson Galvão, Luiz Felipe Di Sessa |
| Demarest Advogados | Ana Carolina Botto Audi, Marcelo Inglez de Souza, Paulo Rocha, Tatiana Campello |
| Felsberg Advogados | Bárbara Santos, Clarissa Luz, Evy Marques, Júlia Ribeiro |
| KLA Advogados | Karin Alvo, Luiz Filipe Aranha, Tania Liberman |
| Machado Meyer Advogados | Diego de Lima Gualda, Elton Minasse, Thais de Gobbi |
| HIGHLY RECOMMENDED | |
| Barcellos Tucunduva Advogados | Giancarlo Melito, Karin Klempp Franco, Ricardo dos Santos De Almeida Vieira |
| BVA - Barreto Veiga & Advogados | Felipe Barreto Veiga, Fernando Rosas, José Artur Storani Cilorzo |
| FAS Advogados | Paulo Focaccia, Pedro Eroles, Renata Homem de Melo Fontes |
| Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados | Fabio Ferreira Kujawski, Lisa Worcman, Paulo Brancher |
| Olivério Dal Fabbro Abid Advogados | João Otávio Pinheiro Olivério, João Guilherme Dal Fabbro |
| TozziniFreire Advogados | João Busin, Maria Bofill, Victor Cabral Fonseca |
| RECOMMENDED | |
| Fialho Salles Advogados | Bernardo Santos, Lucas Spadano, Luiza Tangari Coelho |
| Lima = Feigelson Advogados | Bruno Feigelson, Daniel Becker |
| Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados | Marcos Bruno, Renato Opice Blum, Rony Vainzof |
| PG Advogados | Laís Monte Claudio, Rodrigo de Campos Vieira |
| Souto Correa Advogados | Rodrigo Tellechea |
| Vieira Rezende Advogados | Felipe Hanszmann |
| VALUABLE PRACTICE | |
| CGM Advogados | Adriano Chaves, René Gelman |
| Freitas Ferraz Advogados | Adriano Ferraz, Bernardo Freitas |
| Gaia Silva Gaede Advogados | Ivan Hasse, Leonardo Clark, Maurício Barros |
| Kaszner Leonardos | Claudio Barbosa, Gabriel Leonardos |
| Kestener, Granja & Vieira Advogados | Carolina Barbosa Cunha Costa, Fabio Alonso Vieira |
| L.O. Baptista Advogados | Daniela Zaitz, Esther Jerussalmy Cunha, Renata Castro Veloso |
| Machado Associados | Mauro Takahashi Mori, Mirella da Costa Andreola |
| NBFJA | Marcela Figueiró, Tomás Borges Neiva |
| NELM - Nogueira, Elias, Laskowski e Matias Advogados | Eduardo Felipe Matias |
| SBAC Advogados | Lívia Amaral, Pedro Schaffa |
| Souza, Mello e Torres | Patricia Eid |



Our analysis

BAPTISTA LUZ ADVOGADOS: STARTUPS AND INNOVATION PIONEERS



Luis Felipe Baptista Luz

Key figures: Fernando Bousso, Luis Felipe Baptista Luz, Pedro H. Ramos and Sérgio Cury Meirelles
Established: 2004

Track record: Front-running team respected for its leading knowledge of the Brazilian startup ecosystem. Well-equipped to advise major startups and technology companies – such as Rappi, C6 and Warren - on every stage of contractual, regulatory and investment mandates. Additionally represents prominent accelerators, incubators, funds and industry associations such as ABStartups and Startup Farm.

Team & differentiation: Consisting of three partners and 24 associates, the firm's startups & venture capital practice was recently boosted by the arrival of new Florianópolis-based partner Rafael Peixoto Abal. The team's attorneys are highly sought after for the strength of their institutional ties with top-tier accelerators, funds, angel investors and corporate ventures.

ULHÔA CANTO ADVOGADOS: BIG-TICKET STARTUP ADVISORS



Pedro Chueiri

Key figure: Pedro Chueiri
Established: 1959

Track record: Top-tier practice respected for its transactional capabilities assisting with big-ticket venture capital, technology and startup deals. Valued for its experience advising leading startups and funds such as Grow, Loft and Riverwood Capital on financing rounds, exits routes and the tax aspects of sector-related transactions. Noted for its outstanding track record in high-value cross-border deals.

Team & differentiation: This lean practice consists of eight highly qualified attorneys who are led by corporate and venture capital funds from the beginning to the end of project cycles. Valued by names such as Hulu, AB2L and Stilingue for its extensive experience assisting with strategic structuring, development, investment and exit mandates.

BVA – BARRETO VEIGA & ADVOGADOS: A THRIVING STARTUP & INNOVATION PRACTICE



Felipe Barreto Veiga

Key figures: Felipe Barreto Veiga, Fernando Rosas and José Artur Storani Cilurzo
Established: 2015

Track record: Well-known boutique valued for its expertise representing established startups and innovative companies from the e-commerce, IT and telecommunications sectors. Capably handles the legal side of setting up, developing and launching startups in the Brazilian ecosystem. The firm's client portfolio includes VTEX, Domo Invest and Suno Research.

Team & differentiation: Founded in 2015 and already consisting of 13 lawyers, this respected São Paulo-based firm is captained by founding partner Felipe Barreto Veiga, an IP and corporate attorney with impressive skills in startups and technology deals. Recently, Fernando Rosas joined from Goldman Sachs and is the new head of the firm's fintechs & foreign investment practice.

FELSBERG ADVOGADOS: ADMIRED STARTUPS COUNSEL



Evy Marques

Key figures: Bárbara Santos, Clarissa Luz, Evy Marques and Júlia Ribeiro
Established: 1970

Track record: Full-service outfit singled out for its excellent track record advising key players from the innovation ecosystem such as startups, incubators, accelerators and venture capital funds from the beginning to the end of project cycles. Valued by names such as Hulu, AB2L and Stilingue for its extensive experience assisting with strategic structuring, development, investment and exit mandates.

Team & differentiation: Founded in 1970, Felsberg Advogados is celebrating its 50th anniversary and today stands at over 100 attorneys. Partner Clarissa Luz and associate Bárbara Santos recently joined the firm's bustling innovation, startups and venture capital practice, which consists of 12 lawyers and is captained by admired startup specialist, Evy Marques.

METHODOLOGY

The criteria are:

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

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

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

Clients: we solicit the feedback of several thousand general counsel, CFOs, tax managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

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

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

PG ADVOGADOS: CUTTING-EDGE STARTUPS AND VC EXPERTS



Rodrigo de Campos Vieira

Key figures: Rodrigo de Campos Vieira and Lais Monte Claudio Fagundes
Established: 1999

Track record: Compact practice highly regarded for its cutting-edge knowledge of the Brazilian startups and innovation ecosystem. Routinely procured by leading venture capital funds, startups from the real estate and payment solutions spheres as well as major corporations for its expertise handling strategic sector-related investments and corporate venture deals.

Team & differentiation: Renowned startup attorney, Rodrigo de Campos Vieira, leads the department and has over 20 years of experience working with financial market regulations and structuring major fund-raising deals. Recently, he advised A5 Capital Partners on its high-profile merger with Inseed Investimentos which led to the creation of Brazil's largest venture capital fund manager, KPTL.



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Kestener, Granja & Vieira Advogados | Beatriz Kestener, Rubens Granja, Fabio Alonso Vieira |
| Licks Attorneys | Otto Licks, Carlos Aboim, Eduardo Hallak, Liliane Roriz, Felipe Mesquita, Viviane Kunisawa |
| Pinheiro Neto Advogados | Angela Fan Chi Kung |
| EXCELLENT | |
| A. Lopes Muniz Advogados Associados | Marcos Lobo de Freitas Levy |
| Fialdini Einsfeld Advogados | Pedro Fialdini, Alexandre Einsfeld, Joaquim Queiroz |
| Kasznar Leonardos | Anderson Ribeiro, João Luis Vianna, Priscila Kashiwabara, Aline Ferreira |
| Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados | Ana Cândida Sammarco, Maria Fernanda Almeida Prado e Silva, Renata Rothbarth |
| TozziniFreire Advogados | Elysangela de Oliveira Rabelo Maurer, Marco Aurélio A. Torronteguy |
| HIGHLY RECOMMENDED | |
| Correia da Silva Advogados | Rodrigo Alberto Correia da Silva |
| CMP Consultoria Jurídica | Camila Martino Parise |
| Dannemann Siemsen | Gustavo de Freitas Morais, Joaquim Eugenio Goulart, Luiz Henrique O. do Amaral |
| Demarest Advogados | Claudio de Oliveira Mattos, Camila Biral, Luciana Goulart Penteadó |
| SPLAW - Spiewak Carneiro Advogados | Benny Spiewak, Gustavo Swenson Caetano, Daniela Guarita Jambor |
| RECOMMENDED | |
| CGM Advogados | Bernadete de Figueiredo Dias |
| Felsberg Advogados | Marianne Albers, Luciana Gualda |
| Fukuma Advogados e Consultores Jurídicos | Patrícia Fukuma |
| KLA Advogados | Tiago Cortez, Paulo Prado, Karin Alvo |
| Machado Meyer Advogados | Ana Karina E. de Souza, Gláucia Coelho |
| Trench Rossi Watanabe | Henrique Frizzo, Flavia Vasconcelos, Marcela Trigo de Souza |
| Veirano Advogados | Renata Fialho de Oliveira, Priscila Sansone |

KESTENER, GRANJA & VIEIRA ADVOGADOS: LIFE SCIENCES PIONEERS



Beatriz Kestener

Key figures: Beatriz Kestener, Rubens Granja and Fabio Alonso Vieira
Established: 2016

Track record: Market-leading life sciences team sought out by heavyweights from the food, healthcare and pharmaceutical sectors, such as BRF, AstraZeneca and Pfizer. Expertly handles the gamut of regulatory issues before the Brazilian health regulatory agency (ANVISA) and the ministry of health. Outstanding track record representing clients in cases involving class actions, clinical trials and public tenders.

Team & differentiation: With headquarters in São Paulo, the firm's renowned life sciences group consists of three partners and five associates who are frequently involved in precedent-setting administrative and judicial litigation cases. The team is singled out for its deep knowledge of good manufacturing practices, product liability and the pricing of health-related products.



TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Mundie e Advogados | Ana Claudia Beppu, Beatriz França, Diego Herrera, Elinor Cotait, Enrico Romanielo |
| EXCELLENT | |
| 1 Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados | Fabio Ferreira Kujawski, Paulo Brancher, Thiago Luís Sombra |
| Pereira Neto Macedo Advogados | Caio Mario da Silva Pereira Neto, Daniel Douek, Mateus Piva Adami |
| 2 | |
| Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados | Eduardo Augusto de Oliveira Ramires, Floriano de Azevedo Marques Neto |
| Rolim, Viotti & Leite Campos Advogados | Maria João C.P. Rolim, Daniela Silveira Lara, Rodrigo Azevedo Greco, Ticiane Moraes Franco |
| Sundfeld Advogados | Carlos Ari Sundfeld, Jacintho Arruda Câmara |
| HIGHLY RECOMMENDED | |
| BFA - Bialer Falsetti Associados | Ana Paula Bialer |
| KLA Advogados | Guilherme Ieno, Karin Alvo |
| Lefosse Advogados | Eduardo Hayden Carvalhaes Neto |
| MMA - Melchior, Micheletti e Amendoeira Advogados | Silvia Melchior |
| RECOMMENDED | |
| Demarest Advogados | Tatiana Campello |
| Pinheiro Neto Advogados | Raphael de Cunto |



40° CONGRESSO INTERNACIONAL da PROPRIEDADE INTELECTUAL

40th INTERNATIONAL CONGRESS on INTELLECTUAL PROPERTY

IGUASSU FALLS / BRAZIL
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SÓCIOS INSTITUCIONAIS | INSTITUTIONAL MEMBERS

PLATINA | PLATINUM



OURO | GOLD



PRATA | SILVER



BRONZE



INFORMAÇÕES: www.abpi.org.br

CHILE

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| 1 Carey Sargent & Krahn | Francisco Carey Juan Pablo Egaña |
| 2 Johansson & Langlois Villaseca Abogados | Felipe Langlois Claudia Varas, Francisco Valverde |
| ClarkeModet Chile | Gabriela Wildner, Manuel Concha, Samuel Hammer |
| EXCELLENT | |
| 1 Albagli Zaliasnik Alessandri | Eugenio Gormaz Rodrigo Velasco A., Francesca Rodríguez |
| Porzio Rios García Silva | Cristobal Porzio Francisco Silva, Rodrigo Leon |
| 2 Beuchat - Barros & Pfenninger Covarrubias & Cia | Andres Melossi Arturo Covarrubias |
| HIGHLY RECOMMENDED | |
| Claro & Cia | Felipe Claro |
| Jarry IP | Magdalena Barros |
| Llovet IP | Raul Llovet |
| RECOMMENDED | |
| Baker McKenzie | Valentina Venturelli |
| CMS Carey & Allende | Matias Somarriva |
| Cooper & Cia | Rodrigo Cooper |
| De la Barra, Ernst & Siebel | Patricio de la Barra |
| Dellafiori | Daniel de Santiago |
| Garay Puga IP | Jorge Garay Perez, Juan Enrique Puga |
| Larrain & Asociados | José Pedro Baraona |
| Magliona Abogados | Claudio Magliona |
| Puga Ortiz | Cristian Mir Balmaceda |
| SCR Abogados | Juan Francisco Reyes |
| Sáenz de Santa María Abogados | José Manuel Urenda, Pablo Saenz de Santamaría |

DELLAFIORI ABOGADOS: HIGH-QUALITY IP BOUTIQUE



Mauro Dellafiori

Key figures: Mauro Dellafiori and Daniel de Santiago
Established: 1986

Track record: For over 30 years the firm has dedicated itself to providing services in the area of intellectual property in the broadest sense. The firm's expertise in IP covers the food, wine, agriculture, technology, fashion and pharmaceutical industries some of which require legal services regarding technology and innovation.

Team & differentiation: The team's expertise in IP includes trademarks, patents, domain names and industrial designs, utility models, copyright, trade secrets, internet, contractual issues, new technologies, data protection and related matters. Partner Mauro Dellafiori leads the firm's litigation department and participates in a large number of trials.

CHILE



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| 1 Albagli Zaliasnik | Eugenio Gormaz, Ariela Agosin |
| Carey | Guillermo Carey, Francisco Carey |
| Villaseca Abogados | Felipe Pavez, Sergio Amenábar, Claudia Varas |
| 2 Alessandri | Rodrigo Velasco A., Santiago Ortuzar |
| EXCELLENT | |
| Covarrubias & Cia | Arturo Covarrubias |
| Johansson & Langlois | Andrés Echeverria |
| Sargent & Krahn | Juan Pablo Egaña |
| HIGHLY RECOMMENDED | |
| Beuchat - Barros & Pfenniger | Andres Melossi |
| Claro & Cia | Felipe Claro |
| Porzio Rios García | Hernan Rios, Cristobal Porzio |
| Silva | Andrés Grunewaldt, Sebastián Alvarado |
| RECOMMENDED | |
| ClarkeModet Chile | Marcos Morales |
| Dellafiori | Mauro Dellafiori, Daniel de Santiago |
| Jarry IP | Magdalena Barros |
| Larrain & Asociados | José Pedro Baraona |
| Magliona Abogados | Nicolás Yuraszcek |
| Sáenz de Santa María Abogados | José Manuel Urenda, Pablo Saenz de Santamaría |

MARINOVIC Y CIA ABOGADOS: A TRUSTED NAME FOR ENFORCEMENT & ANTI-PIRACY MATTERS



Antonio Marinovic

Key figures: Antonio Marinovic and Luis Olmedo
Established: 1987

Track record: The firm is a leading expert when it comes to managing antipiracy campaigns and have represented important clients from different industries such as Walt Disney, Nike, Puma, NBA. They have implemented long-term campaigns highlighting an excellent relationship with local authorities, which have substantially limited the amount of illegal goods entering the market

Team & differentiation: Intellectual property is the firm's core practice, specifically trademarks and copyrights. Its expertise includes the implementation of anti-piracy campaigns in the most diverse industries. Founder Antonio Marinovic has more than 30 years' experience. He has assisted the National Congress with the modification of copyright and trademark laws.



PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---------------------------------------|
| LEADING | |
| Sargent & Krahn | Juan Pablo Egaña |
| Villaseca Abogados | Carolina Muñoz |
| EXCELLENT | |
| Diaz Wiechers | Juan Alberto Diaz |
| Paiva & Cia | Gabriela Paiva |
| SCR Abogados | Juan Francisco Reyes |
| HIGHLY RECOMMENDED | |
| Alessandri | Santiago Ortuzar, Francesca Rodriguez |
| Araya & Cia | Matías Araya |
| Beuchat - Barros & Pfenninger | Andres Melossi |
| Cooper & Cia | Rodrigo Cooper |
| Porzio Rios García | Cristobal Porzio |
| Silva | Rodrigo Leon, Sebastián Alvarado |
| RECOMMENDED | |
| Albagli Zaliasnik | Eugenio Gormaz |
| Covarrubias & Cia | Arturo Covarrubias |
| Dellafiori | Daniel De Santiago |
| Johansson & Langlois | Felipe Langlois, Flavio Belair |
| Larrain & Asociados | José Pedro Baraona |
| Moretic Contreras & Cia Abogados | Alvaro Contreras, Jorge Echevarría |

VILLASECA ABOGADOS: MORE THAN A CENTURY DELIVERING IP ADVICE



Max Villaseca

Key figures: Max Villaseca, Bernardo Serrano, Felipe Pavez and Francisco Valverde

Established: 1916

Track record: The firm is representing Sanrio Company Ltd on a complex trademark, copyright enforcement and anti-counterfeiting case. They successfully represented NBA Properties on a prosecution litigation matter. They advise various universities in Chile on patent and utility models prosecution. Their client roster includes Novartis, Colgate Palmolive company and Caterpillar.

Team & differentiation: The team is composed of experienced lawyers and in-house engineers, they handle advisory and litigious cases in a broad range of fields. Managing Partner Max Villaseca has solid knowledge of every aspect of IP and has been representing national and international companies for the past 40 years.

ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| CMS Carey & Allende | Matias Somarriva |
| Marinovic y Cia | Antonio Marinovic |
| EXCELLENT | |
| 1 Albagli Zaliasnik | Eugenio Gormaz, Oscar Molina |
| Alessandri | Santiago Ortuzar, Rodrigo Valenzuela, Camila Lira |
| Carey | Francisco Carey |
| 2 Silva | Andrés Grunewaldt |
| Villaseca | Felipe Pavez |
| HIGHLY RECOMMENDED | |
| Baker Mckenzie | Sebastian Doren |
| Beuchat - Barros & Pfenninger | Andres Melossi |
| Dellafiori | Enrique Dellafiori, Daniel de Santiago |
| Garay Puga IP | Jorge Garay Perez |
| Johansson & Langlois | Max Montero |
| Mackenna, Irrarázaval, Cuchacovich & Paz | Rodrigo Marre |
| Porzio Rios García | Cristobal Porzio |
| Puga Ortiz | Cristian Mir Balmaceda |
| Sargent & Krahn | Alfredo Montaner |

CHILE



TECHNOLOGY & DIGITAL SERVICES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| 1 Alessandri | Rodrigo Velasco A., Santiago Ortuzar |
| Carey | Guillermo Carey, Paulina Silva |
| Magliona Abogados | Claudio Mangliona M., Nicolás Yuraszcek |
| 2 Sargent & Krahn | Rodrigo Lavados |
| EXCELLENT | |
| Gutierrez & Arrieta | Raúl Arrieta, Rodrigo Gutierrez |
| Silva | Rodrigo Leon |
| Valencia & Cía Abogados | Lorena Donoso |
| HIGHLY RECOMMENDED | |
| Albagli Zaliasnik | Oscar Molina, Eugenio Gormaz |
| Alster Legal | Andrés Jara |
| Barros & Errázuriz | José Ignacio Ovalle |
| Bofill Mir & Álvarez Jana Abogados | Guillermo de la Jara |
| Claro & Cía | Felipe Claro |
| Jijena & Cía | Renato Jijena Leiva |
| Villaseca Abogados | Carolina Muñoz, Francisco Valverde |
| RECOMMENDED | |
| Bordoli Doren | Carla Bordoli |
| CMS Carey & Allende | Diego Rodríguez, Ramón Valdivieso |
| Estudio Jurídico Otero | Macarena Lopez |
| Morales & Besa | Edmundo Varas |
| Palma & Palma Abogados | Pablo Palma Calderón |
| Pereira Covarrubias Montes | Rafael Covarrubias |
| Porzio Rios García | Marcelo Correa, Cristobal Porzio |
| Quiroz Abogados | Hernán Quiroz Valenzuela |

TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| Barros & Errázuriz | José Ignacio Ovalle, José Tomás Errázuriz |
| Bofill Mir & Álvarez Jana Abogados | Octavio Bofill |
| Carey | Guillermo Carey, Alfonso Silva |
| FerradaNehme | Nicole Nehme, Stella Muñoz |
| EXCELLENT | |
| 1 Bordoli Doren | Carla Bordoli |
| Alessandri | Rodrigo Velasco A. |
| 2 Cariola Diez Pérez-Cotapos | Rodrigo Lavados |
| Guerrero Olivos | Eduardo Cordero, Juan Enrique Allard |
| Philippi Prietocarrizosa Ferrero DU & Uria | Eduardo Escalona |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Diego José Ferrada |
| CMS Carey & Allende | Diego Rodríguez, Ramón Valdivieso |
| Gutierrez & Arrieta | Raúl Arrieta |
| Magliona Abogados | Claudio Magliona |
| Prieto Abogados | Mario Gorziglia |
| Silva | Rodrigo Leon |
| RECOMMENDED | |
| Albagli Zaliasnik | Oscar Molina |
| Bofill Escobar Silva Abogados | Vanessa Facuse |
| Johansson & Langlois | Felipe Langlois |
| Porzio Rios García | Cristobal Porzio |

MAGLIONA ABOGADOS: EXPERTS IN TECHNOLOGY AND INTELLECTUAL PROPERTY

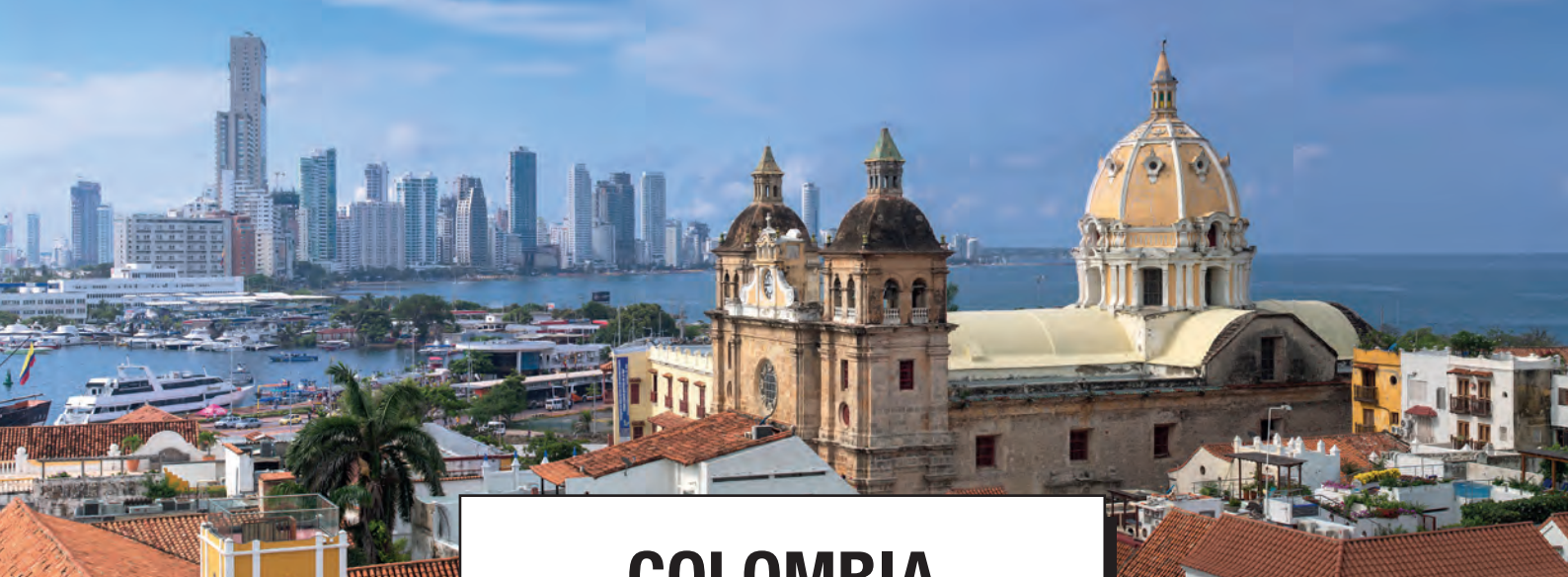


Claudio Magliona

Key figures: Nicolás Yuraszcek and Claudio Magliona
Established: 2007

Track record: The firm offers a unique service informed by its full understanding of technology and intellectual property. The team advises important telecommunications companies, software and technologies producers, internet services providers and other enterprises that require protection for intangible assets such as databases. Google, Pfizer, Netflix are clients.

Team & differentiation: The firm has a team of ten experts specializing in the protection of cutting-edge technologies and the intellectual and industrial property of clients. Partner Claudio Magliona has extensive experience in IT law, telecommunications, intellectual and industrial property and entertainment law, including licensing and software development agreements and data protection.



COLOMBIA

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Cavelier Abogados | Andrés Rincón |
| ClarkeModet Colombia | Juliana Gonzalez, Gonzalo Carreño |
| Olarte Moure | Carlos Olarte, Alexander Agudelo |
| EXCELLENT | |
| 1 Baker McKenzie | Juan Pablo Concha Delgado |
| Brigard & Castro | Juan Pablo Cadena |
| Lloreda Camacho & Co | Alicia Lloreda, Ana María Castro Wey |
| Posse Herrera Ruiz | Helena Camargo, Mónica Bonnet |
| 2 Gómez-Pinzón | Mauricio Jaramillo, Juanita Perez |
| Wolf Mendez Abogados Asociados | Mónica Wolf, Jesús María Méndez |
| HIGHLY RECOMMENDED | |
| Castellanos & Co | Margarita Castellanos |
| Dentons Cárdenas & Cárdenas | Luz Helena Adarve, Juanita Acosta |
| Pinzón Pinzón & Asociados | Mauricio Pinzón Pinzón |
| Raisbeck & Castro | Ian raisbeck, Natalia Castro |
| Triana Uribe & Michelsen | Fernando Triana, Andrés Medina, Marcela Gómez |
| RECOMMENDED | |
| BBGS Barrios Montenegro Abogados | Myriam Montenegro |
| Cuesta & Asociados | Juan Carlos Cuesta |
| Guerrero & Asociados Propiedad Intelectual | Manuel Guerrero, Camila Correa, Natalia Perez |
| Holland & Knight | Danilo Romero Raad |
| Humberto Rubio & Cia | Humberto Rubio, Felipe Rubio |
| Marquez Robledo | Santiago Márquez |
| MDE Intelectual Property | Patricia Delgado Del Sordo, Clemencia Delgado Villegas |
| Vera Abogados | Jorge Vera |

OLARTEMOURE: POWERHOUSE IP FIRM



Carlos Olarte

Key figures: Carlos Olarte and Juan Moure
Established: 2003

Track record: The firm handles a wide range of trademark and patent mandates, litigation matters and enforcement. They are recognized for the quality of their plant breeders' rights practice. The firm has seasoned licensing, tech-transfer and commercialization experts working with local universities and R&D clients. Their client list includes Merck, Boehringer, Pfizer, and Novartis.

Team & differentiation: The patent team is the largest in Colombia. Firm members are experienced litigators who are used to obtaining exemplary results. Partner Carlos Olarte focuses his practice on patent prosecution and litigation, including strategic planning for the protection and value assessment of new technologies. Juan Moure has earned a strong reputation for his knowledge of IP matters.



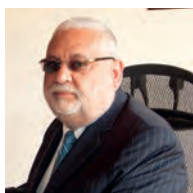
IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| 1 Baker McKenzie | Juan Pablo Concha Delgado |
| Brigard & Castro | Juan Pablo Cadena, Martín Torres Cardozo, María fernanda Castellanos |
| Cavelier Abogados | Luz Clemencia de Paéz, Andrés Rincón |
| Olarte Moure | Carlos Olarte, Juan Felipe Acosta |
| 2 Triana Uribe & Michelsen | Fernando Triana, Sandra Ávila, Sandra Méndez |
| EXCELLENT | |
| Gómez-Pinzón | Mauricio Jaramillo |
| Lloreda Camacho & Co | Alicia Lloreda |
| Philippi Prietocarrizosa Ferrero DU & Uría | Mauricio Patiño |
| Posse Herrera Ruiz | Helena Camargo, Mónica Bonnet |
| HIGHLY RECOMMENDED | |
| BBS Barrios Montenegro Abogados | Myriam Montenegro |
| ClarkeModet Colombia | Carolina Daza, Alonso Castrillón |
| CMS Rodríguez-Azuero | Karl Mutter, Lola Kandelaf |
| Dentons Cárdenas & Cárdenas | Luz Helena Adarve, Juanita Acosta |
| Herrera Díaz Abogados | José Herrera |
| Holland & Knight | Daniilo Romero Raad |
| Marquez Robledo | Santiago Márquez, María Alejandra Ahumada |
| Raisbeck & Castro | Ian Raisbeck, Natalia castro |
| Vera Abogados | Jorge Vera |
| RECOMMENDED | |
| Castellanos & Co | Margarita Castellanos, Ximena Castellanos |
| Pinzón Pinzón & Asociados | Mauricio Pinzón Pinzón |
| Peña Mancero | Daniel Peña |
| Wolf Mendez Abogados Asociados | Mónica Wolf, Jesús María Méndez |

VERA ABOGADOS: AN EFFICIENT AND COMPETITIVE APPROACH



Jorge Vera

Key figures: Jorge Vera, Carolina Vera and Natalia Vera

Established: 1972

Track record: The firm offers professional services to local and foreign companies from a variety of sectors. Its expertise chiefly covers industrial property, trademarks, patents, copyrights and new technologies. The firm has a long track-record that includes participation in major IP litigations. It recently represented a Chilean wine producer on a complex infringement case.

Team & differentiation: The team is made up of specialized lawyers that respond with efficiency and competitiveness to the needs and demands of customers around the world. Partner Carolina Vera specializes in patent and trademarks. The team has carried out a considerable amount of prosecution work for Colombian and foreign clients.

MARQUEZ ROBLEDO: IN DEPTH EXPERTISE IN MEDIA AND ENTERTAINMENT



Santiago Marquez

Key figure: Santiago Marquez

Established: 2010

Track record: Without doubt a leader in advertising and entertainment law, the firm focuses its practice on advertising, corporate intellectual property, and music industry, motion picture, television, internet, technology, multimedia and media issues. They have a very successful practice in trademarks, including trademark prosecution, litigation, licensing, and portfolio management.

Team & differentiation: The team includes skilled, technical professionals with a deep understanding of both specialized technology and the complex dynamics of worldwide distribution. Managing Partner Santiago Marquez has more than 14 years' experience as an advisor in intellectual property, advertising law, entertainment law and corporate law.



LIFE SCIENCES: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------|---|
| EXCELLENT | |
| 1 Aristizábal & Jiménez | Rubby Aristizábal |
| 2 Gómez-Pinzón | Andrea Pieschacon |
| HIGHLY RECOMMENDED | |
| Aristizábal Abogados | Ricardo Aristizábal |
| Brigard & Castro | Juan Pablo Cadena, María Fernanda Castellanos |
| Cavelier Abogados | Andrés Rincón |
| Lloreda Camacho & Co | Ana María Castro |
| Olarte Moure | Carlos Olarte, Alexander Agudelo |
| Raisbeck & Castro | Natalia Castro |
| RECOMMENDED | |
| Arias Fajardo Abogados | Rubiela Arias de Fajardo |
| Baker McKenzie | Juan Pablo Concha Delgado |
| ClarkeModet Colombia | Juliana Gonzalez |
| CMS Rodríguez-Azuero | Karl Mutter, Lola Kandelaft |
| Holland & Knight | Danilo Romero Raad |
| Posse Herrera Ruiz | Helena Camargo, Mónica Bonnet |
| Químicos Farmacéuticos Abogados | Libardo Cárdenas Giraldo |
| Triana Uribe & Michelsen | Fernando Triana, Marcela Gómez |

ARISTIZABAL ABOGADOS: TAILOR-MADE ADVICE



Ricardo Aristizabal

Key figure: Ricardo Aristizabal
Established: 2006

Track record: The firm specializes in carrying out the process of registration for their client's products and assists them with any regulatory matter or licensing issue. The firm also coordinates clients' portfolios at regional level. The firm advises a number of multinationals, such as Campbell's Soup and Ocean Spray.

Team & differentiation: Ricardo Aristizabal has proven record advising on regulatory Life-science matters. The team can call upon the services of three other lawyers, one specializing in chemical pharmaceuticals, another in food engineering and the other in veterinary matters. The team acts in a range of matters related to food, beverages, cosmetics and medical devices carried out before national authorities.



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|----------------------------------|
| LEADING | |
| Baker McKenzie | Juan Pablo Concha Delgado |
| Wolf Mendez Abogados Asociados | Mónica Wolf, Jesús María Méndez |
| EXCELLENT | |
| Atoz Legal Consulting | Andrés Zapata |
| Cavelier Abogados | Eduardo Varela |
| Dentons Cárdenas & Cárdenas | Luz Helena Adarve |
| Estrategia Jurídica | Claudette Vernot |
| Olarte Moure | Juan Felipe Acosta |
| Philippi Prietocarrizosa Ferrero DU & Uría | Camilo Suárez, Gerardo Flórez |
| Posse Herrera Ruiz | Helena Camargo, Mónica Bonnet |
| Triana Uribe & Michelsen | Fernando Triana, Sandra Avila |
| HIGHLY RECOMMENDED | |
| BBGs Barrios Montenegro Abogados | Myriam Montenegro |
| Brigard & Castro | Juan Pablo Cadena |
| ClarkeModet Colombia | Carolina Daza, Alonso Castrillón |
| CMS Rodríguez-Azuero | Karl Mutter, Lola Kandelafit |
| Gómez-Pinzón | Mauricio Jaramillo |
| Holland & Knight | Danilo Romero Raad |
| Lloreda Camacho | Alicia Lloreda |
| Marquez Robledo | Felipe Ortega |
| Muñoz Abogados | Diego Muñoz |
| Raisbeck & Castro | Ian Raisbeck, Natalia Castro |
| Vera Abogados | Jorge Vera |

DATA PROTECTION & CYBERSECURITY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--------------------------------------|
| EXCELLENT | |
| Baker McKenzie | María Carolina Pardo Cuéllar |
| Bermudez Durana Asociados | José Alejandro Bermudez |
| CMS Rodríguez-Azuero | Lorenzo Villegas Carrasquilla |
| Dentons Cárdenas & Cárdenas | Juanita Acosta, Luz Helena Adarve |
| HIGHLY RECOMMENDED | |
| Data & Tic | Rafael Gamboa Bernate |
| Garrigues Colombia | José Miguel de la Calle |
| Gómez-Pinzón | Mauricio Jaramillo |
| Marquez Barrera Castañeda Ramirez (MBCR) | Natalia Barrera Silva, Pablo Márquez |
| Olarte Moure | Carlos Olarte |
| Vanegas Morales | Stella Vanegas |
| RECOMMENDED | |
| Alzate & Asociados Asesores Jurídicos | Juan Pablo Alzate Ospina |
| DLA Piper Martinez Beltrán | María Claudia Martínez |
| Marquez Robledo | Santiago Márquez |
| Marrugo Rivera & Asociados | Iván Darío Marrugo |
| MS Legal | Pedro Novoa |
| Peña Mancero | Daniel Peña |
| Triana Uribe & Michelsen | Juan Pablo Triana |

HOLLAND & KNIGHT: PERSONALIZED COUNSEL



Danilo Romero Raad

Key figures: Danilo Romero Raad
Established: 2012

Track record: The IP area delivers counsel on IP law, copyright, consumer protection law, data protection, telecommunications, and regulatory affairs. It has represented national and international clients on industrial property issues, particularly with regard to the registration and enforcement of trademarks, patents, commercial names and domain names.

Team & differentiation: The team has the requisite knowledge to provide the full range of services to help and protect their client's innovations. Partner Danilo Romero leads the IP area and focuses on intellectual property, consumer protection law, copyright, data protection, and media and entertainment law. The firm's client list includes national and international companies from the textile, food and sports sectors..



TECHNOLOGY, INTERNET & TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--------------------------------------|
| LEADING | |
| Brigard & Urrutia | Sergio Michelsen |
| EXCELLENT | |
| 1 Baker McKenzie | María Carolina Pardo Cuéllar |
| CMS Rodríguez-Azuero | Lorenzo Villegas Carrasquilla |
| Gómez-Pinzón | Mauricio Jaramillo |
| 2 | |
| Durán & Osorio Abogados | Carlos Andrés Sánchez |
| Lloreda Camacho & Co | Gustavo Tamayo Arango |
| Marquez Barrera Castañeda Ramirez (MBCR) | Natalia Barrera Silva, Pablo Márquez |
| Tovar Fajardo & Asociados Abogados | Alfredo Fajardo, Felipe Tovar |
| HIGHLY RECOMMENDED | |
| BBGS Barrios Montenegro Abogados | Luis Felipe Barrios |
| DLA Piper Martinez Beltrán | Camilo Martinez |
| Olarte Moure | Carlos Olarte, Carlos Parra |
| Esguerra Asesores Jurídicos | Alfonso Miranda Londoño |
| RECOMMENDED | |
| Dentons Cárdenas & Cárdenas | Luz Helena Adarve |
| Guerrero & Asociados Propiedad Intelectual | Manuel Guerrero, Camila Correa |
| Holland & Knight | Danilo Romero Raad |
| Marrugo Rivera & Asociados | Iván Dario Marrugo |
| MS Legal | Pedro Novoa |
| Peña Mancero | Daniel Peña |
| Triana Uribe & Michelsen | Juan Pablo Triana |

PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-------------------------------------|--------------------------------|
| RECOMMENDED | |
| Brigard & Castro | Juan Pablo Cadena |
| ClarkeModet Colombia | Alejandra Salazar |
| Cavelier | Andrés Rincón |
| Gomez Pinzon | Mauricio Jaramillo |
| Lloreda Camacho | Ana María castro |
| Olarte Moure | Carlos Olarte, Liliana Galindo |
| Posse Herrera Ruiz | Mónica Bonnett, Helena Camargo |
| Triana Uribe & Michelsen | Fernando Triana, Marcela Gómez |



LEADERS LEAGUE

Intelligence Report & Directory Series

Strategic Information for Top Executives

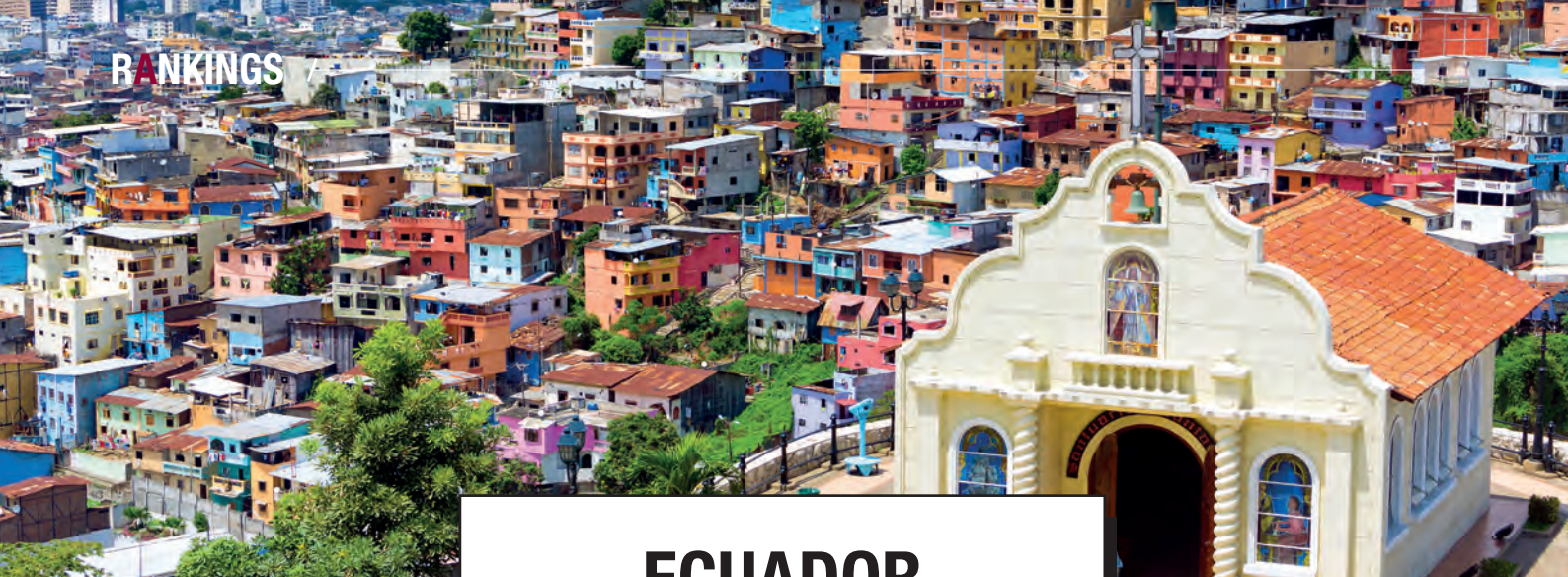
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ECUADOR

IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Bustamante & Bustamante | José Rafael Bustamante, Roque Bernardo Bustamante, Carmen Robayo |
| CorralRosales | Maria Cecilia Romoleroux, Francisco Gallegos |
| Fabara Abogados | María Rosa Fabara, Pablo Fabara |
| Falconi Puig Abogados | Carlos Alberto Arroyo, Sasha Mandakovic |
| Pérez Bustamante & Ponce (PBP) | Francisco Pérez-Gangotena |
| EXCELLENT | |
| Bermeo & Bermeo | Pablo Bermeo Andrade, Rodrigo Bermeo Rosales |
| Meythaler & Zambrano | José Meythaler, Margarita Zambrano |
| Paz Horowitz Abogados | Byron Robayo |
| Quevedo & Ponce Estudio Jurídico | Alejandro Ponce Martínez |
| Romero Corral | Margarita Romero, Alfredo Corral |
| Solines & Asociados | Juan Carlos Solines, Pablo Solines |
| Tobar ZVS Spingarn | Alfonso Rivera |
| HIGHLY RECOMMENDED | |
| Arosemena Burbano & Asociados | Flavio Arosemena Burbano |
| Barzallo Abogados | Esteban Riofrio |
| Ferrere | Pedro Córdova |
| Julio C Guerrero B | Johana Aguirre Guerrero |
| Legacy Soluciones Legales | Juan Pablo Serrano |
| Lexim Abogados | María de los Angeles Lombeyda |
| Lexvalor Abogados | Luis Marin-Tobar |
| Luzuriaga & Castro | María Alejandra Castro |
| Sur Legal | Antonio Martínez Montesinos |

Our analysis

**FABARA & CIA ABOGADOS:
LONGSTANDING REPUTATION IN IP**



María Rosa Fabara

Key figure: María Rosa Fabara
Established: 2003

Track record: The firm is among the strongest in Ecuador when it comes to intellectual property. The IP practice focuses mainly on trademarks, patents and unfair competition. Fabara Abogados is one of the few firms in Ecuador that specialize in patents in pharmaceutical and technology. The IP and litigation teams constantly collaborate since some processes are civil.

Team & differentiation: The firm's lawyers have a recognized IP expertise and are respected in patents registering and litigation. The team is headed by María Rosa Fabara, a leading lawyer in this field with 25 years of experience, who is supported by experienced IP associates. The team regularly advises on software licenses and medical patents for clients in the telecom, retail.

CORRALROSALES: A FULL-SERVICE OFFERING ENCOMPASSING EVERY FACET OF IP LAW



María Cecilia Romoleroux

Key figures: María Cecilia Romoleroux, Francisco Gallegos and Gabriel Kuri
Established: 1975

Track record: The firm is entrusted by local companies and multinationals to provide them with comprehensive portfolio management, strategies, and solutions to all their IP, media and data protection challenges in Ecuador and throughout Latin America. Principal clients include Claro, Century Link, IBM and Google. The team also advises clients that address electronic commerce in Ecuador where there is a lack of clear regulation.

Team & differentiation: The firm has a strong reputation in prosecution and enforcement, but it is also involved in substantial trademark litigation and contentious matters. It also houses a potent life sciences practice that has emerged within the firm's patent group, where we find in-house full-time patent professionals. The firm is home to one of the only data protection experts in the country.

**PAZ HOROWITZ:
CREATIVE, CUTTING-EDGE IP AND IT SPECIALISTS**



Byron Robayo

Key figures: Byron Robayo and Bruce Horowitz
Established: 1991

Track record: Byron Robayo, who leads the IP team, has advised the World Intellectual Property Organization (WIPO), the Ecuadorian IP Office, and the Swiss and U.S. Embassies, on IP matters. The IP team produces creative and cutting-edge legal work, such as the first sound-mark registration in South America, the first recognition of an Ecuadorian denomination of origin and first registration in the world of a tactile trademark.

Team & differentiation: The IP team has two partners, Bruce Horowitz and Byron Robayo, who have more than 30 years' and 13 years' experience respectively in intellectual property, technology transfer and protection of intangible assets. Paz Horowitz is a pioneer in the region creating an innovation and technology transfer area (PH Innovations) to help companies, universities and entrepreneurs add value to their researches and products.

**SOLINES ASOCIADOS ABOGADOS:
A PERFECT MIX OF FAMILY TRADITION AND MODERNITY**

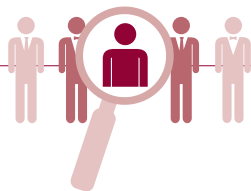


Juan Carlos Solines

Key figures: Juan Carlos Solines and Pablo Solines
Established: 1973

Track record: The IP team has been busy with infringement actions and conflicts between designation of origin and trademarks. Among the names in the clients roster we find Floralp, Tarsis, Hilsea Investments, Gertoincea and Uniarte. It has also been working on the preparation of background information for studies on the audiovisual sector in Latin America for WIPO.

Team & differentiation: The IP department is led by partner Pablo Solines Moreno, who has focused his practice on industrial property, mainly in the trademark field. Pablo is the president of the Ecuadorian Association of Intellectual Property. The firm is also recognized in the Ecuadorian market as a TMT leader and is one of the few firms in the country to have developed an entertainment and sport law practice.



METHODOLOGY

The criteria are:

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

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

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

Clients: we solicit the feedback of several thousand general counsel, CFOs, tax managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

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

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



PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------|-------------------------------|
| LEADING | |
| Tobar ZVS Spingarn | Oscar Vela, Alvaro Sevilla |
| EXCELLENT | |
| Fabara Abogados | María Rosa Fabara |
| HIGHLY RECOMMENDED | |
| Falconi Puig Abogados | Carlos Alberto Arroyo del Río |
| Neidl & Asociados | Andrew Neidl |
| Pérez Bustamante & Ponce (PBP) | Francisco Pérez-Gangotena |

ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------------|---|
| LEADING | |
| Luzuriaga & Castro | Gonzalo Luzuriaga |
| EXCELLENT | |
| CorralRosales | Francisco Gallegos, Maria Cecilia Romoleroux |
| Tobar ZVS Spingarn | Alfonso Rivera |
| HIGHLY RECOMMENDED | |
| Bustamante & Bustamante | Carmen Robayo |
| Falconi Puig Abogados | Sasha Mandakovic, Cecilia Falconi |
| Pérez Bustamante & Ponce (PBP) | Francisco Pérez-Gangotena |
| Quevedo & Ponce Estudio Jurídico | Alejandro Ponce Martínez, Ernesto Guarderas Izquierdo |
| RECOMMENDED | |
| Bermeo & Bermeo | Rodrigo Bermeo Andrade |
| Fabara Abogados | María Rosa Fabara, Pablo Fabara |
| Lexvalor Abogados | Luis Marin-Tobar |
| Meythaler & Zambrano | Margarita Zambrano |
| Paz Horowitz Abogados | Bruce Horowitz |
| Sur Legal | Marco Avila |

LUZURIAGA & CASTRO: PIONEER IN ENFORCEMENT AND ANTI-COUNTERFEITING ACTIONS



Gonzalo Luzuriaga

Key figure: Gonzalo Luzuriaga
Established: 2004

Track record: Luzuriaga & Castro Abogados has a vast list of brands from the most diverse sectors which entrust them with the protection of their IP rights. The list includes Nike Innovate Inc., Tommy Hilfiger Inc., Epson Kabushiki Kaisha, Honda Motor Co. Ltd., and Levis Strauss & Co. In 2006 Luzuriaga & Castro Abogados obtained the first criminal judgment against an IP lawbreaker and since then has won many judgments against IP infringers.

Team & differentiation: The team, led by Gonzalo Luzuriaga, is adept in IP matters but mainly deals with enforcement and anticounterfeiting actions. He was the leading attorney in many cases before the Ecuadorian Constitutional Court, where the destruction of counterfeited goods was declared and later confirmed as right and proper. Peers recognize him as a leader in handling these issues.



TECHNOLOGY, MEDIA & TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|------------------------------------|
| LEADING | |
| Barzallo Abogados | Jose Luis Barzallo |
| Solines & Asociados | Juan Carlos Solines, Pablo Solines |
| EXCELLENT | |
| Bustamante & Bustamante | Carmen Robayo |
| CorralRosales | Xavier Rosales, Ana Samudio |
| Falconi Puig Abogados | Carlos Alberto Arroyo |
| Paz Horowitz Abogados | Byron Robayo, Lorena Sandoval |
| Tobar ZVS Spingarn | Alfonso Rivera, Alvaro Sevilla |
| HIGHLY RECOMMENDED | |
| Bermeo & Bermeo | Rodrigo Bermeo Andrade |
| Cevallos, Casals, Balseca & Bilbao Abogados | Daniela Cevallos Casals |
| Fabara Abogados | Andrés Becdach, María Rosa Fabara |
| Gonzalez Peñaherrera - GP&A | Felipe Gonzalez |
| Heka Law Firm | Andrés Teran |
| Legaltech Asesores & Consultores | Janette Colamarco |
| Pérez Bustamante & Ponce (PBP) | Francisco Pérez-Gangotena |

CEVALLOS, CASALS, BALSECA & BILBAO ABOGADOS: SMALL FIRM WITH TOP-NOTCH CASES AND CLIENTS



Daniela Cevallos Casals

Key figure: Daniela Cevallos Casals
Established: 2015

Track record: Despite its relatively small size, CCB&B Abogados has been involved in important telecom and technology cases. In 2019, the firm represented clients on administrative contracts worth more than \$120 million. Among its clients are Tekmarkco (telecoms supplier), Ciberco (leader in Cisco solutions for Ecuador, Colombia and Central America) and ZTE Corporation (a Chinese state-owned telecoms supplier present in more than 160 countries).

Team & differentiation: The team has been reinforced with the arrival of senior associate Valeria Naranjo, an expert in telecoms law. Before launching the firm, lead partner Daniela Cevallos was general legal counsel for Huawei Technologies and regional legal counsel for Central America, the Caribbean countries and Ecuador for Huawei. That experience allows her to better understand client need and just what the business risks and stakes are.



PERU

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| 1 Barreda Moller | Alfredo Barreda, Fernando Barreda |
| 2 ClarkeModet Peru | Jimena Ugarte, José Marquis, Gheira Mori |
| Estudio Colmenares & Asociados | Maria del Carmen Arana, Susana Zea |
| EXCELLENT | |
| 1 Muñiz Olaya Melendez Castro Ono & Herrera Abogados | Bruno Merchor |
| 2 Allende & Garcia Abogados | Dafne Ramos, Jorge Allende |
| Espinosa Bellido Abogados | Francisco Espinosa Reboa |
| Estudio Echecopar -Member of Baker McKenzie International | Luis Alonso García Muñoz-Nájar, Alvaro Gutierrez |
| HIGHLY RECOMMENDED | |
| Barlaw - Barrera & Asociados | Adriana Barrera, Medalith Albarracin |
| Fernández-Dávila Abogados | Carlos Fernandez-Davila, Ivette Luque |
| Kresalja IP | Rosa María Kresalja, Marcela Robles |
| Mertz Peru | Claudia Fernandini, Stephany Soto |
| Valencia Law Office | Alfredo Valencia |
| RECOMMENDED | |
| BRDA Abogados | José Barreda, Gonzalo Barreda, Gisella Barreda |
| Carolina Oré Gomez & Asociados | Alexander Trujillo |
| Osterling Abogados | Arturo Tello |
| Pierola & Asociados | José de Pierola |
| Thorne Echeandia & Lema Abogados | Alvaro Echeandia Bustamente, Ana Navarro |
| VALUABLE PRACTICE | |
| CMS Grau | Maria Delia Oxley |
| Diez Canseco Competencia & PI | Juli Gutierrez, Luis Diez Canseco |
| Estudio Olaechea | Monica Germany |
| Pacon & Schiantarelli | Juan Pablo Schiantarelli |
| Rodrigo Elías & Medrano Abogados | Maria del Carmen Alvarado, Hector Alvarez |

PERU



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Muñiz Olaya Melendez Castro Ono & Herrera Abogados | Bruno Merchor |
| EXCELLENT | |
| Barreda Moller | Alfredo Barreda, Fernando Barreda |
| ClarkeModet Peru | Jimena Ugarte, José Marquis |
| Estudio Colmenares & Asociados | Maria del Carmen Arana |
| Estudio Echeopar -Member of Baker McKenzie International | Luis Alonso García Muñoz-Nájar, Alvaro Gutierrez |
| Fernández-Dávila Abogados | Carlos Fernandez Davila, Ivette Luque |
| HIGHLY RECOMMENDED | |
| Allende & Garcia Abogados | Dafne Ramos, Jorge Allende |
| Barlaw - Barrera & Asociados | Adriana Barrera, Maria Ines Herrera |
| Espinosa Bellido Abogados | Francisco Espinosa Reboa |
| Mertz Peru | Claudia Fernandini |
| Pacon & Schiantarelli | Juan Pablo Schiantarelli |

PLANT BREEDERS' RIGHTS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------------|---|
| HIGHLY RECOMMENDED | |
| Arturo Diaz & Asociados Abogados | Arturo O. Diaz |
| Barlaw - Barrera & Asociados | Adriana Barrera, Medalith Albarracin |
| Barreda Moller | Katia Armejo |
| ClarkeModet Peru | Jimena Ugarte, Alvaro Arias, Cynthia Huaman |
| Estudio Colmenares & Asociados | Maria del Carmen Arana |
| Mertz Peru | Claudia Fernandini, Stephany Soto |



Our analysis

BARREDA MOLLER: FIRST-CLASS PERUVIAN IP FIRM



Alfredo Barreda

Key figures: Alfredo Barreda, Fernando Barreda, Micaela Mujica, Carlos Auza and Marcela Escobar
Established: 1940

Track record: The firm is not only the largest in Peru by number of professionals, but also number of trademarks and patent applications filed per year. Major brands from de luxury goods and fashion world, pharmaceuticals, entertainment houses and consumer companies, such as Kimberly-Clark, Merck and McDonalds have entrusted the team with their legal issues.

Team & differentiation: Barreda Moller operates in all areas of the IP universe. The 80 year old IP firm numbers five partners and 16 associates. The firm also boasts in-house chemical and pharmaceutical engineers and translators. Barreda Moller won Best Latin American IP Law Firm at the International Legal Alliance Summit and Awards in 2019

ESTUDIO COLMENARES & ASOCIADOS: LONGSTANDING TRADITION OF HIGH-QUALITY IP SERVICES



María del Carmen Arana

Key figures: María del Carmen Arana and Federico Gaviria
Established: 1904

Track record: The firm's major clients are to be found in the pharmaceutical, fashion, agrochemical, lubricant, automotive, machinery and food and beverage industries. Syngenta, Ab Tetra Pack, Allergan, BMW, Exxon Mobile, Mattel and Pernod Ricard have entrusted the firm with their IP issues. The firm also acts for Catolica University of Lima in the protection of their new inventions.

Team & differentiation: For more than a century, the boutique has devoted itself exclusively to IP protection, advice, surveillance, and litigation. It presently employs two partners and almost 40 other professionals (counsel, associates and administrative staff) working exclusively on IP issues. The team also provides pro-bono patent protection to non-profit organizations, such as the International Potato Center.

CLARKEMODET PERU: STRONG INTERNATIONAL NETWORK WITH SOLID LOCAL PROFESSIONALS



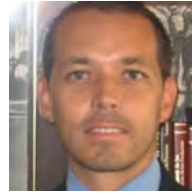
Ana Teresa Barreto

Key figures: Ana Teresa Barreto, Jimena Ugarte, José Marquis and Gheira Mori
Established: 2002

Track record: The group has offices in Latin American (eight), Spain and Portugal allowing Clarke Modet Peru to work as a one-stop solution and give clients the benefit of its integrated hub system strategy. The team advises local and international companies, universities, research centers and startups. Clients are drawn from various industries such as pharmaceuticals, biotech, distribution and retail, gastronomy and mining.

Team & differentiation: The firm has implemented a quality management system based on ISO 9001:2015 standard, with their processes being annually certified via external audit. The Peruvian team is composed of legal, scientific and technical professionals. General Manager Ana Teresa Barreto has more than 18 years' experience in IP. Jimena Ugarte manages legal and technical services.

ESPINOSA BELLIDO ABOGADOS: TRUSTED NAME FOR IP MATTERS



Francisco Espinosa Reboa

Key figure: Francisco Espinosa Reboa
Established: 1941

Track record: The firm list of clients includes Revlon, Sodimac, Grupo Bimbo, Grupo Elektra, Nautica Apparel, Bayer and other major companies, which are represented via the international law firms Espinosa Bellido partners with. The firm is currently advising a top Australian mining company on a patent-nullity matter. It recently added Falabella to its portfolio of clients.

Team & differentiation: The team provides bespoke IP counsel on prosecution, registration, litigation and enforcement of trademarks, patents and copyrights. Senior partner Francisco Espinosa Reboa is highly known in the market for his management of IP-related litigation, unfair competition, consumer law and advertising issues, and his personal involvement or supervision in most matters.

KRESALJA IP: TWO GENERATIONS DEVOTED TO IP PROTECTION



Rosa Maria Kresalja

Key figures: Baldo Kresalja, Rosa Maria Kresalja and Marcela Robles
Established: 1972

Track record: The team handles some of the most important IP litigation cases in the country. It successfully represented Embotelladora San Miguel del Sur in a trademark litigation case against Stokely Van Camp. Other clients of the firm include national companies such as Corporacion TDN SAC and Ferreycorp SAA, as well as international groups like YPF, Bayer and Ferrero.

Team & differentiation: Founder Baldo Kresalja has more than 40 years' experience in IP and competition and is lawyer of reference in legal doctrine and in academia. Managing partner Rosa Maria Kresalja has more than 16 years' experience. The team has four partners, and other lawyers, including Roselina Liza, who've worked for INDECOPI, the Peruvian IP authority.

CAROLINA ORE GOMEZ & ASOCIADOS: EFFICIENT AND HIGH-QUALITY SERVICE



Alexander Trujillo

Key figures: Carolina Oré and Alexander Trujillo
Established: 2006

Track record: The firm provides integrated services related to intellectual property and the transfer of technology. In relation to trademarks, distinctive signs, copyright and data protection matters, the team manages the registration and litigation portfolios for companies from a range of sectors. Concerning patent and technology, they cover registration and litigation matters for companies and universities.

Team & differentiation: The team provides advice to public and private companies and universities with a multidisciplinary technical-legal team that advises on issues related to biotechnology, engineering, pharmaceuticals and mining. Partner Alexander Trujillo is member of the Inter-American Association of Intellectual Property (ASIP) and also a member of the firm's patent committee.



ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| 1 Barlaw - Barrera & Asociados | Adriana Barrera, Maria Ines Herrera |
| 2 DS Casahierro Abogados | Javier Duany Garcia |
| EXCELLENT | |
| Barreda Moller | Alfredo Barreda, Fernando Barreda |
| Estudio Colmenares & Asociados | Maria del Carmen Arana |
| Muñiz Olaya Melendez Castro Ono & Herrera Abogados | Piero Calderon Oliva |
| HIGHLY RECOMMENDED | |
| Arturo Diaz & Asociados Abogados | Arturo O. Diaz |
| Kresalja IP | Rosa María Kresalja |
| Osterling Abogados | Arturo Tello, Jean-Carlo Costa |
| RECOMMENDED | |
| Allende & Garcia | Magali Garcia, Jorge Allende |
| ClarkeModet Peru | José Marquis, Jimena Ugarte, Ana Teresa Barreto |
| Diez Canseco Competencia & PI | Juli Gutierrez |
| Estudio Echecopar -Member of Baker McKenzie International | Luis Alonso García Muñoz-Nájara |

BARLAW BARRERA & ASOCIADOS: A BROAD KNOWLEDGE OF PROTECTION AND DEFENSE OF INTELLECTUAL PROPERTY



Adriana barrera

Key figures: Adriana Barrera and Maria Inés Herrera
Established: 2011

Track record: The firm covers all areas related to IP, such as patents, trademarks, copyrights, variety plants, IP enforcement, IP litigation, IP licensing and IP consultancy, data privacy, advertising, fashion and entertainment law. The team has secured a number of well-known trademarks for clients. They handle complex IP litigation matters.

Team & differentiation: The team is composed of two partners and twelve other qualified professionals (engineers, translators and paralegals). Partners Adriana Barrera and Maria Inés Herrera have a strong reputation for handling complex enforcement and trademark prosecution cases and IP litigation. The team also advises companies on data privacy, life science and patent law matters.

DS CASAHIERRO: ANTI-COUNTERFEITING AND BRAND PROTECTION EXPERTS



Javier Duany

Key figures: Javier Duany and Jessica Ortiz
Established: 2009

Track record: The IP team is very active in anti-counterfeiting and brand protection, representing national and international clients in various industry sectors, such as entertainment, digital, automotive and sports and have incorporated major international firms into its anti-counterfeiting and brand protection program. Among its clients we found Hilton Hotels, QSI Peru and Montana.

Team & differentiation: The IP area has more than 80 years of experience. The team is led by Javier Duany, senior partner, and Jessica Ortiz, senior associate. They have developed a successful anti-counterfeiting and brand protection program, which encompasses investigations, customs enforcements, market raids, online enforcement, and training. In 2019 the firm joined forces with French firm DS Avocats.

ARTURO DÍAZ & ASOCIADOS: QUALITY SERVICE FOR ALL IP NEEDS



Arturo Díaz

Key figure: Arturo Díaz
Established: 2008

Track record: Arturo Díaz & Asociados is an IP boutique firm specializing in industrial property matters. The firm offers a comprehensive legal advice including registration of trademarks, patents, industrial designs, utility models, plant varieties, advertising and entertainment advice, copyright, investigations and evaluation of disputes and litigation matters.

Team & differentiation: The team offers legal advice to clients on adequate surveillance and correct protection of the client companies' intangible assets. Senior partner Arturo Díaz has extensive experience in the IP area. His academic rigor is held in high regard across Peru and in other countries in Latin America.



TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Estudio Echecopar -Member of Baker McKenzie International | Teresa Tovar |
| Payet, Rey, Cauvi, Pérez Abogados | Carlos Patron, Gerardo Soto |
| Porto Legal | Jose Miguel Porto |
| Quiñones Alayza Abogados | María Teresa Quiñones, Lucía Olavarria |
| Rodrigo Elías & Medrano Abogados | Veronica Sattler, Maria del Rosario Quiroga |
| EXCELLENT | |
| Bullard Falla Ezcurrea Abogados | Alejandro Falla, Eduardo Quintana |
| CMS Grau | Ramon Huapaya |
| Diez Canseco Competencia & PI | Luis Diez Canseco, José Carlos Gonzáles |
| Muñiz Olaya Melendez Castro Ono & Herrera Abogados | Pierino Stucchi, José Antonio Bezada |
| HIGHLY RECOMMENDED | |
| De Bracamonte Haaker Castellares | David Ruiz |
| Estudio Olaechea | Martin Serkovic |
| Hernández & Cia | Enrique Cavero Safra |
| MOAR Abogados | Carlos Monteza |
| Niubox | Oscar Montezuma |
| Ontier Peru | Jorge Baca-Álvarez |
| Revoredo.pe | Abel Revoredo |
| Zegarra & Schipper | Diego Zegarra |

PORTO LEGAL: A DYNAMIC TELECOMS AND TECHNOLOGY PRACTICE



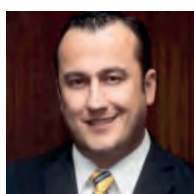
José Miguel Porto

Key figure: José Miguel Porto
Established: 2014

Track record: The firm is recognized as a leader in telecommunications, venture capital and technology transactions. It has advised several telecoms companies on their entry strategies into the market. They acted as lead counsel for Orocom in the deployment of a regional fiber optic network, a project funded by the Peruvian government.

Team & differentiation: Founding partner José Miguel Porto has extensive experience in the telecoms and IT industries, having held management positions at a national and international level. The team is very active in the venture capital industry, assisting entrepreneurs raising capital, assisting foreign entrepreneurs with the commencement operations in the country.

ESTUDIO MUÑIZ, OLAYA, MELÉNDEZ, CASTRO, ONO & HERRERA: HIGHLY REGARDED PRACTICE



Pierino Stucchi

Key figures: Pierino Stucchi and José Antonio Bezada
Established: 1981

Track record: The firm advised British Telecom on all stages of obtaining the "unique concession" before the Peruvian public authority which allowed the client to obtain licenses and permits for the development of their activities. They additionally advised Axxess Peru on obtaining the registration of satellite mobile services before the Peruvian public authority.

Team & differentiation: The team is composed of two partners and twelve other qualified lawyers working on the full spectrum of telecoms, media, technology and personal data protection matters. Most of the team's members have worked in the public sector, either at the telecom regulator (Osiptel) or the competition and consumer protection agency (Indecopi).

CMS GRAU: FULL-SERVICE FIRM WITH TECH, TELECOMS AND IP EXPERTS



Maria Delia Oxley

Key figures: Maria Delia Oxley, Ramon Huapaya and Cecilia Kahn
Established: 1934

Track record: The firm has been active in IP issues and telecoms in addition to data protection, helping clients get up to speed regarding data protection laws. Among clients that have entrusted IP team with their cases we have Saga Falabella, Tottus hypermarket and Unilever Andina. On the telecoms side there's Entel and Enel Distribution Peru and on data protection we find Google as a client.

Team & differentiation: The IP team is lead by Maria Delia Oxley who has more than 20 years' experience in IP, advertisement and competition law. Partner Ramon Huapaya is well known for his expertise in administrative and telecoms law while Cecilia Kahn is in charge of technology and data protection, privacy issues and cybersecurity.



DATA PROTECTION & CYBERSECURITY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Niubox | Oscar Montezuma |
| EXCELLENT | |
| 1 Estudio Echeopar -Member of Baker McKenzie International | Teresa Tovar |
| Iriarte & Asociados | Erick Iriarte |
| Muñiz Olaya Melendez Castro Ono & Herrera Abogados | Pierino Stucchi, José Antonio Bezada |
| Rodrigo Elías & Medrano Abogados | Ítalo Carrano, Francisco Baldeón, Iván Blume |
| 2 | |
| Allende & Garcia Abogados | Jorge Allende |
| Hernández & Cia | Enrique Cavero Safra |
| HIGHLY RECOMMENDED | |
| Osterling Abogados | Fernando Allasi |
| Pacon & Schiantarelli | Juan Pablo Schiantarelli, Rosalina Susano |
| Payet, Rey, Cauvi, Pérez Abogados | Carlos Patron |
| Porto Legal | Jose Miguel Porto |
| Revoredo.pe | Abel Revoredo |
| Zegarra & Schipper | Diego Zegarra |
| RECOMMENDED | |
| Barlaw - Barrera & Asociados | Adriana Barrera, Catherine Escobedo |
| Ds Casahierro Abogados | Javier Duany Garcia |
| CMS Grau | Cecilia Kahn |
| Diez Canseco Competencia & PI | José Carlos Gonzales Cucho |
| Philippi, Prietocarrizosa Ferrero DU & Uria | Laisha Mubarak |
| Torres y Torres Lara Abogados | Alejandro Morales Cáceres, Rafael Torres |

NIUBOX: COMMITTED TO CONTINUOUS INNOVATION



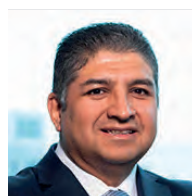
Oscar Montezuma

Key figure: Oscar Montezuma
Established: 2018

Track record: The team has been working on telecom, data protection and privacy, competition, IP, cybersecurity, public policy and regulatory matters in the technology industry. Its clients range from global big tech and Fortune 500 tech companies to leading startups. The firm has developed programs, training and consultancy for in-house legal teams based around legal innovation, legal design and legaltech.

Team & differentiation: A pioneer in technology law and data protection, in 2018 Oscar Montezuma decided to stray from the traditional law firm career path to start his own firm: Niubox. Beyond having top-notch legal and tech skills, Niubox aims to be a leader in legal innovation and legaltech. The team has 11 skilled professionals with an interdisciplinary background.

ZEGARRA & SCHIPPER ABOGADOS: DYNAMIC AND INNOVATIVE DATA PROTECTION PRACTICE



Diego Zegarra Valdivia

Key figure: Diego Zegarra Valdivia
Established: 2015

Track record: The firm provides legal services to public and private entities, mainly in the areas of personal data protection and telecoms. It has expertise in advising on audits in personal data protection, privacy impact analysis and registration of data banks, among others. The client roster includes Banco BBVA Continental, Banco Cencosud and Banco Financiero

Team & differentiation: The team is composed of one partner and five other lawyers. Founding partner Diego Zegarra has solid knowledge in telecoms and IT Law. He is an expert in personal data protection with experience advising private companies and public administration bodies. Clients are mainly from the health, safety, banking and finance, insurance, hydrocarbons and electricity sectors.



URUGUAY

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM

KEY FIGURES

LEADING

Fernandez Secco & Asociados

Agustina Fernández Giambruno

Fox & Lapenne

Victoria Fox, Juan Lapenne

EXCELLENT

1 ClarkeModet Uruguay

Fabiana Penades, Martín Hermida

2 Ferrere

Agustín Meyer West

Fischer Abogados

Mercedes Castells, Gustavo Fischer

Vanrell Propiedad Intelectual Abogados

Juan Vanrell, Veronica Vanrell

HIGHLY RECOMMENDED

Bacot & Bacot

Oscar Bacot Silveira

Cikato Abogados

Matias Cikato, Mauro Marín

Cervieri Monsuarez & Asociados

Natalia Paladino

Pittaluga Abogados

Martín Pittaluga



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Cervieri Monsuarez & Asociados | Virginia Cervieri, Natalia Paladino |
| Ferrere | Agustín Meyer West |
| Fischer Abogados | Mercedes Castells, Gustavo Fischer |
| EXCELLENT | |
| 1 Cikato Abogados | Mauro Marín, Matias Cikato |
| Fernandez Secco & Asociados | Gonzalo Fernandez Secco, Agustina Fernández Giambruno |
| Fox & Lapenne | Victoria Fox, Juan Lapenne |
| 2 Vanrell Propiedad Intelectual Abogados | Veronica Vanrell |
| HIGHLY RECOMMENDED | |
| Bacot & Bacot | Oscar Bacot Silveira |
| Dubourg | Andrés Gallo Dubourg |
| Jones & Cia | Hugo Esteves |
| Pittaluga Abogados | Martín Pittaluga |

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



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- Conferences sharing best practices and the newest market information
- Organizable one-to-one meetings to move your business forward
- Awards for those outstanding in their field





ENFORCEMENT & ANTI-COUNTERFEITING ACTIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|-------------------------------------|
| LEADING | |
| Cervieri Monsuarez & Asociados | Virginia Cervieri, Natalia Paladino |
| EXCELLENT | |
| 1 Cikato Abogados | Matias Cikato, Mauro Marín |
| 2 Fischer Abogados | Mercedes Castells, Gustavo Fischer |
| Fernandez Secco & Asociados | Agustina Fernández Giambruno |
| HIGHLY RECOMMENDED | |
| Bacot & Bacot | Oscar Bacot Silveira |
| Ferrere | Agustín Meyer West |
| Fox & Lapenne | Victoria Fox, Juan Lapenne |
| Pittaluga Abogados | Martín Pittaluga |
| Vanrell Propiedad Intelectual Abogados | Veronica Vanrell, Fabiana Mateos |

CERVIERI MONSUAREZ & ASOCIADOS: RELIABLE IP EXPERTISE



Virginia cervieri

Key figures: Virginia Cervieri, Natalia Paladino and Pablo Monsuarez
Established: 2009

Track record: Cervieri Monsuarez is a full-service IP law firm providing services such as the registration and protection of IP rights including patents, industrial designs, trademarks, copyrights, domain names, health registrations and plant varieties. They advised Adidas on a trademark case concerning the association of the three stripes with the Adidas brand.

Team & differentiation: Partner Virginia Cervieri has experience in enforcement and anti-counterfeiting issues. Natalia Paladino has represented several clients in trade dress IP cases that set precedent in the country. Pablo Monsuarez brings valuable knowledge on issues such as licensing, technology transfer, litigation and marketing strategies.



EUROPE

INVESTMENTS & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

| FIRM | HEADQUARTERS | KEY FIGURES |
|----------------------------------|--------------|---|
| LEADING | | |
| 83 North | London | Philip Chopin, Laurel Bowden |
| Accel | London | Luca Bocchio, Sonali De Rycker, Seth Pierrepont |
| Alven | Paris | Guillaume Aubin, Charles Letourneur |
| Atomico | London | Niklas Zennström |
| Balderton Capital | London | Bernard Liautaud |
| BGF | London | Simon Calver, Stephen Welton |
| Creandum | Stockholm | Staffan Helgesson, Johan Brenner, Fredrik Cassel |
| DN Capital | London | Nenad Marovac |
| e.ventures | Berlin | Andreas Haug, Christian Leybold |
| Earlybird Venture Capital | Berlin | Hendrik Brandis, Roland Manger, Rolf Mathies, Christian Nagel |
| EQT Ventures | Stockholm | Sandra Malmberg, Jenny Dreier, Naza Metghalchi |
| Heartcore Capital | Copenhagen | Jimmy Fussing Nielsen, Christian Lindegaard Jepsen |
| HV Holtzbrinck Ventures | Munich | Lars Langusch |
| Idinvest Partners | Paris | Christophe Bavière, Benoist Grossmann |
| Index Ventures | London | Dominique Vidal, Jan Hammer, Martin Mignot |
| Lakestar | Zürich | Klaus Hommels, Mika Salmi, Nicolas Brand |
| Mosaic Ventures | London | Toby Coppel, Simon Levene |
| Northzone | London | Michiel Kotting, Paul Murphy, Jessica Schultz, Jeppe Zink |
| Notion Capital | London | Stephen Chandler, Jos White, Chris Tottman, Patrick Norris |
| Octopus Ventures | London | Alliott Cole |
| Partech | Paris | Jean-Marc Patouillaud, Philippe Collombel |
| Scottish Equity Partners | Glasgow | Calum Paterson |
| Target Global | Berlin | Alexander Frolov, Yaron Valler |
| Ventech | Paris | Alain Caffi, Jean Bourcereau, Claire Houry, Audrey Soussan |



BELGIUM

PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

| AGENCY | KEY FIGURES |
|---------------------------------|---|
| LEADING | |
| Arnold & Siedsma | Nele D'Halleweyn, Yannick Philippaerts |
| De Clercq & Partners | Ann De Clercq, Liesbet Paemen, Sakina Bounaga, Koen Vanhalst, Andrej Michalik |
| Gevers | Frank van Coppenolle, Samuel Denis |
| EXCELLENT | |
| Calysta | Ludivine Coulon, Pierre Claëys, Johannes Wohlmuth |
| Denk IP | Kris Hertoghe, Davy Wauters |
| IP Hills | Axel Plas |
| Kirkpatrick | Emilie Blanche, Philippe de Diesbach |
| NLO | Jaap Mannaerts, Caroline Pallard, |
| Pronovem | Joëlle van Malderen, Marc Lerho, Dieter Heck, Eric van Malderen |
| V.O. | Annemie Jaeken, Marco Box, Marco Molling |
| HIGHLY RECOMMENDED | |
| Abyoo | Christophe De Groote |
| BiiP | Marnix Moens |
| Brantsandpatents | Johan Brants |
| Icosa | Claire Verschelde |
| Ip Lodge | Michael Beck |
| LC Patents | Sara Reekmans, Lieve Coenegrachts |
| M.F.J. Bockstael | Krista De Clercq, Tinneke Jacobs |
| Pecher & Partners | Nicolas Pecher |

DE CLERCQ & PARTNERS: INGENUITY COMBINED WITH STRONG TECHNICAL EXPERTISE



Ann De Clercq

Key figure: Ann De Clercq
Established: 1998

Track record: The firm offers a wide range of IP services, encompassing the drafting, filing and prosecution of patent applications and the representation of parties in examinations, oppositions and appeals. The firm regularly assists prestigious international clients such as 3M Innovative Properties, the MIT, Total and Sysmex Corporation.

Team & differentiation: The team is known for its ability to think outside the box and come up with creative solutions. Ann De Clercq, founding partner in charge of the patent practice, is regularly cited as a leading expert in biotechnology and related life sciences. She always pays attention to striking the right balance between litigators and technical experts in specific fields.

VO: POWERFUL BENCH OF DEDICATED IP SPECIALISTS



Annemie Jaeken

Key figures: Annemie Jaeken, Bernard Ledebuer, Otto Oudshoorn, Leo Jessen, Marco Box and Marco Molling
Established: 1916

Track record: V.O. Patents & Trademarks is a firm of more than 60 attorneys, backed by 140 qualified and experienced support staff. V.O. has a prominent position in the Dutch, Belgian and German legal markets with nine offices across the Europe. Its professionals include European patent attorneys and a US patent agent as well as European and Benelux trademark and design attorneys, who represent clients before the European Patent Office.

Team & differentiation: V.O. is a European firm with strong Dutch roots, combining native entrepreneurial attitude with a strong drive to explore new territories. Partners and associates of the firm are active in professional organizations, both nationally and internationally, in governmental committees and in education and professional training. They have also actively participated in the drafting of the European Patent Convention.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------|--|
| LEADING | |
| Altius | Philippe De Jong, Christophe Ronse |
| Bird & Bird | Jean-Christophe Troussel, Domien Op de Beeck |
| Crowell & Moring | Kristof Roox, Jan-Diederik Lindemans |
| Hoyng Rokh Monegier | Carl De Meyer, Liesbeth Weynants, Steven Cattoor |
| Stibbe | Ignace Vernimme, Philippe Campolini |
| EXCELLENT | |
| Allen & Overy | Filip Van Elsen, Geert Glas, Edward Taelman* |
| Cape IP | Veronique Pede, Patricia Cappuyns |
| Fieldfisher | Stijn Debaene, Hakim Haouideg |
| Janson | Mireille Buydens |
| Simont Braun | Eric De Gryse, Fernand de Visscher |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Koen De Winter |
| Inteo | Sofie Cubitt, Kristof Neefs |
| IP Porta | Karen Ongena |
| Linklaters | Pieter Van Den Broecke |
| NautaDutilh | Florence Verhoestraete, Tanguy de Haan |
| Osborne Clarke | Benjamin Docquir |
| RECOMMENDED | |
| Daldewolf | Valentin de le Court, Sari Depreeuw |
| DLA Piper | Alexis Fierens |
| Lexing | Alexandre Cruquenaire |
| Liedekerke | Etienne Kairis |
| LMBD | Louis Puts |
| Monard Law | Daan De Jaeger |
| Van Bael & Bellis | Peter L'Ecluse |
| Van Innis & Delarue | Dieter Delarue |

*Counsel

BIRD & BIRD: A HOLISTIC APPROACH TO IP



Jean-Christophe Troussel

Key figures: Jean-Christophe Troussel, Domien Op de Beeck

Established: 1846

Track record: Bird & Bird covers the full spectrum of IP issues. As far as patent disputes are concerned, it has great expertise in handling complex, technical, multi-jurisdictional litigations. Recent highlights include acting for Anheuser-Busch InBev and B. Braun Melsungen. It also handles copyright and digital technology, design protection, brands, as well as non-contentious intellectual property matters, such as technology transfer and licensing.

Team & differentiation: Bird & Bird boasts expertise in legal, technical, regulatory and IP issues. Each of the firm's lawyers can contribute to the work of the IP practice, which is at the core of the law firm's strategy. That's why the IP department works closely with the IP & tax, antitrust, regulatory ICT, fintech and corporate divisions the holistic approach consistent and cost-effective.

ALTIUS: SOLID IP EXPERTISE



Christophe Ronse

Key figures: Christophe Ronse, Philippe De Jong, Paul Maeyaert, Olivier Vrins

Established: 2001

Track record: Altius is one of the most capable law firms in all the traditional branches of IP law and unfair competition and is able to deal with more recent technology-related disciplines. Altius's litigation expertise covers all aspects of dispute resolution, including arbitration. Deeply involved in patent, healthcare and life science.

Team & differentiation: A leading patent litigation outfit, Altius stands out for its strong presence in the milieu of big companies. As shown by its ten-year relationship with some famous multinationals (MSD, Mitsubishi, Sanoma) Altius further tests and assesses the use of contract generation tools, artificial intelligence and blockchain. Clients include telecoms and IT operators, hardware manufacturers, software and app developers.



LIFE SCIENCES: TRANSACTIONAL & IP

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------|--|
| LEADING | |
| Bird & Bird | Domien Op de Beeck, Marc Martens, Jean-Christophe Troussel |
| Covington & Burling | Peter Bogaert |
| Hoyng Rokh Monegier | Liesbeth Weynants, Benoit Strowel |
| Simmons & Simmons | Olivier Mignolet, Annabelle Bruyndonckx* |
| EXCELLENT | |
| Altius | Christophe Ronse, Philippe De Jong |
| Callens | Stefaan Callens |
| Crowell & Moring | Gunther Meyer, Kristof Roox |
| Jones Day | Cristiana Spontoni |
| NautaDutilh | Florence Verhoestraete, Jens Mosselmans |
| Quinz | Olivier Van Obberghen, Pieter Wyckmans |
| Simont Braun | Eric De Gryse, Fernand de Visscher |
| Stibbe | Ignace Vernimme, Philippe Campolini |
| HIGHLY RECOMMENDED | |
| Allen & Overy | Geert Glas |
| Cape IP | Veronique Pede, Patricia Cappuyns |
| CMS | Virginie Dor |
| Dewallens & Partners | Filip Dewallens, An Vijverman |
| DLA Piper | Bertold Bär-Bouyssière |
| Loyens & Loeff | Stéphanie De Smedt |
| MVVP | Olivier Sasserath, Klaus Heinemann |
| Osborne Clark | David Haex, Benjamin Docquir |

*Counsel

STIBBE: MULTIDISCIPLINARY AND FULL-SERVICE



Ignace Vernimme

Key figures: Ignace Vernimme, Philippe Campolini
Established: 1911

Track record: Stibbe's IP and life sciences practice group provides a range of services to companies active in pharmaceuticals, biotechnology, life sciences, healthcare and medical device, covering both EU and domestic regulations. It is a one-stop department for pharmaceutical companies, dealing with disputes, registration and compliance issues, regulatory and IP aspects. It advises clients on life sciences matters such as pricing and reimbursement, clinical trials and product registration.

Team & differentiation: Stibbe distinguishes itself with its multidisciplinary and full-service approach, which makes it one of the preferred referral firms of many leading British and American firms that do not have a presence in Belgium. Furthermore, Stibbe's regular contact with public authorities and institutions such as the European Commission, the European Medicines Agency, and all Benelux medicines agencies, works in favour of its clients' position and legal strategies.

BELGIUM



LIFE SCIENCES: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------|------------------------------------|
| LEADING | |
| Bird & Bird | Marc Martens |
| Hogan Lovells | Elisabethann Wright, Fabien Roy |
| Hoyng Rokh Monegier | Liesbeth Weynants |
| EXCELLENT | |
| Allen & Overy | Geert Glas |
| Altius | Christophe Ronse, Philippe de Jong |
| Covington & Burling | Peter Bogaert |
| Crowell & Moring | Gunther Meyer, Kristof Roox |
| Fieldfisher | Claudio Mereu |
| Jones Day | Cristiana Spontoni |
| King & Spalding | Geneviève Michaux |
| Sidley Austin | Maurits J.F. Lugard |
| Simmons & Simmons | Olivier Mignolet |
| Van Bael & Bellis | Peter L'Ecluse, Catherine Longeval |



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IT, DATA PROTECTION & TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------|--|
| LEADING | |
| Allen & Overy | Filip Van Elsen |
| Altius | Gerrit Vandendriessche, Jérôme Vermeylen |
| Baker McKenzie | Daniel Fesler, Elisabeth Dehareng |
| Bird & Bird | Benoit Van Asbroeck, Hein Hobbelen |
| DLA Piper | Kristof De Vulder, Patrick Van Eecke |
| Stibbe | Erik Valgaeren |
| Timelex | Frédéric Debusseré, Jos Dumortier, Geert Somers, Edwin Jacobs, Hans Graux |
| EXCELLENT | |
| Astrea | Steven De Schrijver |
| CMS | Tom Heremans, Tom De Cordier, Dirk Van Liedekerke |
| Crowell Moring | Thomas De Meese |
| Fieldfisher | Tim Van Canneyt, Olivier Proust |
| Hoyngh Rokh Monegier | Fabienne Brison, Benoit Michaux |
| Jones Day | Bernard Amory, Alexandre Verheyden, Jörg Hladijk, Thomas De Muynck |
| Linklaters | Tanguy Van Overstraeten |
| Lydian | Bastiaan Bruyndonckx |
| Monard Law | Kristof Zadora, Daan De Jaeger, Stephane Criel, Wouter Moonen, Sébastien Verva |
| Osborne Clark | Benjamin Docquir |
| Simont Braun | Eric De Gryse, Fernand de Visscher, Laurent de Brouwer, Emmanuel Cornu |
| Ulys | Etienne Wery, Thierry Léonard |
| HIGHLY RECOMMENDED | |
| Ambos | Bart Vandereeckt |
| Cresco Advocaten | David Dessers |
| Daldewolf | Sari Depreeuw |
| Janson | Hans Dhondt, Mireille Buydens |
| Koan | Agnès Maqua, Christine De Keersmaeker |
| MVVP | Herman Croux, Philippe Laurent |
| NautaDutilh | Philippe Peters |
| RECOMMENDED | |
| & De Bandt | Jeff Keustermans |
| AKD | Paul Van den Bulck |
| Lexing | Jean-François Henrotte |
| LMBD | Louis Puts |
| Petillion | Flip Petillion |
| Verhaegen Walravens | Emmanuel Szafran |

MVVP: A THOROUGHLY MODERN FIRM



Herman Croux

Key figures: Herman Croux and Philippe Laurent
Established: 1995

Track record: The firm is experienced in IT law and advises on issues related to IT agreements, including outsourcing services and technology licensing. It also regularly deals with cloud computing, artificial intelligence and open source matters, and has developed a specific experience in contractual and regulatory issues related to GDPR. MVVP recently assisted a client from the PR-sector in a high-profile case regarding GDPR.

Team & differentiation: The IT team has different partnerships with regional IT clusters gathering avant-garde SMEs, which keeps it at the cutting edge of innovation; in relation to GDPR, MVVP assists many clients regarding compliance programs and provides DPOaaS to data controllers in a broad range of sectors, including insurance, health, IT services, marketing & public relations, education, manufacture, and public services.

TIME LEX: TOMORROW'S LAW FIRM, TODAY



Geert Somers

Key figures: Frédéric Debusseré, Jos Dumortier, Geert Somers and Edwin Jacobs
Established: 2007

Track record: Time Lex is a leading niche firm in IT, privacy & data protection and media & entertainment law. Its IP practice specializes in regulatory work, compliance and litigation. Time Lex is typically hired by companies of all sizes for their information technology and data protection law compliance needs. The firm is also involved in high-level IT-related disputes, mostly between national authorities and big social network platforms.

Team & differentiation: Time Lex's team consists of 18 lawyers. Key clients are the European Commission and the governments of Belgium, Flanders, The Netherlands, Malta and Qatar. In the area of data protection and IT, the firm's visionary lawyers are at the forefront of shaping the law of tomorrow. It assisted the European Commission in drafting a directive on common security levels of networked information systems across the Union.



FRANCE

TMT: LARGE-CAP M&A

Best Investment Banks

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|-------------------------------|---|
| LEADING | |
| Lazard | Matthieu Pigasse, Amélie Négrier-Oyarzabal, Vincent Le Stradic |
| Morgan Stanley France | Jean Abergel, Arnaud Bouyer, Frédéric Proust, Dominic Cahu, Patrick Standaert |
| EXCELLENT | |
| Bank of America Merrill Lynch | Stéphane Courbon |
| BNP Paribas | Laurence Beghin, Thierry Varène, Jean-Baptiste Natali |
| DC Advisory | Francois Prioux |
| Goldman Sachs | Pierre Hudry |
| Rothschild & Co | Pierre-Henri Chappaz |
| HIGHLY RECOMMENDED | |
| Crédit Agricole CIB | Mathieu Gross |
| Crédit Suisse | Laurence Hainault |
| Deutsche Bank Ag | Emmanuel Hasbanian, Julien Fabre |
| J.P. Morgan | Xavier Bindel |
| Natixis Partners | Bruno Stern |
| Perella Weinberg | Arnaud Dassy, Paulo Pereira |
| Qatalyst Partners | Jean Tardy-Joubert |
| Société générale CIB | Patrick Perreault, Juan Manuel Ramirez |
| RECOMMENDED | |
| Barclays | Daniel Aharoni |
| Citigroup Global Markets | Wilhelm Schulz, Grégoire Haemmerlé, Pierre Drevillon |
| Nomura | Virginie Banet, Adam Islef |
| Oddo BHF | Jean-François Delpech |



TMT: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically



| FIRM | KEY FIGURES |
|---------------------------------|---|
| LEADING | |
| Cambon Partners | Morgann Lesné, Michael Azencot, Laurent Azout, Guillaume Teboul |
| Clipperton Finance | Stéphane Valorge, Nicolas Von Bülow, Thomas Neveux, Thibaut Revel, Antoine Ganancia, Thomas de Montille |
| Rothschild Transaction R | Virginie Lazès, Pierre-Henri Chappaz |
| EXCELLENT | |
| 1 Arma Partners | Paul-Noël Guély |
| Bryan, Garnier & Co | Greg Revenu, Thibaut de Smedt |
| CapitalMind | Michel Degryck, Ron Belt, Jean-Arthur Dattée |
| Goetzpartners | Guillaume Piette, Serge Prager |
| Oaklins | Eric Félix-Faure, Thibaut de Monclin |
| Ohana & Co | Ariel Ohana, Karine Ohana |
| 2 Acetis France | Frédéric Bos, Julien Moréel |
| Adviso Partners | Marc Lebrun |
| Build Up | Patrick Azzopardi |
| Degroof Petercam | Cyril Kammoun |
| Deloitte Finance | Charles Bédier |
| Drake Star Partners | Lawrence Giesen, Arnaud Limal, Christophe Morvan, Nicolas Depardieu |
| Euroland Corporate | Marc Fiorentino |
| Oddo BHF | Jean-François Delpech |
| Ondra Partners | Yann Dever |
| PwC | Antoine Tanguy |
| Samothrace Advisory | Samuel Bokobza |
| HIGHLY RECOMMENDED | |
| Axe Média | Olivier Faguer |
| B&L Partners | Vanessa Benhamou |
| Banque Hottinguer | Arnaud Bochet |
| Canaccord Genuity | Olivier Dardel, Christian Ménard |
| CM-CIC Conseil | Michaël Chicheportiche |
| Crescendo Finance | Alexandre Folman, Yoann Roussel |
| DDA & Company | Alexandre Odin |
| GP Bullhound | Guillaume Bonneton |
| Invest Corporate Finance | Marc-Antoine Guillen |
| KPMG | Mark Wyatt |
| Linkers | Jérôme Luis, Nicolas du Rivau, Benjamin Le Guillou |
| Nomura | Virginie Banet |
| Pax Corporate Finance | Adrien Tourres |
| Verdier & Co | Jean-Philippe Verdier |



HEALTHCARE & PHARMACEUTICALS: LARGE-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically



| FIRM | KEY FIGURES |
|--------------------------------------|--|
| LEADING | |
| Goldman Sachs | Céline Méchain, Pierre Hudry |
| J.P. Morgan | Isabelle Seillier, Xavier Bindel |
| EXCELLENT | |
| Bank of America Merrill Lynch | Stéphane Courbon, Laurent Vieillevigne |
| BNP Paribas | Thierry Varène |
| Citigroup Global Markets | Pierre Drevillon, Emmanuel Régniez |
| Deutsche Bank CIB | Emmanuel Hasbanian |
| HSBC | Philippe Pontet |
| Lazard | Isabelle Xoual, Guillaume Molinier |
| Morgan Stanley France | David Benichou, Philippe Gallone |
| Rothschild & Co | Cyrille Harfouche, Grégoire Chertok, Laurent Buiatti |
| Société générale CIB | Patrick Perreault, Juan Manuel Ramirez |
| HIGHLY RECOMMENDED | |
| Barclays | Ghislain de Brondeau |
| Bucéphale Finance | Jean-Marc Forneri |
| Crédit Agricole CIB | Bertrand Peyrelongue |
| Crédit Suisse | Team of partners |
| RECOMMENDED | |
| Blackstone | Gérard Errera |
| Nomura | Jérôme Calvet |
| Ubs Investment Bank | Laurent Bouvier |

HEALTHCARE & PHARMACEUTICALS: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically



| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| Edmond de Rothschild Corporate Finance | Arnaud Petit, Nicolas Durieux |
| Natixis Partners | François Rivalland |
| Potomac Transaction | Sébastien Drouot |
| Rothschild Transaction R | Anthony Benichou, Elena Coluccelli-Guérin |
| EXCELLENT | |
| 4Reliance | Alain Lostis |
| Bryan, Garnier & Co | Hervé Ronin |
| CapitalMind | Nicolas Balon, Michel Degryck |
| Clearwater International | Philippe Croppi, Philippe Guézenc |
| Dc Advisory | David Benin, Frédéric Meyer |
| Samothrace Advisory | Samuel Bokobza |
| HIGHLY RECOMMENDED | |
| 1 | |
| Adviso Partners | Marc Lebrun, Romain Massiah |
| Alira Health (Cmc Consulting) | Jean-Louis Simon |
| Banque Hottinguer | Philippe Bonhomme |
| Blue Partners Finance | Nicolas Elbaz |
| Canaccord Genuity | Olivier Dardel, Alexis de Rosnay |
| Jefferies | Ashwin Pai, Roger Gunnarson, Tommy Erdei |
| Quatuor | Gilles Ravel |
| 2 | |
| AEC Partners | Lionel Delaporte |
| Degroof Petercam | Cyril Kammoun |
| Deloitte Finance | Charles Bédier, Yves Jarlaud |
| Financière De Courcelles | Olivier Mattéoli |
| Invest Corporate Finance | Raphaël Rossello |
| Lincoln International | François Rispoli |
| Oaklins | Francisco Diez |



HEALTHCARE & PHARMACEUTICALS: INVESTMENTS & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|--------------------------------|--|
| LEADING | |
| 1 Andera Partners | Gilles Nobécourt, Raphaël Wisniewski, Olivier Litzka, Sofia Ioannidou |
| Sofinnova Partners | Denis Lucquin, Antoine Papiernik, Henriette Richter, Graziano Seghezzi |
| 2 | |
| CM-CIC Innovation | Emilie Lidome, Karine Lignel |
| Innobio | Laurent Arthaud |
| Kurma Partners | Thierry Laugel, Rémi Droller, Vanessa Malier, Philippe Peltier |
| LBO France | Franck Noiret, Philippe Chambon, Sébastien Woynar |
| Seventure | Isabelle de Cremoux |
| Truffle Capital | Philippe Pouletty |
| Turenne Groupe | Christophe Deldycke, Benoît Pastour |
| EXCELLENT | |
| Capagro | Bénédicte Monpert |
| CapDecisif Management | Catherine Boule |
| Elaïa Partners | Franck Lescure |
| Gimv | Koen Dejonckheere |
| Paris Biotech Santé | Olivier Amédée-Manesme |
| UI Gestion | Michel Déprez, Sébastien Alauzet, Olivier Jarrousse |
| HIGHLY RECOMMENDED | |
| Cap Innov'Est | Jean-Lin Bergé |
| Mérieux Equity Partners | François Valencony |

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



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- Awards for those outstanding in their field





STRATEGY & INNOVATION MANAGEMENT

Best Consulting Firms

Firms are ordered alphabetically



| FIRM | KEY FIGURES |
|---|---|
| Absiskey | François Chollet, Grégoire de Tournemire, Xavier Fabre |
| Actemiss | Arnaud Uflont, Gilles Christory |
| Alcimed | Géraldine Börtlein |
| Altran | Dominique Cerutti, William Rozé |
| Arttic | Christian Baumhauer |
| Auvalie | Frédéric Grévaud, Pierre Cléau |
| Ayming | Hervé Amar |
| BDO innovation | Michel Léger |
| Benkei | Luc Ragon |
| Bloomoon | Cyril Fresse |
| BT2i | Marc-Henri Ménard |
| Capital High tech | Florence Ghiron |
| Corteam | Christophe Bessin |
| D&Consultants | Dominique Carlach |
| Dowel | Patrick Chanudet |
| Dynergie | Xavier Levesy |
| Efficiency Marketing | Alain de Brisson |
| Efficient Innovation | Olivier Delaunay |
| Emoveo | Jérôme Carayol |
| Erdyn | Patrick Haouat |
| Exeis | Antoine Vallée |
| Explolab | Daniel Jasmin, Jérôme Serre |
| Finovatis | Raphaël Terraz |
| Gba & Associés | Alexandre Arnon |
| In Extenso Innovation Croissance | Patricia Braun |
| Inno Group | Peter Heydebreck |
| Innovation Partagée | Mathieu Dupas |
| Innovative Business Partners | Paul Vincent, Marie-Luce Vantghem |
| Katalyse | Jean-François Lécole |
| L-UP | Philippe Béllier |
| LGI Consulting | Vincent Chauvet |
| Mews Partners | Michel Maurino |
| Newton & Associés | Louis Veyret |
| Okoni | Brice Jehanno |
| Optimal Gestion | Yonathan Arfi |
| Phenix Innovation | Toufik Lamèche |
| Quadr'Innov | Angéline Lunel, François Berthault, Laurent Besson, Alain Clément |
| Sinnrj | Antoine Jonchère, Matthieu Rolland |
| Spinpart | Carole Bénéïm, Ludovic Pilet, Anne Thaler |
| Stratinnov | François Loret, Iria Paris Suarez, Samar Ammar Khodja |
| Streampart | Ghislaine Palloix |
| Technopolis Group | Matthieu Lacave |
| Valmy Conseil | Rémi Durand |
| Weave | Didier Rousseau |



PATENT PROSECUTION: GENERAL

Best IP Agencies

In each tier, the agencies are ordered alphabetically

| AGENCY | KEY FIGURES |
|--------------------------------------|--|
| LEADING | |
| Beau De Lomenie | Pierre Balesta, Philippe Hubert, François Delumeau, Didier Intès, Pierre-Louis Désormière |
| Casalonga | G. Dossmann, A. Casalonga, O. Delprat, F. Zapalowicz, V. Martin-Charbonneau, V. Crest, J-B. Lecoeur, J. Thon, G. Le Roy, J. Neugebauer |
| Egyp* | Anne Desaix, Carol Almond Martin, Carole Sellin, Mathias Robert |
| Lavoix | Alain Colombet, Gérard Myon, Etienne Habasque, Bertrand Domenego, Philippe Blot |
| Plasseraud IP* | I. Schreiber, J-M. Coquel, E. Burbaud, B. Loisel, V. Robbez Masson, C. Leleu, A. Hassine, C. Nargolwalla, R. Fleurance |
| Regimbeau | J. Collin, C. Texier, B. Casadewall, M. Audren, E. Levy, J-R. Callon de Lamarck, A. Bogard Boutaric, S. Célaire, F. Ahner, F. Faivre Petit |
| Santarelli | François Lepelletier-Beaufond, Ghislain De Tremiolles, Hélène Stankoff, Thierry Caen, Luc Santarelli |
| EXCELLENT | |
| 1 Cabinet Netter | Jean-Yves Plaçais, Gabriel De Kernier |
| Camus Lebkiri | Olivier Camus, Alexandre Lebkiri |
| Germain Maureau | Philippe Verriest, Nicolas Delorme, Renaud Chevalier, Stéphane Agasse |
| Icosa | Caroline de Mareuil-Villette, Claire Verschelde |
| Ipside | Christophe Cornuejols, Jean-Christophe Hamann, Samuel Deschamps, Emmanuelle Fourcade, Didier Maupilier, Guillaume Mortreux |
| Ipsilon | Valérie Godineau, Maxime Petit, Jean-Loup Laget, Valérie Feray, Wilfried Peguet, Laurent Nuss |
| 2 IP Trust | Pierre Breesé, Alain Kaiser, Emmanuel Huyghe, Sylvain Allano |
| LLR | Guillaume de la Bigne, Vincent Remy, Clémence Vallée-Thiollier |
| Marks & Clerk | Jean-Marc Bréda, Isabelle Dudouit, Alain Collet, Sophie Esselin, Marie-Pierre Henriot, Laurent Lucas, Gérald Brunelli, Enrico Priori |
| Novagraaf | Marie-Noëlle de la Fouchardière |
| HIGHLY RECOMMENDED | |
| 1 Brevallex | Philippe Ahner, Eric Augarde, Philippe Audier, Pascal Moutard, Thomas Moisan |
| Cabinet Didier Martin | Jean-François Weber |
| Cabinet Flechner | Olivier Eidelsberg |
| Cabinet Tripoz | Inès Tripoz |
| Gevers & Orès | Jean-Christophe Rolland, Bernard Hauer, Laurent Barbe, Sonia Dias, Claire Bernstein, Yohann Reboussin |
| Ixas Conseil | Martin Schmidt, Jean-Philippe Schouller, Daniel Pigasse |
| Jacobacci & Coralis-Harle | Vincent Chauvin, Jean-Michel Le Bihan, Fabienne Orsini |
| 2 Bandpay & Greuter | Patrick Trabé, Aujain Eghbali, Renaud Fulconis |
| Boettcher | Bruno Lavialle, Audrey decorchemont, Marie-Flore Ribeyron |
| Cabinet Anthony Berton | Anthony Berton |
| Chaillot | Denis Chaillot, Julie Desrois, Nicolas Dufay |
| Dejade & Biset | Xavier Demulsant |
| GPI Brevets | Laurent Pouillot, Hervé J-P Grüning |
| Hirsch & Associés | Marc-Roger Hirsch, Christophe Andral |
| Ipaz | François Mündler, Claire Mouget Goniot, Olivier Legrand, Alain Kingolo, Bernard Pontet, Nurhak Akdogan |
| Lynde & Associés | Christian Riege, Pierre Kohler, Stéphane Lynde |
| Nony & Associés | François Tanty, Pascale le Coupancec |
| Vidon | Patrice Vidon, Ludovic Bioret |
| RECOMMENDED | |
| Alternip | François-Xavier Regi |
| API Conseil | Nicolas Girardin |
| Argyma | Raynald Bornier, Jean-Christophe Dordain, Guillaume Milcent |
| AtlantiP | Axel Doucerain |
| Brandon IP | Anne Lévy, Michel Levy |
| Bringer IP | Mathieu Bringer |
| Cabinet Degret | Jacques Degret |
| Cabinet Marconnet | Sébastien Marconnet |
| Cabinet Moutard | Xavier Mazabraud |
| Ex Materia | Christophe Leveille, Rodolphe Guyon |
| FGPI | Frédéric Gaillarde |
| Groupe Aivazian Moreau | Denis Aivazian, Stéphane Moreau |
| Hautier | Nicolas Hautier, Jean-Pascal Decobert |
| innovincia | Thomas Croonenbroek |
| Jurispate Cabinet Guiu | Claude Guiu, Raynald Gauche, Amina Afroun, Stéphane Oudin |
| Laurent & Charras | Vincent Pons, Anne Buchet, Idriss Semaoune, Stéphane Palix, Bruno Vuillermoz, Eric Denjean |
| Lexando et Caracteq | Sophie Delaveau |
| Oak & Fox | Julien Pichon |
| Touroude & Associates | Magali Touroude |
| Weinstein | Michel Thinat, Helmut Berger, Hartmut Bergemann |

*Part of Groupe Plasseraud IP

IPSIDE: CHINESE ACTIVITY BEARS FRUIT



Christophe Cornuejols

Key figure: Christophe Cornuejols
Established: 1982

Track record: A trusted name for startups, SMEs and multinationals, IPside delivers on its word. Bolstered by strong expertise in the protection, advice and litigation of patents, trademarks, models, designs and copyright, this French firm with offices in the USA and China, has renowned expertise in the aviation, biotech, IT and pharmacology sectors.

Team & differentiation: Buoyed by its excellent results in China, where the firm has offices in Shenzhen and Chengdu, the team is adept at providing clients superior strategic information for their international expansion plans. A key player in the digitalization of the legal industry, IPside operates a dedicated IP internet site and a trademark-vending platform.

IP TRUST: 360-DEGREE VIEW OF PORTFOLIO MANAGEMENT



Pierre Breesé, Alain Kaiser

Key figures: Alain Kaiser, Pierre Breesé, Emmanuel Huyghe, Sylvain Allano, Elsa Martin Touaux and Alexandre Delye
Established: 2011

Track record: The firm is known for undertaking complex missions related to IP strategy including, but not limited to, analysis of technological nodes and examination of portfolio strengths and weaknesses vis-à-vis the competition, in order safeguard the value of clients' intangible assets.

Team & differentiation: With redoubtable technical experience, thanks to the varied background of its deep bench of engineers (life-sciences, chemistry, energy, agrifoods, etc.) the team puts its formidable arsenal of economic and fiscal weapons to use during clients' IP legal battles. Their proprietary tool, Lablock, generates proof of prior art for clients in engaged in R&D activity.



GPI BREVETS: FULL-SERVICE FIRM WITH AN INTERNATIONAL DIMENSION



Hervé J-P Grüning

Key figures: Hervé J-P Grüning and Laurent Pouilliot
Established: 2000

Track record: The firm advises clients on IP issues in an eclectic array of areas, from aeronautics to publishing to viticulture, offering counsel on IP portfolio management and strategy, as well as the registration and value-generation of patents and trademarks. The team regularly litigate for clients on niche and commonplace IP matters.

Team & differentiation: Present in France, Germany and Spain, the Aix-en-Provence based firm has gained valuable international experience in the handling of IP. Many of the team's lawyers have technical qualifications, which is of great benefit when handling client's complicated IP cases.

PATENT PROSECUTION: PHARMA, BIOTECH & LIFE SCIENCES

Best IP Agencies

In each tier, the agencies are ordered alphabetically



| AGENCY | KEY FIGURES |
|--|--|
| LEADING | |
| Becker & Associés | Anne-Caroline Starck-Loudes, Philippe Becker, Béatrice Tézier Herman, Valérie Gallois, Marion Chajmowicz, Redha Sekhri |
| Casalonga | Gérard Dossmann, Gwennaëlle Le Roy, Virginie Martin-Charbonneau, Jean-Baptiste Lecoeur |
| Egyp* | Carol Almond-Martin, Carole Sellin, Anne Desaix |
| Icosa | Caroline de Mareuil-Villette, Claire Verschelde |
| Plasseraud IP* | F. Niemann, N. Rocaboy, I. Schreiber, C. Nargolwalla, C. Touati, D. Bourgarel, R. Fleurance, V. Robbez Masson |
| Regimbeau | Frédérique Faivre-Petit, Emmanuelle Levy, Barbara Casadewall, Stéphanie Célaire, Anne Bogard Boutaric |
| Santarelli | François Lepelletier-Beaufond, Thierry Caen, Ghislain De Tremiolles, Luc Santarelli |
| EXCELLENT | |
| 1 Beau De Loménie | Philippe Hubert |
| Germain Maureau | Stéphane Agasse |
| Lavoix | Stéphanie Michiels, Alain Colombet, Stéphanie Lavé, Béatrice Holtz, Frédéric Portal |
| Novagraaf | Eric Enderlin, Nadege Lagneau |
| 2 Chaillot | Julie Desrois, Geneviève Chaillot, Pierre-Etienne Bouffard |
| Gevers & Orès | Chantal Noël, Sonia Dias, Claire Bernstein, Assieh Majidi, Eric Bihère, Alexandre Mongeot |
| Grosset-Fournier & Demachy | André Bourgoin, Catherine Grosset-Fournier, Sébastien Schauinger |
| LLR | Vincent Remy, Guillaume de la Bigne, Richard Monni, Clémence Vallée-Thiollier |
| Nony & Associés | Pascale le Coupance, Claude Jupin |
| HIGHLY RECOMMENDED | |
| API Conseil | Nicolas Girardin, Alexander Lerbs |
| Bandpay & Greuter | Renaud Fulconis, Véronique Crest, Maya Takeuchi, Marion Garcia-Guitton, Patrick Marollé |
| Brevalex | Sophie Lenoir, Fabien Guerre, Philippe Audier, Thomas Moisan, Stéphanie Gadal |
| Cabinet Lionel Vial | Lionel Vial |
| Cabinet Tripoz | Inès Tripoz |
| Camus Lebkiri | Olivier Camus, Alexandre Lebkiri |
| IP Trust | Pierre Breesé, Elsa Martin-Touaux |
| Ipaz | Claire Mouget Goniot |
| Ipside | Emmanuelle Fourcade |
| Ipsilon | Wilfried Pequet, Sophie Goulard, Valérie Godineau, Valérie Feray |
| Ixas Conseil | Martin Schmidt, Daniel Pigasse |
| Jacobacci & Coralis-Harle | Jean-Michel Le Bihan, Fabienne Orsini |
| Laurent & Charras Saint Etienne | Vincent Pons |
| RECOMMENDED | |
| Aquinov | Julie Cenatiempo |
| AtlantiP | Axel Doucerain |
| B & S conseil | Stéphanie Belbeoc'h |
| Cabinet Flechner | Olivier Eidelsberg |
| Cabinet Netter | Gabriel De Kernier |
| FGPI | Frédéric Gaillarde |
| Hautier | Nicolas Hautier, Jean-Pascal Decobert |
| Jurispatent Cabinet Guiu | Stéphane Oudin |
| Marks & Clerk | Sophie Esselin, Isabelle Dudouit |
| Touroude & Associates | Maqali Touroude |

*Part of Groupe Plasseraud IP

ICOSA: MEDTECH AND LIFE SCIENCES SPECIALISTS



Caroline de Mareuil-Villette, Claire Verschelde

Key figures: Claire Verschelde, Caroline de Mareuil-Villette, Anne Savoye, Manon Bonneton and Virgil Grandclaude
Established: 2009

Track record: A firm on the up, Icosa has added three new partners since the start of the year. Strong in medtech and life sciences, the decade-old Paris, Lyon and Brussels-based operation regularly handles patent registration and litigation. In demand with top European investment funds.

Team & differentiation: Icosa addresses all aspects of IP on behalf of startups, major manufacturers, investors and research labs. The firm's USP lies in its ability to mobilize the expertise of its lawyers on any and all issues. The team's patent and trademark attorneys come armed with PhDs in subjects such as immunology, chemistry and molecular biology.

CABINET TRIPOZ: THE CHOICE OF A NEW GENERATION OF STARTUPS



Inès Tripoz

Key figures: Inès Tripoz, Michel Pellegrini and Benjamin Dubois
Established: 2009

Track record: The Lyon-based firm has built up a formidable reputation based on its pharmaceuticals, chemicals and cosmetics expertise. It has seen an uptick in patent and trademark registration work over the past year, in addition to growth in licencing activities. One of the drivers of this growth has been interest from companies in Asia and Africa.

Team & differentiation: The firm sets itself apart through its expertise and reactivity, precious commodities that have seen it pick up clients from the startup ecosystem in particular. The firm represents clients in fundraising rounds and during patent litigation.

PATENT LITIGATION: GENERAL

Best Law Firms

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Allen & Overy | Laëtitia Bénard, David Por |
| Armengaud Guerlain | Stéphane Guerlain, Catherine Mateu |
| August Debouzy | Grégoire Desrousseaux, François Pochart |
| Bardehle Pagenberg | Dominique Dupuis-Latour, Axel Munier, Julien Fréneaux, Rebecca Delorey |
| Bird & Bird | Géraldine Arbant, Anne Charlotte Le Bihan, Yves Bizollon |
| Duclos, Thorne, Mollet-Viéville & Associés (Dtmv & Associés) | Laurine Janin-Reynaud, Thierry Mollet-Viéville, Thomas Cuche, Éléonore Gaspar, Pascal Lefort |
| Gide | Emmanuel Larere, Arnaud Michel, Grégoire Triet, Raphaëlle Dequiré-Portier |
| Hoyng Rokh Monegier Véron | S. Agé, A. Metier, F. Jacquand, S. Micallef, D. Monégier du Sorbier, B. Strowel, A. Servoir |
| Loyer & Abello | Michel Abello, Jean Baptiste Thibaud |
| EXCELLENT | |
| 1 Casalonga | Jean-Baptiste Lecoecur |
| De Marcellus & Disser | Emmanuel De Marcellus, Juliette Disser |
| Dentons | David Masson |
| Linklaters | Pauline Debré |
| Pinsent Masons | Emmanuel Gougé |
| Simmons & Simmons | Marina Cousté, François Jonquères |
| 2 Amar Goussu Staub | Cyrille Amar, Grégoire Goussu, Jean-François Guillot |
| Cousin & Associés | Sandrine Bouvier-Ravon, Jean Martin Chevalier, Myriam Moatty |
| De Gaulle Fleurance & Associés | F. Le Péchon-Joubert, J-S. Mariez, C. Théard-Jallu, J. Horn, L. De Gaulle, J-M. Job |
| Hogan Lovells | Stanislas Roux-Vaillard |
| Jones Day | Thomas Bouvet, Emmanuel Baud |
| Légrand Lesage-Catel Gaultier | Stéphanie Légrand, Olivier Légrand, Philippe Gaultier |
| Reed Smith | Marianne Schaffner |
| Szleper Henry Avocats | Dariusz Szleper, Guillaume Henry |
| HIGHLY RECOMMENDED | |
| Altana | Frank Valentin, Armand Aviges, Pierre Lubet, Jean-Guy de Ruffray |
| Aramis | Benjamin May |
| Benech | Alexandre Jacquet, Frédéric Benech, Virginie Lehoux |
| Candé Blanchard Ducamp | Julien Blanchard, Patrice de Candé, Claire Ducamp |
| Charles de Haas Avocats | Charles de Haas |
| Clery Avocats | Alain Cléry |
| Cornet Vincent Ségurel | François Herpe, Jérôme Wiehn |
| Dechert | Marie Fillon |
| EBL Lexington Avocats | Laurent Levy, Michael Piquet Fraysse |
| Ipside | Gwendal Barbaut |
| Lavoix | Camille Pecnard |
| Osborne Clarke | Xavier Pican |
| Schertenleib Avocats | Denis Schertenleib |
| RECOMMENDED | |
| Alain Bensoussan Avocats | Virginie Brunot, Anne-Sophie Cantreau |
| BCTG Avocats | Gaëlle Blorete-Pucci |
| Deprez Guignot Associés - DDG | Pierre Deprez, Frédéric Dumont |
| DLA Piper | Karine Disdier-Mikus |
| DWF | Simon Christiaën |
| Fidal | Laurence Dreyfuss-Bechmann, Isabelle Gavanon, Bastien Masson, Frédéric Bourguet |
| Herbert Smith Freehills | Frédéric Chevallier |
| Hoche Avocats | Frédérique Forget, Régis Carral |
| Hughes Hubbard & Reed | Stefan Naumann |
| J.p. Karsenty & Associés | Martine Karsenty-Ricard, Béatrice Moreau-Margotin, Jean-Philippe Arroyo |
| Jacobacci Avocats | Jean-Mathieu Bertho, Olympe Vanner, Alexia de Maulde |
| Kern & Weyl | Tania Kern, Claire Weyl, Giulia Cortesi |
| Lamy Lexel | Marie Duverne-Hanachowicz |
| Lexcase | Jean-Christophe Guerrini |
| Passa Varet | Jérôme Passa, Vincent Varet |
| Quatrebarbes | Nathalie de Quatrebarbes |
| TALIENS | Jean-Frédéric Gaultier |



Our analysis

BARDEHLE PAGENBERG: IP VIRTUOSOS



Julien Fréneaux

Key figures: Julien Fréneaux, Dominique Dupuis-Latour, Rebecca Delorey and Axel Munier
Established: 1992

Track record: In the French IP market, Bardehle Pagenberg is a firm that's seen it all. Experts in patents, trademarks, designs, models and copyrights, it has long acted for top tier companies such as Free H&M and BMW. The patent litigation team, led by Julien Fréneaux, recently secured a positive result for IPCOM before the Paris high court in France's first ever anti-anti-suit injunction.

Team & differentiation: The firm benefits from the presence of a number of engineers as well as lawyers in its IP team, allowing it to offer a broad range of services, from depositing IP securities to highly complex cross border cases. The firm has access to a renowned international network.

BIRD & BIRD: HELPING CLIENTS UNDERTAKE THE DIGITAL REVOLUTION



Yves Bizollon

Key figures: Yves Bizollon, Anne-Charlotte Le Bihan and Géraldine Arbant
Established: 2000

Track record: Acts for major French and international groups in the defense of their IP rights. The firm are past masters at IP litigation and arbitration. It has distinguished itself in a number of high-stakes cases in the electronics and pharmaceuticals domains. Bird & Bird stands out for its superior trademark, model and design portfolio management capabilities.

Team & differentiation: Thanks to a network of more than 350 highly qualified IP lawyers across the globe, Bird & Bird is able to launch simultaneous litigation proceedings in several countries. On top of its traditional practice areas, the firm offers support services and innovative solutions, allowing it to interact efficiently with clients.

HOYNG ROKH MONEGIER VÉRON AARPI: MULTI-DISCIPLINED IP PROFESSIONALS



Sabine Agé

Key figures: Sabine Agé, Benoît Strowel, Denis Monégier du Sorbier and Amandine Métier
Established: 2001

Track record: The marriage of the European IP boutique and Véron & Associés took place at the start of 2019. The partnership has reinforced the group and allowed it to reach another level internationally, putting it in an advantageous position vis-à-vis the future Unified Patent Court.

Team & differentiation: The firm enjoys the presence of several high caliber lawyers and other experts, including a scientific advisor and a former professor of chemistry. The merger between the two firms has also given the group renewed firepower as it seeks to become a leading international IP firm.

LOYER & ABELLO: EVERGREEN IP EXPERTS



Michel Abello

Key figures: Michel Abello, Bertrand Loyer, Jean-Baptiste Thibaud and Delphine Rudloff
Established: 2003

Track record: Extremely active in the life-science, automobile and telecoms sectors, the firm is adept at assisting clients with patent and trademark litigation and advice. In 2019 the firm defended French JCB company Manitou against rival operator JCB and acted in multiple counterfeiting cases, including for SFR against an American 'patent troll'.

Team & differentiation: With the perfect blend of technical and legal expertise, the firm is a leader in the French market when it comes to IP protection. Its engineers advise clients right the way through from initial consultation to final ruling. Four of its engineers are also lawyers and/or patent agents.

DENTONS: POLYCENTRIC PATENT PROFESSIONALS



David Masson

Key figure: David Masson
Established: 1974

Track record: With a growing number of cases in essential and fair reasonable and non-discriminatory (FRAND) patents, in recent months the firm's expertise has been mainly put to use in outbound, cross-border and foreign litigation cases. The team benefits from its worldwide network and has of late gained significant work partnering in high-profile cases with UK, US, Russian and German Dentons' offices.

Team & differentiation: A team of 10, headed by partner David Masson, work closely with the TMT and data & technology team. The team's philosophy is to be a real interface between technical work and court based on a close relationship with prosecution specialists. With firm roots established in France and an enviable international network offices, Dentons has a strong international culture.

LINKLATERS: TOP NOTCH LEGAL EXPERTISE



Pauline Debré

Key figure: Pauline Debré
Established: 1973

Track record: The firm has grown significantly in 2020, adding the technical expertise of former CPI lawyer and molecular biology expert Gaëlle Bourout. The past year saw the firm take charge of several important litigations for clients in the pharmaceutical, automobile, electronics and telecoms sectors. The team, led by Pauline Debré, also spearheaded numerous trademark protection actions on behalf of clients.

Team & differentiation: By emphasizing its various teams' ability to work together on complex cases, the firm is able to assign competition law or restructuring law lawyers to its IP and IT teams, should the need arise. This year the firm has launched a comprehensive guide to AI and how it impacts its various clients' sectors.



Our analysis

**SIMMONS & SIMMONS:
CUTTING-EDGE SKILLS FOR AN INTERNATIONAL CLIENTELE**



Marina Counté,
François Jonquères
Key figures: Marina Counté
and François Jonquères
Established: 1988 (Paris
office)

Track record: The past year was another bumper one in terms of patent litigation for the London firm. It acted for clients in a wide range of sectors, including pharmaceuticals, opticians, sports, fashion, telecoms and electronics entities. The firm was involved in a major patent litigation on behalf of key players in the pharmaceutical sector.

Team & differentiation: The strength of the firm lies in its ability to formulate broad-ranging, long-term strategies for clients. Present in 21 countries, Simmons & Simmons' international dimension ensures it is able to handle any IP case, anywhere it arises. Because of this stature, it is frequently called upon to act for major international regulatory organizations, such as WIPO and the European Court of Justice.

ALTANA: MULTI-PRACTICE IP FIRM AT EASE IN THE DIGITAL SPHERE



Key figures: Armand Aviges, Pierre Lubet, Jean-Guy de Ruffray and Franck Valentin
Established: 2009

Track record: The firm has an extensive roster of clients comprising French listed companies, SMEs and foreign businesses. It is especially adept at tackling clients' IP and digital problems. Active in strategic litigation, the firm is skilled at handling cross-border matters, thanks in part to its robust international network of partner firms.

Team & differentiation: The team offers innovative, high-quality solutions on the transactional as well as litigation aspect of patents. Active in a number of technical spheres, its lawyers are most likely to be called upon for complex, strategic patent cases in the pharmaceutical, med/biotech, chemical, mechanical and IT/electronic sector.



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PATENT LITIGATION: PHARMA, BIOTECH & LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Allen & Overy | David Por, Laëtitia Bénard, Alexandre Rudoni |
| August Debouzy | Grégoire Desrousseaux, François Pochart |
| Bird & Bird | Yves Bizollon, Anne-Charlotte Le Bihan |
| Duclos, Thorne, Mollet-Viéville & Associés (Dtmv & Associés) | Thomas Cuche, Thierry Mollet-Viéville, Éléonore Gaspar, Pascal Lefort |
| Gide | Arnaud Michel, Grégoire Triet, Raphaëlle Dequiré-Portier, Emmanuel Larere, Jean Hyacinthe De Mitry |
| Hoyng Rokh Monegier Véron | Sabine Agé, Benoit Strowel, Florence Jacquand, Denis Monégier du Sorbier, Amandine Metier |
| Jones Day | Thomas Bouvet, Emmanuel Baud |
| Simmons & Simmons | Sarah Bailey, François Jonquères, Marina Cousté |
| EXCELLENT | |
| 1 Altana | Franck Valentin, Armand Aviges |
| Casalonga | Caroline Casalonga, Marianne Gabriel, Arnaud Casalonga |
| Cousin & Associés | Pierre Cousin, Sandrine Bouvier-Ravon, Jean-Martin Chevalier, Myriam Moatty |
| Hogan Lovells | Stanislas Roux-Vaillard |
| Linklaters | Pauline Debré |
| Schertenleib Avocats | Denis Schertenleib |
| 2 Aramis | Benjamin May |
| Armengaud Guerlain | Catherine Mateu, Stéphane Guerlain |
| De Gaulle Fleurance & Associés | Francine Le Péchon-Joubert, Louis De Gaulle |
| De Marcellus & Disser | Juliette Disser, Emmanuel De Marcellus |
| J.p. Karsenty & Associés | Martine Karsenty-Ricard |
| Loyer & Abello | Michel Abello |
| Pinsent Masons | Emmanuel Gougé, Jules Fabre |
| Promark | Elisabeth Berthet-Maillols |
| Reed Smith | Marianne Schaffner |
| Szleper Henry Avocats | Dariusz Szleper, Guillaume Henry |
| Taliens | Clara Steinitz, Jean-Frédéric Gaultier |
| HIGHLY RECOMMENDED | |
| Adamas | Barbara Bertholet |
| Armfelt | Patricia Ghozland |
| Bardehle Pagenberg | Julien Fréneaux, Axel Munier, Dominique Dupuis-Latour |
| BCTG Avocats | Gaëlle Boret-Pucci |
| Cabinet Dhenne Avocat | Mathieu Dhenne |
| Caraktars | Clara Pirez, Xavier Marchand |
| Dechert | Marie Fillon |
| Delsol Avocats | Thomas Roche |
| Dentons | David Masson |
| DLA Piper | Karine Disdier-Mikus |
| Fiducial Legal by Lamy | Jean-Baptiste Chaniel |
| Ipside | Gwendal Barbaut |
| Legrand Lesage-Catel Gaultier | Olivier Legrand, Michèle Lesage-Catel, Stéphanie Legrand, Philippe Gaultier |
| Lexcase | Jean-Christophe Guerrini |
| Shift avocats | Olivier Moussa |



DATA PROTECTION

Best Law Firms

In each tier, the firms are ordered alphabetically

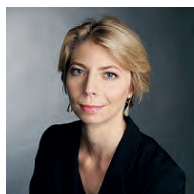


| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| 1 August Debouzy | Florence Chafiol |
| Bird & Bird | Ariane Mole, Merav Griguer |
| DLA Piper | Denise Lebeau-Marianna |
| Hogan Lovells | Etienne Drouard, Patrice Navarro, Christine Gateau |
| 2 Alain Bensoussan Avocats | Alain Bensoussan, Virginie Bensoussan-Brulé, Marguerite Brac de la Perrière |
| Baker Mckenzie | Rémy Bricard, Yann Padova |
| Derriennic Associés | Alexandre Fievue, François-Pierre Lani, Bruno Ducoulombier |
| DS Avocats | Sylvain Staub, Antoine Gravereaux, Catherine Verneret, Thomas Beaugrand |
| Harlay Avocats | Fabrice Perbost, Sabine Lipovetsky |
| Osborne Clarke | Claire Bouchenard, Béatrice Delmas-Linel, Xavier Pican |
| EXCELLENT | |
| 1 Delsol Avocats | Jeanne Bossi Malafosse |
| Feral-Schuhl Sainte-Marie | Richard Willemant |
| Franklin | Hélène Lebon |
| Haas Avocats | Gérard Haas |
| Idea Avocats | Julie Ruelle, Nathalie Metallinos |
| Latham & Watkins | Myria Saarinen |
| 2 De Gaulle Fleurance & Associés | Jean-Sébastien Mariez, Georgie Courtois, Cécile Théard-Jallu, Jean-Marie Job |
| Deprez Guignot Associés - DDG | Pierre Deprez, Vincent Fauchoux, Frédéric Dumont |
| EY Société d'Avocats | Fabrice Naftalski, Sophie Revol |
| Hoche Avocats | Régis Carral, Patrick Amouzou, Julie Bellesort |
| Implid Legal | François Coupez |
| Nomos | Hélène Delabarre, Sylvain Naillat |
| HIGHLY RECOMMENDED | |
| 1 Adsto | Claire Bernier |
| Basdevant | Adrien Basdevant |
| BCTG Avocats | Sandra Tubert, Laura Ziegler |
| Beslay + Avocats | Nathalie Beslay |
| Caprioli & Associés | Eric Caprioli |
| Cohen & Gresser LLP | Guillaume Seligmann |
| Cornet Vincent Ségurel | François Herpe, Jérôme Wiehn |
| Delcade | Isabelle Gavanon |
| Dentons | Christophe Fichet |
| Desmarais Avocats | Pierre Desmarais |
| Fidal | Arnaud Tesselonikou |
| Fieldfisher | Christopher Mesnooh |
| Gibson, Dunn & Crutcher | Ahmed Baladi |
| Gide | Thierry Dor |
| Herbert Smith Freehills | Alexandra Neri |
| ITLAW Avocats | Odile Jami-Caston, Claudia Weber |
| Jacob Avocats | Julie Jacob |
| K&L Gates | Claude-Etienne Armingaud |
| KGA Avocats | Laurent Badiane, Matthieu Bourgeois |
| Latourmerie Wolfrom Avocats | Marie-Hélène Tonnellier |
| Linklaters | Pauline Debré, Sonia Cissé |
| Llc & Associés | Jérôme Lefort, Romain Waïss-Moreau, Frédéric Jacquemart |
| McDermott Will & Emery | Romain Perray |
| Next Avocats | Etienne Papin, Stéphanie Foulgoc |
| Pdgb Avocats | Benjamin Jacob |
| Pinsent Masons | Annabelle Richard, Emmanuel Gougé |
| Racine | Eric Barbry |
| Scan Avocats | Alexandre Nappey, Sandra Cabanne |
| Stehlin & Associés | Frédéric Lecomte |
| Taylor Wessing | Valérie Aumage, Marc Schuler |
| TGS France Avocats - BRM Avocats | Martine Ricouart, Caroline Belotti, Didier Gazagne |
| Vercken & Gaullier | Gilles Vercken, Florence Gaullier |
| Virtualegis | Pascal Alix, Hubert de Segonzac |
| Ydès Avocats | Cyril Fabre, Jean-Christophe Chevallier |
| 2 Altana | Pierre Lubet, Frank Valentin |
| Armelle Fourlon | Armelle Fourlon |
| Artemont | Farid Bouguettaya |
| ATM Avocats | André Meillassoux |
| Aurore Legal | Sabine Marcellin |
| Bersay | Claire Poirson |
| Bilalian Avocats | Marguerite Bilalian, Lara Morel |
| Cabinet Deroulez | Jérôme Deroulez |
| Caron Avocat | Laurent Caron |
| CMS Francis Lefebvre Avocats | Anne-Laure Villedieu |
| Coblenche Avocats | Mélanie Erber |
| Constantin Pavleas Avocats | Constantin Pavleas |
| DWF | Anne-Sylvie Vassenaix-Paxton |
| Edv Avocats | Émilie de Vaucresson |
| Foley Hoag | Catherine Muyl |
| Gramond & Associés | Marion Depadt Bels |
| Guillemin Flichy | Alexis Guillemin |
| H2O Avocats | Nicolas Herzog, Isabelle Vedrines, Sandra Benabou |
| Illouz Avocats | François Illouz |
| Inside | Benjamin Gras |



| | |
|---|---|
| Isabelle Renard Avocat | Isabelle Renard |
| Iteanu | Olivier Iteanu |
| J.P. Karsenty & Associés | Jean-Philippe Arroyo |
| Jasper Avocats | Marina Blum |
| Jeantet | Frédéric Sardain |
| Lawways | Gilles Rouvier |
| LPA-CGR Avocats | Prudence Cadio |
| Luzi Avocats | Olivia Luzi |
| Mathias Avocats | Garance Mathias |
| Norton Rose Fulbright | Nadège Martin |
| Osmose Avocats | Antoine Gendreau |
| Passa Varet | Vincent Varet |
| Pons & Carrère | Caroline Henry |
| PwC | Sandrine Cullaffroz-Jover |
| Redlink | Emmanuelle Behr |
| Squire Patton Boggs | Stéphanie Faber |
| RECOMMENDED | |
| Alerion | Corinne Thiérache, Frederic Saffroy |
| Amar Goussu Staub | Antonin Staub |
| Antoine Gitton AGA | Antoine Gitton |
| Atem Avocats | Isabelle Camus |
| Aturquoise Société D'Avocats | Anne-Marie Pecoraro |
| Bamboo&Bees | Marc Lipskier |
| BBLM | Daria Sauer, Myriam Angelier |
| Beylouni Carbasse Guény Valot Vernet - BG2V | Xavier Carbasse |
| Bignon Lebray | Elise Dufour, Benjamin Mourot, Nicolas Moreau |
| Clairmont Novus Avocats | Laurent Barissat, Delphine Ganoote-Mary |
| Cleach Avocats | Melvina Valerii |
| Clifford Chance | Dessislava Savova |
| Courtier Avocats | Nicolas Courtier |
| Courtois Lebel | Cédric Frenel |
| Danièle Véret Cabinet d'avocats | Danièle Véret |
| Effective Ip | François-Xavier Boulon |
| EKV Avocats | Nicolas Verly |
| Eversheds Sutherland | Gaëtan Cordier |
| Franklin Brousse | Franklin Brousse |
| Guilloux Avocats | Jean-Marie Guilloux |
| Gomis & Lacker | Guillaume Gomis, Julien Lacker |
| Hayat Avocat | Olivier Hayat |
| Herald | Richard Milchior, Anne Cousin |
| Hoffman | Pierre Hoffman, Ingrid Zafrani |
| Houdart & Associés | Benoit Louvet |
| Hughes Hubbard & Reed | Stefan Naumann |
| Jacobacci Avocats | Olympe Vanner |
| Julien Le Clainche | Julien Le Clainche |
| Lamy Lexel | Aurélien Dantzikian-Frochon, Jérôme Saleur, Marie Duverne-Hanachowicz |
| Laude Esquier Champey | Sophie Havard Duclos |
| Legalim | Jerome Debras |
| Lerins & BCW | Mathilde Croze |
| Lext Avocats | Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion |
| Lieserlaw | Stéphane Lieser |
| Lorang Avocats | Yann Lorang |
| Marrache Avocat | Elisabeth Marrache |
| Matthieu Berquig | Matthieu Berquig |
| Niddam-Drouas Avocats | Julie Niddam |
| Noésis Avocats | Marie Fabregat, Caroline Hiltgen-Lebouvier |
| Nouveau Monde Avocats | Bernard Lamon |
| Oria Media | Mathieu Davy |
| Oris Avocats | Jérôme Tassi |
| Orrick | Guillaume Kessler |
| Péchenard & Associés | Fabien Honorat, Gauthier Moreuil, Eric Andrieu |
| Quantic Avocats | Emmanuelle Nahum, François-Xavier Langlais |
| Reed Smith | Sophie Goossens |
| Rossi Bordes & Associés | Juliette Bertrand |
| Shift avocats | Gérald Sadde |
| Soskin Avocats | Ilana Soskin |
| Spring Legal | Karine Riahi |
| Squadra Avocats | Alexandre Tessonneau |
| Steering Legal | Stéphanie Berland |
| Taoma Partners | Anne Messas |
| Ulys | Etienne Wery |
| Valérie Sédallian | Valérie Sédallian |
| Vanessa Younes-Fellous | Vanessa Younes-Fellous |
| Vigier Avocats | Isabelle Vigier |
| Walter Billet Avocats | Alan Walter |
| Watson Farley & Williams | Lucien Rapp |

MATHIAS AVOCATS: INTANGIBLE ASSETS EXPERTS



Garance Mathias

Key figure: Garance Mathias
Established: 2003

Track record: The firm was quick to get on the GDPR compliance bandwagon, helping several major companies adjust to the new data-privacy rules, acting as data-protection officers to many of them. The firm is used to handling data-security matters for organizations in sensitive sectors such as banking and finance and healthcare. Consulted by major tech groups on cybersecurity strategy.

Team & differentiation: Mathias Avocats acts for a variety of high-caliber clients on a range of IP security issues by offering tailor-made legal and operational advice. The firm's rigorous methods are widely respected and allows it to be retained as a long-term partner to firms looking to protect their intangible assets and up their cybersecurity.



IT & SOFTWARE

Best Law Firms

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Alain Bensoussan Avocats | B. de Roquefeuil, J-F. Forgeron, A. Bensoussan, V. Bensoussan-Brulé, F. Forster |
| August Debouzy | Mahasti Razavi, Florence Chafiol |
| Baker Mckenzie | Laurent Szuskin, Christian Blomet, Rémy Bricard, Magalie Dansac Le Clerc |
| Bird & Bird | Cathie-Rosalie Joly, Stéphane Leriche, Géraldine Arbant, Marion Barbier |
| Derriennic Associés | Alexandre Fievue, François-Pierre Lani, Pierre-Yves Margnoux, Georges Jensemle, Bruno Ducoulombier |
| DLA Piper | Stéphane Lemarchand, Jonathan Rofé, Fabienne Panneau |
| DS Avocats | Sylvain Staub, Antoine Gravereaux, Thomas Beaugrand, Gacia Kazandjian, Olivier Pignatari |
| Harlay Avocats | Fabrice Perbost, Sabine Lipovetsky |
| Osborne Clarke | Béatrice Delmas-Linel, Xavier Pican, Claire Bouchenard |
| EXCELLENT | |
| 1 Adsto | Claire Bernier |
| Bismuth Société d'avocats | Yves Bismuth, Mathieu Martin |
| Fidal | Arnaud Tesselonikos, Philippe Debry, Florence Mulliez, Thomas Lange, Sabine Deloges |
| Iteanu | Olivier Iteanu |
| Latournerie Wolfrom Avocats | Marie-Hélène Tonnellier |
| Pdgb Avocats | Benjamin Jacob |
| Taylor Wessing | Philippe Glaser, Valérie Aumage, Marc Schuler |
| 2 Cohen & Gresser LLP | Guillaume Seligmann |
| Cornet Vincent Ségurel | François Herpe, Jérôme Wiehn, Thomas Deschryver |
| De Gaulle Fleurance & Associés | Julien Horn, Jean-Marie Job, Cecile Théard-Jallu, Louis De Gaulle, Georgie Courtois |
| Feral-Schuhl Sainte-Marie | Bruno Grégoire Sainte-Marie, Christiane Féral-Schuhl, Olivier de Courcel, Richard Willemant |
| Gide | Thierry Dor, Olivier Cousi |
| Herbert Smith Freehills | Alexandra Neri |
| Hoche Avocats | Régis Carral, Patrick Amouzou, Julie Bellesort |
| Hogan Lovells | David Taylor, Etienne Drouard, Patrice Navarro |
| Implid Legal | François Coupez |
| Isabelle Renard Avocat | Isabelle Renard |
| Latham & Watkins | Myria Saarinen, Jean-Luc Juhan |
| Norton Rose Fulbright | Nadège Martin, Marta Giner Asins, Laure Joncour |
| HIGHLY RECOMMENDED | |
| 1 Altana | Pierre Lubet, Jean-Guy de Ruffray, Frank Valentin |
| Aramis | Benjamin May |
| Bersay | Claire Poirson, Stéphanie Benmoussa-Molkhou |
| Constantin Pavléas Avocats | Constantin Pavléas |
| Dentons | David Masson, Christophe Fichet |
| Deprez Guignot Associés - DDG | Vincent Fauchoux, Frédéric Dumont, Pierre Deprez |
| DWF | Carole Arribes, Anne-Sylvie Vassenaix-Paxton |
| H2O Avocats | Nicolas Herzog, Isabelle Vedrines, Sandra Benabou |
| Haas Avocats | Gérard Haas |
| ITLAW Avocats | Claudia Weber |
| Jasper Avocats | Marina Blum |
| Lawways | Gilles Rouvier |
| Linklaters | Pauline Debré |
| LPA-CGR Avocats | Prudence Cadio |
| Luzi Avocats | Olivia Luzi |
| Pinsent Masons | Annabelle Richard, Emmanuel Gougé |
| Racine | Eric Barbry |
| TGS France Avocats - BRM Avocats | Martine Ricouart, Claire Camberton |
| 2 ATM Avocats | André Meillassoux |
| BCTG Avocats | Laura Ziegler, Sandra Tubert |
| Bilalian Avocats | Marguerite Bilalian |
| Caprioli & Associés | Eric Caprioli, Pascal Agosti, Ilène Choukri |
| Cloix & Mendès-Gil | Sylvain Joyeux |
| CMS Francis Lefebvre Avocats | Anne-Laure Villedieu |
| Danièle Véret Cabinet d'avocats | Danièle Véret |
| Delcade | Isabelle Gavanon |
| Delsol Avocats | Stéphane Perrin, Jeanne Bossi Malafosse |
| Edv Avocats | Émilie de Vaucresson |
| Gibson, Dunn & Crutcher | Ahmed Baladi |
| Gramond & Associés | Marion Depadt Bels |
| Idea Avocats | Julie Ruelle, Nathalie Metallinos |
| J.P. Karsenty & Associés | Jean-Philippe Arroyo |
| Jacob Avocats | Julie Jacob |
| KGA Avocats | Laurent Badiane, Matthieu Bourgeois |
| Poggi Avocats IT | Anne-Sophie Poggi |



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|---|--|
| Redlink | Emmanuelle Behr, Frédéric Fournier |
| Simmons & Simmons | Christian Taylor |
| Squadra Avocats | Jean-Baptiste Belin, Alexandre Tessonneau |
| Stehlin & Associés | Frédéric Lecomte |
| Taj - Société d'avocats | Hervé Gabadou |
| Vercken & Gaullier | Florence Gaullier, Gilles Vercken |
| Watson Farley & Williams | Lucien Rapp |
| RECOMMENDED | |
| 1 Amar Goussu Staub | Cyrille Amar, Grégoire Goussu, Antonin Staub |
| Bernard Hertz Béjot | Michel Béjot |
| Bmh Avocats | Stéphane Dassonville |
| CBR & Associés | Michaël Majster |
| Coblence Avocats | Mélanie Erber |
| Duclos, Thorne, Mollet-Viéville & Associés (Dtmv & Associés) | Arnaud Vanbremeersch, Éléonore Gaspar |
| Fieldfisher | Bruno Ducoulombier |
| Franklin Brousse | Franklin Brousse |
| Guillemin Flichy | Alexis Guillemin |
| Herald | Anne Cousin |
| Jeanet | Frédéric Sardain |
| Lerins & BCW | Mathilde Croze |
| Matthieu Berguig | Matthieu Berguig |
| McDermott Will & Emery | Romain Perray |
| Meridian Avocats | Julien Canlorbe |
| Nexo Association D'Avocats | Yann Breban |
| Nomos | Éric Lauvaux |
| Nouveau Monde Avocats | Bernard Lamon |
| Passa Varet | Vincent Varet |
| PwC | Sandrine Cullaffroz-Jover |
| Péchenard & Associés | Fabien Honorat, Gauthier Moreuil, Eric Andrieu |
| Quatrebarbes | Nathalie de Quatrebarbes |
| Reed Smith | Sophie Goossens |
| Scan Avocats | Sandra Cabanne, Alexandre Nappey |
| Shift avocats | Olivier Moussa, Gérard Sadde |
| Vaughan Avocats | Marie-Hélène Jan |
| Winston & Strawn | Gilles Bigot, Sara Susnjar |
| Ydès Avocats | Jean-Christophe Chevallier, Cyril Fabre |
| 2 Alter Via Avocats | Hélène Bernard |
| Artemont | Farid Bouguettaya |
| Astine Legal | Christine Borfiga, Claire Bertheux-Scotté |
| Atem Avocats | Isabelle Camus |
| Beylouni Carbasse Guény Valot Vernet - BG2V | Xavier Carbasse |
| Bignon Lebray | Nicolas Moreau, Élise Dufour, Benjamin Mourot |
| Clairmont Novus Avocats | Laurent Barissat, Delphine Ganoote-Mary |
| Cleach Avocats | Melvina Valerii |
| Clevery Avocats | Henri Larmaraud |
| CMG & Associés | Stéphane Coulaux |
| Courtier Avocats | Nicolas Courtier |
| Crossen & Borowsky | Sophie Borowsky |
| Eversheds Sutherland | Gaëtan Cordier |
| FTPA Avocats | Philippe Pochet |
| Ginestie Magellan Paley-Vincent | Emmanuel Schulte, Martine Georges-Naïm |
| Hayat Avocat | Olivier Hayat |
| Houdart & Associés | Benoit Louvet |
| Illouz Avocats | François Illouz |
| Jacobacci Avocats | Olympe Vanner, Jean-Mathieu Bertho |
| K&L Gates | Claude-Etienne Armingaud |
| Lamy Lexel | Aurélié Dantzikian-Frochon, Jérôme Saleur, Marie Duverne-Hanachowicz |
| Lavoix | Camille Pecnard |
| Le Stanc Avocats | Christian Le Stanc |
| Legalim | Jerome Debras |
| Lext Avocats | Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion |
| Lorang Avocats | Yann Lorang |
| Marrache Avocat | Elisabeth Marrache |
| Mathias Avocats | Garance Mathias |
| Niddam-Drouas Avocats | Julie Niddam |
| Osmose Avocats | Antoine Gendreau, Alexis Vichnievsky |
| Quantic Avocats | François-Xavier Langlais, Emmanuelle Nahum |
| Reinhart Marville Torre | Marc Susini, Pierre-Menno de Girard |
| Rossi Bordes & Associés | Juliette Bertrand |
| Sb Avocats | Sacha Benichou |
| Touati La Motte Rouge Avocat | Henri de la Motte Rouge |
| Ulys | Etienne Wery |
| Walter Billet Avocats | Alan Walter, Fabien Billet |
| White & Case | Bernard Liard |

Our analysis

**BIRD & BIRD:
A GLOBAL APPROACH TO PROJECTS**Stéphane Leriche,
Merav GriguerKey figures: Stéphane
Leriche and Merav Griguer
Established: 2000

Track record: The legal know-how built on solid technical foundations is how this team has flourished. As well as traditional IP-IT activities, it uses its expertise to provide innovative data-management solutions. Sought out for its ultra-high-tech expertise in areas such as facial recognition, enhanced mobility and cybersecurity, the team is skilled at providing blockchain and cloud based services.

Team & differentiation: Led by Stéphane Leriche and Merav Griguer the tech and data department is the perfect mix of diverse backgrounds and skills. Whether on data protection, IT or fintech, the team takes a global, strategic and operational approach to representation, which is appreciated by the practice's many high-profile clients.

**CONSTANTIN PAVLÉAS AVOCATS:
INNOVATIVE WORK FOR CORE CLIENTS**

Constantin Pavléas

Key figure: Constantin
Pavléas
Established: 2001

Track record: Software as a Service, data privacy agreements, enhancing IP assets and technology transfer contracts are just some of the things that Constantin Pavléas excels at. The firm is appreciated for its thorough knowledge of new technologies and personal data law. It acts for IT security providers, autonomous vehicle companies, e-health businesses and games developers.

Team & differentiation: With a deal-making spirit and 24/7 support, the team has forged an enviable reputation for providing incisive strategic solutions. Reputed for its negotiational prowess, its services are retained by French and international tech companies alike. A leading expert on GDPR advice and data strategy.

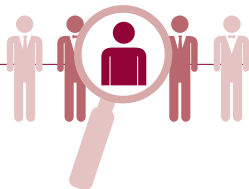
LAWWAYS: ALWAYS ON POINT FOR IP ISSUES

Gilles Rouvier

Key figure: Gilles Rouvier
Established: 2006

Track record: Specialists in IT law, the firm deploys its savoir faire in a surgical fashion for major international companies in the finance and insurance spheres. Experts in software copyright, the team recently supported a top-tier pharmaceutical company with their IT concerns.

Team & differentiation: Lawways adopts a philosophy that allows it to stay on top of developments in the industry so as to understand what is at stake for clients. The expertise of Gilles Rouvier allows the firm to give clients value added solutions. In 2019 the firm participated in the Itech Law gathering, presenting a paper on quantum Information.

**METHODOLOGY****The criteria are:**

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

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

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

Clients: we solicit the feedback of several thousand general counsel, CFOs, tax managers and CEOs of domestic and multinational companies through anonymous questionnaires, meetings and phone interviews.

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

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



INTERNET LAW

Best Law Firms

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| 1 Alain Bensoussan Avocats | Alain Bensoussan, Viginie Bensoussan-Brulé |
| August Debouzy | Florence Chafiol, Mahasti Razavi |
| Baker Mckenzie | Rémy Bricard, Christian Blomet, Laurent Szuskin, Magalie Dansac Le Clerc |
| Bird & Bird | Marion Barbier, Géraldine Arbant, Ariane Mole, Alexandre Vuchot, Cathie-Rosalie Joly |
| Herbert Smith Freehills | Alexandra Neri |
| Hogan Lovells | David Taylor, Etienne Drouard, Christine Gateau, Patrice Navarro |
| 2 De Gaulle Fleurance & Associés | Julien Horn, Georgie Courtois, Cecile Théard-Jallu, Louis De Gaulle, Jean-Sébastien Mariez |
| Derriennic Associés | François-Pierre Lani, Alexandre Fievue |
| DLA Piper | Jonathan Rofé, Fabienne Panneau, Stéphane Lemarchand, Gregory Tulquois |
| DS Avocats | Sylvain Staub, Antoine Gravereaux, Bertrand Potot, Catherine Verneret |
| Feral-Schuhl Sainte-Marie | Christiane Féral-Schuhl, Bruno Grégoire Sainte-Marie |
| Osborne Clarke | Xavier Pican, Claire Bouchenard, Béatrice Delmas-Linel |
| EXCELLENT | |
| Cohen & Gresser LLP | Guillaume Seligmann |
| Coursin | Yves Coursin |
| Dentons | David Masson |
| Deprez Guignot Associés - DDG | Pierre Deprez, Vincent Fauchoux, Frédéric Dumont, Aurelie Bregou |
| Haas Avocats | Gérard Haas |
| Harlay Avocats | Fabrice Perbost, Sabine Lipovetsky |
| Iteanu | Olivier Iteanu |
| Latournerie Wolfrom Avocats | Marie-Hélène Tonnellier |
| Nomos | Éric Lauvaux, Héléna Delabarre |
| Pinsent Masons | Annabelle Richard, Emmanuel Gougé |
| Taylor Wessing | Marc Schuler, Valérie Aumage |
| Ydès Avocats | Jean-Christophe Chevallier, Cyril Fabre |
| HIGHLY RECOMMENDED | |
| 1 BCTG Avocats | Laura Ziegler, Sandra Tubert |
| CBR & Associés | Pierre-Olivier Chartier, Alain Barsikian, Michaël Majster |
| Coblenche Avocats | Mélanie Erber |
| Elkrief Avocat | Danielle Elkrief |
| Fieldfisher | Christopher Mesnooh, Nathalie Hadjadj-Cazier |
| Jacob Avocats | Julie Jacob |
| Jasper Avocats | Marina Blum, Pascal Lê Dai |
| Jeantet | Frédéric Sardain |
| Lawways | Gilles Rouvier |
| Linklaters | Pauline Debré |
| LPA-CGR Avocats | Prudence Cadio |
| Luzi Avocats | Olivia Luzi |
| Next Avocats | Etienne Papin, Stéphanie Foulgoc |
| Passa Varet | Vincent Varet |
| Pdgb Avocats | Benjamin Jacob |
| Racine | Eric Barbry |
| Scan Avocats | Sandra Cabanne, Alexandre Nappey |
| Soskin Avocats | Ilana Soskin |
| Stehlin & Associés | Frédéric Lecomte |
| Veil Jourde | Nicolas Brault |
| 2 Adsto | Claire Bernier |
| Alerion | Frederic Saffroy, Corinne Thiérache |
| Altana | Pierre Lubet, Frank Valentin |
| Basdevant | Adrien Basdevant |
| Bersay | Claire Poirson |
| Beylouni Carbasse Guény Valot Vernet - BG2V | Xavier Carbasse, Karim Beylouni |
| Candé Blanchard Ducamp | Julien Blanchard, Patrice de Candé, Claire Ducamp |
| Caprioli & Associés | Éric Caprioli |
| Chemarin & Limbour | Alexandre Limbour |
| Cornet Vincent Ségurel | François Herpe, Jérôme Wiehn, Thomas Deschryver |
| Crossen & Borowsky | Sophie Borowsky |
| DBK Avocats | Thomas Debiesse, Christian Kim, Jérôme Buscaïl |
| Delcade | Isabelle Gavanon |
| Edv Avocats | Émilie de Vaucresson, Mathias Le Masne de Chermont |
| Fidal | Philippe Boutron, Philippe Debry, Frédéric Bourget |
| Gibson, Dunn & Crutcher | Ahmed Baladi |
| Gide | Thierry Dor, Olivier Cousi |
| Guilloux Avocats | Jean Marie Guilloux |
| Herald | Anne Cousin |
| Hoche Avocats | Patrick Amouzou, Julie Bellesort, Régis Carral |
| Hughes Hubbard & Reed | Stefan Naumann |



| | |
|---|--|
| Idea Avocats | Julie Ruelle, Nathalie Metallinos |
| Implid Legal | François Coupez |
| Isabelle Renard Avocat | Isabelle Renard |
| ITLAW Avocats | Claudia Weber |
| KGA Avocats | Laurent Badiane, Matthieu Bourgeois |
| Latham & Watkins | Jean-Luc Juhan, Myria Saarinen |
| Laude Esquier Champey | Olivier Laude, Victor Champey, Sophie Havard Duclos |
| Lerins & BCW | Mathilde Croze |
| Lext Avocats | Anne Bourdu, Gaëlle Leroy, Pierre-Lucas Thirion |
| Matthieu Berguig | Matthieu Berguig |
| Norton Rose Fulbright | Nadège Martin |
| Oria Media | Mathieu Davy |
| Osrose Avocats | Mélanie Comert, Antoine Gendreau, Alexandra Le Corroncq, Alexis Vichniesky |
| Poggi Avocats IT | Anne-Sophie Poggi |
| Redlink | Emmanuelle Behr, Frédéric Fournier |
| Squadra Avocats | Jean-Baptiste Belin |
| Taj - Société d'avocats | Hervé Gabadou |
| TGS France Avocats - BRM Avocats | Claire Camberton, Martine Ricouart, Didier Gazagne |
| Vercken & Gaullier | Florence Gaullier, Gilles Vercken |
| Watson Farley & Williams | Lucien Rapp |
| RECOMMENDED | |
| Alatis | Jean-Marc Puech |
| Amar Goussu Staub | Cyrille Amar, Grégoire Goussu, Antonin Staub |
| Aramis | Benjamin May |
| Armelle Fourlon | Armelle Fourlon |
| Artemont | Farid Bouguettaya |
| Aston Avocats | Carine Piccio |
| Atem Avocats | Isabelle Camus |
| ATM Avocats | André Meillassoux |
| Aturquoise Société D'Avocats | Anne-Marie Pecoraro |
| BBLM | Daria Sauer, Myriam Angelier |
| Bignon Lebray | Élise Dufour, Benjamin Mourot |
| Bilalian Avocats | Lara Morel, Marguerite Bilalian |
| Bismuth Société d'avocats | Yves Bismuth, Mathieu Martin |
| Christophe Caron | Christophe Caron |
| Clairmont Novus Avocats | Laurent Barissat, Delphine Ganoote-Mary |
| Cleach Avocats | Melvina Valerii |
| CMG & Associés | Paraskevi Georganta, Stéphane Coulaux |
| Courtois Lebel | Cédric Frenel |
| Danièle Véret Cabinet d'avocats | Danièle Véret |
| Dauzier-Chappuis & Associés (Aravocat) | Pierre-Louis Dauzier, Olivier Chappuis |
| Duclos, Thome, Mollet-Viéville & Associés (Dtmv & Associés) | Pascal Lefort, Thierry Mollet-Viéville, Éléonore Gaspar, Thomas Cuhe, Julien Grosslerner |
| EBL Lexington Avocats | Laurent Levy |
| EKV Avocats | Nicolas Verly |
| Eversheds Sutherland | Gaëtan Cordier |
| Fiducial Legal by Lamy | Jean-Baptiste Chaniel |
| FTPA Avocats | Philippe Pochet |
| Gilles Buis Avocat | Gilles Buis |
| Ginestie Magellan Paley-Vincent | Martine Georges-Naïm, Emmanuel Schulte |
| Gomis & Lacker | Guillaume Gomis, Julien Lacker |
| Gramond & Associés | Marion Depadt Bels |
| H2O Avocats | Isabelle Vedrines, Sandra Benabou, Nicolas Herzog |
| Hayat Avocat | Olivier Hayat |
| Hugot Avocats | Jean-Philippe Hugot, Olivier Hugot |
| Illouz Avocats | François Illouz |
| J.P. Karsenty & Associés | Jean-Philippe Arroyo, Béatrice Moreau-Margotin, Martine Karsenty-Ricard |
| Jacobacci Avocats | Olympe Vanner |
| K&L Gates | Claude-Etienne Armingaud |
| Lamy Lexel | Aurélie Dantzikian-Frochon, Jérôme Saleur, Marie Duverne-Hanachowicz |
| Llc & Associés | Romain Waïss-Moreau |
| Lorang Avocats | Yann Lorang |
| Mathias Avocats | Garance Mathias |
| Péchenard & Associés | Fabien Honorat, Gauthier Moreuil, Eric Andrieu |
| Pierrat & Associés | Emmanuel Pierrat, Sophie Viaris de Lesegno |
| Pons & Carrère | Caroline Henry |
| Quatrebarbes | Nathalie de Quatrebarbes |
| Sb Avocats | Sacha Benichou |
| Shift avocats | Olivier Moussa, Gérald Sadde |
| Simmons & Simmons | Christian Taylor |
| Steering Legal | Stéphanie Berland |
| Touati La Motte Rouge Avocat | Henri de la Motte Rouge, Jean-Philippe Touati |
| Twelve | Philippe Allaeys |
| Ulys | Etienne Wery |
| Valérie Perrichon Avocats | Valérie Perrichon |
| Valérie Sédallian | Valérie Sédallian |
| Walter Billet Avocats | Alan Walter, Fabien Billet |
| Wize Avocats | Jean-Baptiste Benvenuti |



TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically



| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Baker McKenzie | Emmanuel Guillaume, Christian Blomet, Laurent Szuskin |
| Bird & Bird | Stephane Leriche |
| Chemarin & Limbour | Alexandre Limbour |
| Franklin | Julie Catala Marty |
| Fréget & Associés | Olivier Fréget |
| Hogan Lovells | David Taylor, Christine Gateau, Etienne Drouard |
| EXCELLENT | |
| Bersay | Martin Tissier, Stéphanie Benmoussa-Molkhou |
| Carreras Barsikian Robertson & Associés | Pierre-Olivier Chartier |
| Coursin | Yves Coursin |
| Gide | Olivier Cousi |
| Pdgb Avocats | Benjamin Jacob |
| HIGHLY RECOMMENDED | |
| Alain Bensoussan Avocats | Alain Bensoussan |
| August Debouzy | Florence Chafiol, Mahasti Razavi |
| Behring | Anne-Solène Gay |
| Bilalian Avocats | Lara Morel, Marguerite Bilalian |
| Bredin Prat | Hugues Calvet, Robert Saint Esteben |
| Cabinet De La Taille | Benoît de la Taille |
| Darrois Villey Maillot Brochier | Igor Simic, Didier Théophile |
| De Gaulle Fleurance & Associés | Jean-Sébastien Mariez, Frédéric Destal, Georgie Courtois |
| Dentons | Christophe Fichet |
| DLA Piper | Pascal Martin |
| DS Avocats | Bertrand Potot, Sylvain Staub, Thomas Beaugrand, Antoine Gravereaux |
| Ginestie Magellan Paley-Vincent | Martine Georges-Naïm, Emmanuel Schulte |
| Jones Day | Remy Fekete |
| Latham & Watkins | Jean-Luc Juhan |
| Latournerie Wolfrom Avocats | Marie-Hélène Tonnellier, TERENCE Cabot |
| Magenta | Sylvain Justier, Vincent Jaunet |
| Norton Rose Fulbright | Nadège Martin |
| Pinsent Masons | Diane Mullenex |
| Watson Farley & Williams | Lucien Rapp |
| RECOMMENDED | |
| Clifford Chance | Dessislava Savova, Thibault d'Alès |
| Cohen & Gresser | Guillaume Seligmann |
| Feral-Schuhl Sainte-Marie | Olivier de Courcel, Etienne Papin |
| Foley Hoag | Catherine Muij |
| Franklin Brousse | Franklin Brousse |
| Harlay Avocats | Fabrice Perbost, Sabine Lipovetsky |
| Hertslet Wolfier & Heintz - HW&H | Fabrice Bauman, Dominique Heintz |
| Jacob Avocats | Julie Jacob |
| Lexcase | Hubert Mortemard de Boisse |
| Linklaters | Pauline Debré, Sonia Cissé |
| Orrick Rambaud Martel | Saam Golshani |
| Osborne Clarke | Béatrice Delmas-Linél, Xavier Pican |
| Simmons & Simmons | Christian Taylor |
| Vogel & Vogel | Joseph Vogel, Louis Vogel |
| White & Case | Eric Laplante |
| Wilhelm & Associés | Pascal Wilhelm |
| VALUABLE PRACTICE | |
| BCE Avocats | Alexandre Espenel |
| Bignon Lebray | Nicolas Moreau |
| Carbonnier Lamaze Rasle & Associés | Michel Rasle |
| EBL Lexington Avocats | Laurent Levy, Arnaud Demont |
| Fidal | Arnaud Tessalonikos |
| Fieldfisher | Bruno Ducoulombier |
| Gibson Dunn | Ahmed Baladi |
| Herald | Anne Cousin |
| Illouz Avocats | François Illouz |
| JurisExpert | Blandine Poidevin |
| Laude Esquier Champey | Olivier Laude |
| Lawways | Gilles Rouvier |
| Reed Smith | Marianne Schaffner |
| Sb Avocats | Sacha Benichou |
| Taylor Wessing | Valérie Aumage |



GERMANY

INVESTMENTS & EXITS

Best Venture Capital Firms

The firms are ordered alphabetically

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



TMT: LARGE-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------------|---|
| LEADING | |
| Goldman Sachs | Wolfgang Fink |
| Morgan Stanley | Jens Maurer, Johann-Christian von Wersebe |
| EXCELLENT | |
| Citigroup Global Markets Deutschland | Stefan Wintels |
| J. P. Morgan | Christian Kames |
| Perella Weinberg Partners | Dietrich Becker |
| HIGHLY RECOMMENDED | |
| Bank of America Merrill Lynch | Birger K. Berendes |
| Barclays Bank | Alexander Doll |

TMT: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------|----------------------------------|
| LEADING | |
| Crédit Suisse | Joachim Ringer |
| EY | Claus-Peter Wagner |
| EXCELLENT | |
| Arma Partners | Henrietta Schmidt-Wilke |
| BNP Paribas | Torsten Murke |
| Oakley Advisory | Christian Maher, Chris Godsmark |
| Oaklins | Jan P. Hatje |
| HIGHLY RECOMMENDED | |
| CF-Mittelstand | Jens Bender, JÖRG LEUSSINK |
| Deutsche Bank | Patrick Frowein, Berthold Fuerst |
| Goetzpartners Corporate Finance | Gernot Wunderle |
| RECOMMENDED | |
| Deloitte | Freddy Strottmann |
| Eurohold Corporate Finance | Oliver Gottstein |
| Nomura | Charles Pitts-Tucker |
| Catalyst Group | Jean Tardy-Joubert |



HEALTHCARE & PHARMACEUTICALS: LARGE-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------------|---|
| LEADING | |
| Morgan Stanley | Johann-Christian von Wersebe, Jens Maurer |
| EXCELLENT | |
| Barclays Bank | Alexander Doll |
| Centerview Partners | Robin Budenberg, Richard Girling |
| Citigroup Global Markets Deutschland | Stefan Wintels |
| J.P. Morgan | Christian Kames |
| Rothschild | Martin Reitz, Dirk Pahlke |
| HIGHLY RECOMMENDED | |
| Bank of America Merrill Lynch | Birger K. Berendes |
| Crédit Suisse | Joachim Ringer |
| EY | Claus-Peter Wagner |
| Mizuho Financial Group | Hiroshi Nagamine |

HEALTHCARE & PHARMACEUTICALS: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|-------------------------------|----------------------------------|
| LEADING | |
| Ferber & Co. | Manfred Ferber |
| Lincoln International | Kai Ingo Seidel |
| PwC | Steve Derz |
| EXCELLENT | |
| ACXIT Capital Partners | Thomas Klack |
| GCA Altium | Sascha Pfeiffer |
| KPMG | Leif Zierz |
| HIGHLY RECOMMENDED | |
| Bank of America Merrill Lynch | Birger K. Berendes |
| Crédit Suisse | Joachim Ringer |
| EY | Claus-Peter Wagner |
| RECOMMENDED | |
| Alantra | Wolfram Schmerl |
| Clearwater International | Dierk Rottmann, Ralph Schmücking |
| Conalliance | Gunter Carl Hober |
| Deloitte | Freddy Strottmann |
| HSH Nordbank | Karsten Maschler, Patrick Miljes |



PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Grünecker | Heike Vogelsang-Wenke, Reinhard Knauer, Ulrich Blumenröder |
| Hoffmann Eitle | Roland Schieren, Henrik Vocke, Niels Hölder, Matthias Wolf, Anne Katrin Schön |
| EXCELLENT | |
| 1 Bardehle Pagenberg | Hans Wegner, Johannes Lang, Christof Karl |
| Boehmert & Boehmert | Steffen Schmidt, Markus Engelhard, Christian Appelt |
| Eisenführ Speiser | Klaus Göken, Uwe Stilkenböhmer |
| Vossius & Partner | Hans-Rainer Jaenichen, Rainer Viktor, Elard Freiherr Von Schenck |
| 2 Cohausz & Florack | Elisabeth Hürstel, Gottfried Schüll, Arwed Burrichter, Ralph Minderop |
| Harmsen Utescher | Till E. Lampel |
| Maiwald | Eva Ehrlich, Dirk Bühler, Martin Huenges, Axel Neidlein |
| Manitz Finsterwald & Partner | Manfred Finsterwald, Dieter Pellkofer, Christian Schmidt |
| Meissner Bolte | Kay Rupprecht, Eugen Popp, Stefan M. Zech |
| Wuesthoff & Wuesthoff | Bernhard Thum, Hendrik Wichman, Rainer Gunzelmann |
| HIGHLY RECOMMENDED | |
| Dreiss | Alexander Bulling |
| Isenbruck Bösl Hörschler | Raphael Bösl, Fritz Lahrtz |
| Jones Day | Dorothee Weber-Bruls |
| König Szynga Tilmann Von Renesse | Gregor König, Dorothea von Renesse |
| Michalski Hüttermann & Partner | Stefan Michalski, Aloys Hüttermann, Dirk Schulz, Ulrich Storz, Guido Quiram |
| Prinz & Partner | Thomas Kitzhofer, Jochen Sties |
| Samson & Partner | Wolfgang Lippich |
| Uexküll & Stolberg | Albrecht von Menges |
| Zimmermann & Partner | Gerd Zimmermann, Joel Nägerl |
| RECOMMENDED | |
| 1 Dompotent von Kreisler | Andreas Gagidis, Jörg Helbing |
| Epping Hermann Fischer | Frank Heidrich |
| Lederer & Keller | Günter Keller |
| Lorenz Seidler Gossel | Michael Thoma, Dieter Laufhütte |
| Maikowski & Ninnemann | Gunnar Baumgärtel |
| Viering Jentschura & Partner | Armin Kühn |
| Wachenhausen & Kollegen | Marc Wachenhausen |
| Weickmann & Weickmann | Wolfgang Weiß |
| Witte Weller & Partner | Volker Heuckerth, |
| 2 Df-mp | David Molnia, Dominik Ho |
| Gulde & Partner | Henry Schneider |
| Hamm & Wittkopp | Alexander Wittkopp, Malte von Seebach |
| Kraus & Weisert | Hans-Jörg Banzer, Claus Beckmann |
| Kuhnen & Wacker | Rainer K. Kuhnen |
| Merh IP | Tobias Erny |
| Müller-Boré & Partners | Andreas Rutetzki |
| Prüfer & Partner | Dorothea Hofer |
| Rau Schneck & Hübner | Gerd Hübner |
| Ter Meer Steinmeister & Partner | Nicolaus Ter Meer |

WACHENHAUSEN & KOLLEGEN: TOP-QUALITY PROSECUTORS



Marc Wachenhausen

Key figure: Marc Wachenhausen
Established: 2017

Track record: Wachenhausen & Kollegen has a robust practice and a growing reputation in mechanics, process and mechanical engineering. It works mostly on patent prosecution and litigation with the majority of its filings originating outside Europe and an increasing flow of work from the US and China in particular. A respected boutique, it has an especially strong profile in matters related to prosecution and IP strategy.

Team & differentiation: The Munich-based firm is led by partners Marc Wachenhausen, Benjamin Bubendorfer and Thorsten Haslinde, ably assisted by four patent attorneys. The lean organization from the beginning of the practice has allowed to confirm a cost-efficient prosecution of patent portfolios while maintaining highest quality of work delivered.



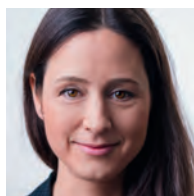
PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Bird & Bird | Anna Wolters-Höhne, Christian Harmsen, Oliver Jan Jüngst |
| Hogan Lovells | Andreas von Falck, Martin Fährndrich, Steffen Steininger |
| Hoyng Rokh Monegier | Christian Osterrieth, Klaus Haft, Christine Kanz, Martin Köhler |
| EXCELLENT | |
| 1 Bardehle Pagenberg | Hans Wegner, Johannes Heselberger, Tilman Müller-Stoy |
| Krieger Mes & Graf v. der Groeben | Jochen Bühling, Axel Verhauwen |
| Quinn Emanuel Urquhart & Sullivan | Marcus Grosch, Johannes Bukow |
| Rospatt Osten Pross | Henrik Timmann, Max von Rospatt, Thomas Musmann |
| Wildanger, Kehrwald Graf v. Schwerin & Partner | Eva Geschke, Wolf Graf von Schwerin, Roland Kehrwald |
| 2 Freshfields Bruckhaus Deringer | Frank-Erich Hufnagel |
| Kather Augenstein | Miriam Kiefer, Christof Augenstein, Peter Kather |
| Klaka | Olaf Giebe, Stefan Eck, Constantin Kurtz, Wolfgang Götz |
| Preu Bohligh & Partner | Christian Kau, Christian Donle, Daniel Hoppe, Alexander Harguth |
| Taylor Wessing | Sabine Rojahn, Christian Lederer, Christoph de Coster, Gisbert Hohagen |
| HIGHLY RECOMMENDED | |
| Arnold Ruess | Bernhard Arnold, Cordula Schumacher, Arno Risse |
| Beiten Burkhardt | Sebastian Heim, Christian Hess |
| Cohausz & Florack | Philippe Walter |
| Gleiss Lutz | Matthias Sonntag, Thomas Bopp |
| Grünecker | Ulrich Blumenröder, Bernd Allekotte |
| Harmsen Utescher | Rainer Kaase, Karsten Königer |
| Hoffmann Eitle | Dirk Schüßler-Langeheine, Niels Hölder, Holger Stratmann, Clemens Tobias Steins, Christian-Holger Folz |
| Simmons & Simmons | Peter Meyer |
| Vossius & Partner | Johann Pitz, Thure Schubert, Kai Rütting |
| RECOMMENDED | |
| 1 Allen Overy | Joachim Feldges |
| Bock Legal | Andreas Bock |
| Boehmert & Boehmert | Jan Krauss, Markus Engelhard |
| CMS Hasche Sigle | Matthias Eck |
| Eisenführ Speiser | Volkmar Henke |
| Heuking Kühn Lüehr Wojtek | Anton Horn, Georg Jacobs |
| Jones Day | Gerd Jaekel, Christian Paul, Olga Bezzubova |
| Hengeler Mueller | Wolfgang Kellenter |
| Maiwald | Marco Stief |
| Meissner Bolte | Tobias Wuttke |
| Noerr | Ralph Nack |
| Wachenhausen & Kollegen | Marc Wachenhausen |
| 2 Ampersand | Hosea Haag |
| Baker McKenzie | Jochen Herr |
| CBH | Kurt Bartenbach, Stephan Gruber |
| Clifford Chance | Claudia Milbradt |
| DLA Piper | Markus Gampg |
| Linklaters | Julia Schönbohm |
| Lorenz Seidler Gossel | Dieter Lauffhütte |
| Mayer Brown | Ulrich Worm |
| TBK | Rainer Buckenheld |

KATHER AUGENSTEIN: ESTABLISHED AND THRIVING IP BOUTIQUE



Miriam Kiefer

Key figure: Miriam Kiefer
Established: 2016

Track record: With a strong focus on patent and utility models, the boutique has developed a strong client of medium-sized and, DAX-listed German companies, as well as large international groups. The firm marries an IP boutique set-up with the mind-set of a large international law firm. It is recognized for the enforcement of intellectual property rights in various technical fields such as automotive, telecommunications, medical devices and pharmaceuticals.

Team & differentiation: Kather Augenstein has six partners and eight lawyers specializing in IP law. For each mandate they form tailor-made teams dedicated to representing clients in the field of patent law at the highest level. Thanks to the long-standing expertise of all their attorneys, the firm has landed an increasing number of important international contracts while continuing to expand its best-friends network with first-class law firms worldwide.

HOFFMANN EITL: THRIVING AT HOME AND ABROAD



Holger Stratmann

Key figures: Holger Stratmann & Dirk Schüssler-Langeheine
Established: 1892

Track record: Hoffman Eitle is one of the largest intellectual property law firms in Europe, with more than 100 professionals, including patent attorneys, attorneys-at-law, engineers and scientists all working exclusively in the field of intellectual property. The Hoffman Eitle group is now present in seven European economic hubs (Munich, London, Düsseldorf, Hamburg, Milan, Madrid and Amsterdam). The firm is the market leader in EPO opposition work.

Team & differentiation: The patent litigation and licensing group of Hoffman Eitle consists of 11 German attorneys-at-law, focused entirely on patent litigation and non-contentious patent matters. The team handles both enforcement and defensive proceedings in all technical fields – from telecommunications and medical devices to pharma to biotech. The international make-up of the team makes it easier for the coordination and direct involvement in multi-jurisdiction disputes.



DATA PROTECTION, IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| 1 Noerr | Joachim Schrey, Thomas Thalhofer, Peter Bräutigam |
| 2 Baker McKenzie | Michael Schmidl, Matthias Scholz |
| CMS Hasche Sigle | Malte Grützmacher, Axel Funk, Christian Runte, Markus Deck |
| White & Case | Jost Kotthoff, Detlev Gabel |
| EXCELLENT | |
| Bird & Bird | Alexander Duisberg, Jörg-Alexander Paul |
| DLA Piper | Jan Geert Meents |
| SSW Schneider Schiffer Weihermüller | Isabell Conrad, Jochen Schneider |
| Taylor Wessing | Christian Frank, Axel Freiherr von dem Bussche |
| HIGHLY RECOMMENDED | |
| Covington | Thomas Heymann, Lars Lensdorf |
| Freshfields Bruckhaus Deringer | Jochen Dieselhorst |
| Hogan Lovells | Marcus Schreibauer, Stefan Schuppert |
| Osborne Clarke | Konstantin Ewald, Flemming Moos |
| SKW Schwarz | Martin Schweinoch, Oliver Hornung |
| RECOMMENDED | |
| 1 Görg | Florian Schmitz, Axel Czarnetzki |
| Harmsen Utescher | Christoph Schumann, Martin Kefferpütz |
| Heuking Kühn Lüer Wojtek | Stephan Witteler, Thomas Jansen |
| Jones Day | Undine von Diemar |
| Latham & Watkins | Ulrich Wuermeling |
| Oppenhoff & Partner | Marc Hilber, Jürgen Hartung |
| Preu Bohlig | Christian Breuer, Daniel Hoppe, Christian Kau |
| 2 Beiten Burckhardt | Andreas Lober, Matthias Schote |
| Gleiss Lutz | Stefan Weidert |
| Greenberg Traurig | Christoph Enaux |
| Heussen | Hermann Waldhauser |
| JBB Lawyers | Till Jaeger |
| KNPZ | Kai-Uwe Plath |
| Luther | Michael Rath, Wulff-Axel Schmidt |
| McDermott Will & Emery | Ralf Weisser |
| Nordemann | Christian Czychowski |
| Pinsent Masons | Florian von Baum |
| Reed Smith | Andreas Splittgerber |
| Vogel & Partner | Rupert Vogel |
| Waldeck | Thomas H. Fischer |
| VALUABLE PRACTICE | |
| Avocado | Jan Peter Voss |
| Clifford Chance | Claudia Milbradt, Gunnar Sachs |
| FPS Fritze Wicke Seelig | Oliver Wolff-Rojczyk |
| Mayburg | Dr. Manfred Mayer |
| Mayer Brown | Ulrich Worm, Christoph J. Crützen |
| TCl | Thomas Stögmüller |
| Von Boetticher | Anselm Brandi-Dohrn |



HEALTHCARE & PHARMACEUTICALS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------------|---------------------------------------|
| LEADING | |
| Clifford Chance | Peter Dieners, Ulrich Reese |
| Hogan Lovells | Jörg Schickert, Arne Thiermann |
| EXCELLENT | |
| 1 Baker McKenzie | Marc Gabriel, Constanze Ulmer-Eilfort |
| Dierks + Bohle | Ulrich Grau, Christian Dierks |
| Sträter | Burkhard Sträter |
| 2 CMS Hasche Sigle | Jörn Witt, Jens Wagner |
| Hengeler Mueller | Dirk Uwer |
| Taylor Wessing | Manja Epping |
| HIGHLY RECOMMENDED | |
| 1 Ehlers, Ehlers & Partner | Alexander Ehlers |
| Freshfields Bruckhaus Deringer | Frank-Erich Hufnagel, Marcel Kaufmann |
| Gleiss Lutz | Reimar Buchner |
| Kozianka & Weidner | Wolfgang Kozianka |
| Möhrle Happ Luther | Henning Anders |
| Novacos | Maria Heil, Christian Stallberg |
| Preu Bohlig & Partners | Peter Von Czetrtriz, Alexander Meier |
| 2 Bird & Bird | Alexander Csaki, Boris Kreye |
| Dentons | Peter Homberg |
| Harmsen Utescher | Rainer Kaase |
| King & Spalding | Ulf H. Grundmann |
| Latham & Watkins | Henning Schneider |
| McDermott Will & Emery | Stephan Rau |
| Oppenhoff & Partner | Peter Klappich |
| Oppenländer | Timo Kieser |
| Schultz-Süchting | Rolf Schultz-Süchting |

PREU BOHLIG: LONGSTANDING PHARMA ADVISORS



Peter von Czetrtriz

Key figure: Peter von Czetrtriz
Established: 1959

Track record: Considered one of the regulatory heavyweights in the market, with a strong focus on pharma advertising and patent proceedings, the firm acts for pharma and medical product manufacturers from authorization onwards. The firm's reputation is founded on its performance in major proceedings against the Federal Institute for Drugs and Medical Devices. They notably handled cases for various pharmaceutical companies on advertising and on anticorruption law.

Team & differentiation: The firm's two partners and three associates are particularly known for their expertise in handling third party proceedings and are also recognized for their work in other sectors, such as medical devices. Headquartered in Munich and with four other offices (Berlin, Düsseldorf, Hamburg, and Paris) it handles cases in a fast and efficient manner for clients ranging from small Germany firms to multinational heavyweights.



IRELAND

IP: GENERAL

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------|--|
| LEADING | |
| A&L Goodbody | John Whelan, John Cahir |
| McCann FitzGerald | Fiona O'Beirne, Shane O'Brien, Paul Lavery |
| William Fry | Laura Scott, Carol Plunkett, David Cullen, Leo Moore |
| EXCELLENT | |
| Acuatus | Alistair Payne |
| Arthur Cox | Rob Corbet, David O'Donohoe |
| DFMG Solicitors | Patricia McGovern |
| Mason Hayes & Curran | Gerard Kelly, Brian McElligott |
| Matheson | Deirdre Kilroy |
| Whitney Moore | Aoife Murphy, Robin Hayes |
| HIGHLY RECOMMENDED | |
| Beauchamps | Maureen Daly |
| ByrneWallace | Darren Daly, Colin Sainsbury |
| Eugene F. Collins | David Hackett |
| Eversheds Sutherland | Marie McGinley |
| LK Shields Solicitors | Peter Bolger, Jeanne Kelly |
| Philip Lee | Anne Bateman |
| Pinsent Masons (Ireland) | Ann Henry |

IP: GENERAL

Best Patent & Trademark Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------------|--|
| LEADING | |
| FRKelly | Maura O'Connell, Donal Kelly, Niamh Hall, Shane Smyth |
| Hanna Moore + Curley | Peter Hanna, Barry Moore, Donnacha Curley |
| Tomkins | Cathal Lane, Christina Gates, Olivia Catesby, Simon Gray, Louise Carey |
| EXCELLENT | |
| Anne Ryan & Co | Anne Ryan |
| Cruickshank | Mary Rose O'Connor, Donal O'Connor |
| HGF | Craig Thomson |
| MacLachlan & Donaldson | Peter MacLachlan, Denis McCarthy |
| PurdyLucey | Barry Purd, Mark Carmody, Michael Lucey |



ITALY

TMT M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| BANK | KEY FIGURES |
|----------------|-------------|
| LEADING | |

| | |
|----------------------|-----------------------|
| Goldman Sachs | Massimo Della Ragione |
|----------------------|-----------------------|

| | |
|-----------------------|---------------------|
| Morgan Stanley | Domenico Siniscalco |
|-----------------------|---------------------|

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|------------------|--|
| EXCELLENT | |
|------------------|--|

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|-------------|--------------|
| HSBC | Gerd Pircher |
|-------------|--------------|

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|------------|----------------------|
| PwC | Marco Tanzi Marlotti |
|------------|----------------------|

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|---------------------------|--|
| HIGHLY RECOMMENDED | |
|---------------------------|--|

| | |
|-----------------------|-------------|
| Altium Capital | Carlo Dawan |
|-----------------------|-------------|

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|----------------------------------|---------------|
| Banca IMI/Intesa Sanpaolo | Mauro Micillo |
|----------------------------------|---------------|

| | |
|---------------|-----------------|
| Lazard | Giacomo Liberti |
|---------------|-----------------|

| | |
|------------------------|--------------------|
| UniCredit Group | Gianfranco Bisagni |
|------------------------|--------------------|



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Bird & Bird | Giovanni Galimberti, Massimiliano Mostardini |
| Hogan Lovells | Riccardo Fruscalzo, Luigi Mansani, Francesca Rolla |
| Trevisan & Cuonzo | Gabriel Cuonzo |
| EXCELLENT | |
| Avvocati Associati Franzosi Dal Negro Setti | Carlo Piria, Francesco Setti |
| BonelliErede | Vincenzo Salvatore, Renato Bocca |
| De Berti Jacchia | Roberto Jacchia |
| DLA Piper | Roberto Valenti, Marco de Morpurgo |
| Herbert Smith Freehills | Laura Orlando, Sebastian Moore |
| Pavia e Ansaldo | Gian Paolo Di Santo, Agostino Migone de Amicis |
| Simmons & Simmons | Stefania Bergia |
| HIGHLY RECOMMENDED | |
| Astolfi e Associati | Sonia Selletti |
| Chiomenti | Luca Liistro, Paolo Bertoni |
| Gitti & Partners | Paola Sangiovanni |
| GR Legal | Luca Giove |
| Geenberg Traurig | Luigi Fontanesi |
| Portolano Cavallo | Luca Gambini, Lydia Mendola, Marco Blei |
| R&P Legal | Paolo De Carlo |
| Sena & Tarchini | Giancarlo Del Corno |

HERBERT SMITH FREEHILLS: STRONGLY BUSINESS-ORIENTED PRACTICE



Laura Orlando

Key figure: Laura Orlando
Established: 2018

Track record: Leading life sciences team sought out by key pharmaceutical, healthcare companies for its strategic dispute resolution and regulatory cases. The firm has acted in some of the highest profile multi-jurisdictional patent cases, including in the context of the SPC Regulation, and has assisted major pharmaceutical companies in connection with patent expiry of top selling drugs.

Team & differentiation: Managing partner Laura Orlando has a proven track record advising on life sciences matters. In addition, Laura has experience in a cross-section of industries, notably food, chemicals, consumer products, TMT and electronics, fashion and industrial design. The firm divides its activity between London and Milan. Partner Sebastian Moore is an outstanding patent litigator.



PATENT PROSECUTION

Best IP Agencies

In each tier, the agencies are ordered alphabetically

| AGENCY | KEY FIGURES |
|-----------------------------------|--|
| LEADING | |
| Buzzi, Notaro & Antonielli d'Oulx | Franco Buzzi |
| Jacobacci & Partners | Giuseppe Quinterno |
| Studio Torta | Luigi Boggio |
| EXCELLENT | |
| Barzanò & Zanardo | Alfredo Zanardo |
| Botti & Ferrari | Mario Botti, Barbara Ferrari |
| Bugnon | Marco Lissandrini, Cristina Biggi |
| GLP | Gilberto L. Petraz |
| Notarbartolo & Gervasi | Diego Pallini Gervasi |
| SIB Societa Italiana Brevetti | Elisabetta Papa |
| HIGHLY RECOMMENDED | |
| Bianchetti Bracco Minoja | Giuseppe Bianchetti, Fabrizio Minoja |
| Dragotti & Associati | Gianfranco Dragotti, Roberto Pistolesi |
| Modiano & Partners | Josif Albert |
| PGA | Marco Ponzellini, Alessandro Galassi |
| Porta & Associati | Claudio Bottero |
| Rapisardi Intellectual Property | Ugo Trojsi |
| RECOMMENDED | |
| Cantaluppi & Partners | Stefano Cantaluppi |
| Giambrocono & C | Fabio Giambrocono |
| Gregorj | Luca Fiorentino |
| LGV | Luigi Goglia |
| Luppi Crugnola & Partners | Pietro Crugnola |
| Manzella & Associati | Giovanni Manzella |
| Martegani & Partners | Franco Martegani, Maurizio Giuli, Lorenzo Lualdi |
| Praxi IP | Ferruccio Postiglione |
| Racheli | Aldo Petruzzello |
| Studio Bonini | Ercole Bonini |

STUDIO TORTA: 141 YEARS OF CLIENT SATISFACTION



Luigi Boggio

Key figure: Luigi Boggio
Established: 1879

Track record: A long-standing presence in the Italian market, the firm stands out for its capabilities assisting major national and international companies with their patent portfolios. The firm's clientele spans every aspect of technology and industry, who trust the team's solid expertise in the semiconductor, electronics, software, automotive, aerospace, energy/oil and gas, fashion and food and beverage sectors. Ferrari, Leonardo and Fiat Research Center are clients, to name but a few.

Team & differentiation: Besides the core patent, design and trademark filing and prosecution business, the firm has a substantial litigation, web and customs enforcement practice. Founded in Turin in 1879 with offices in Milan, Bologna, Rome, Treviso and Rimini, the practice group consists of 37 partners, four counsel and 15 associates. The firm's philosophy is to focus on fostering long-term business relationships.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| 1 Bird & Bird | Giovanni Galimberti, Massimiliano Mostardini |
| Hogan Lovells | Luigi Mansani, Giovanni Ghirardi |
| 2 IP Law Galli | Cesare Galli, Mariangela Bogni |
| Trevisan & Cuonzo | Luca Trevisan, Gabriel Cuonzo |
| EXCELLENT | |
| 1 Avvocati Associati Franzosi Dal Negro Setti | Mario Franzosi |
| Herbert Smith Freehills | Laura Orlando, Sebastian Moore |
| Orsingher Ortu | Matteo Orsingher, Fabrizio Sanna |
| 2 BonelliErede | Giovanni Guglielmetti, Tommaso Faelli |
| Dentons | Giovanni Casucci |
| DLA Piper | Gualtiero Dragotti, Roberto Valenti |
| LGV | Luigi Goglia |
| Pavia e Ansaldo | Gian Paolo Di Santo |
| Simmons & Simmons | Giulio Sironi, Stefania Bergia |
| Spheriens | Pier Luigi Roncaglia, Francesco Rossi, Riccardo Perotti |
| HIGHLY RECOMMENDED | |
| Chiomenti | Paolo Bertoni, Anna Gardini |
| De Berti Jacchia | Roberto Jacchia, Maria Cristina Franchini |
| De Simone & Partners | Domenico De Simone |
| Gianni, Origoni, Grippo, Cappelli & Partners | Nino Di Bella, Massimo Sterpi |
| GR Legal | Luca Giove |
| LCA | Gianluca De Cristofaro |
| Legance | Paolo Marzano, Monica Riva |
| Maschietto Maggiore Besseghini | Massimo Maggiore |
| Mondini-Rusconi Studio Legale | Giorgio Mondini, Giuseppe Rusconi |
| NCTM | Paolo Lazzarino |
| Nunziante Magrone | Niccolò Ferretti, Pietro Ilardi |
| Portolano Cavallo | Micael Montinari, Ernesto Apa, Lydia Mendola |
| Studio Legale Jacobacci & Associati | Fabrizio Jacobacci |
| Studio legale Sena e Tarchini | Paola Tarchini, Giuseppe Sena, Giancarlo Del Corno |
| RECOMMENDED | |
| Corona-Catelli | Sandro Corona, Vittorio Catelli |
| Gattai, Minoli, Agostinelli & Partners | Licia Garotti |
| Ghidini, Girino & Associati | Gustavo Ghidini |
| Geenberg Traurig | Luigi Fontanesi |
| Rapisardi & Ginevra | Carlo Ginevra |
| Sindico Serantoni | Domenico Sindico |
| Spazzi & Gioia | Riccardo Gioia |
| Tornato Prado | Carlo Maria Prado, Alberto Tornato |

IP LAW GALLI: LONGSTANDING PATENT LITIGATORS



Cesare Galli

Key figure: Cesare Galli
Established: 2004

Track record: Leading firm noted for its excellent track record representing key players from the pharmaceutical, bio-medical, IT and automotive industries on big-ticket trademark litigation and patent disputes. Often retained for its counsel on mandates involving copyright and related rights (including software and databases), domain names and new plant varieties.

Team & differentiation: The firm has a large presence in the north of Italy with offices in Milan, Brescia, Verona and Parma. Professor Cesare Galli, who teaches IP Law at the University of Parma, is an active AIPPI member and author of several publications dedicated to IP law. He is one of the highest-profile lawyers in the Italian IP community.

LGV AVVOCATI: SOLID IP EXPERTISE AND CREATIVE CLIENT APPROACH



Luigi Goglia

Key figures: Luigi Goglia, Simona Lavagnini, Tankred Thiem and Margherita Stucchi
Established: 2003

Track record: LGV Avvocati is involved in highly complex litigation and provides out-of-court advice for key national and international clients. The firm deals with technological patent portfolios from traditional mechanics (textile machinery, machine equipment, automotive, fluid dynamics, installations, and workstations) to modern technologies (microchips, optical supports, and electronics in general).

Team & differentiation: Consisting of four partners and eight associates, LGV patent litigation team is captained by seasoned litigator Luigi Goglia and stands out as one of the countries finest. Founding partner Simona Lavagnini has an outstanding reputation in the copyright and new technology fields and is a member of the executive committee of AIPPI. An emphasis on human capital is one of the main values of a firm that constantly invests in internal talent.



TMT

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Baker McKenzie | Lorenzo De Martinis, Raffaele Giarda |
| Bird & Bird | Giovanni Galimberti, Massimiliano Mostardini |
| Cleary Gottlieb Steen & Hamilton | Marco D'Ostuni |
| DLA Piper | Giulio Coraggio |
| Hogan Lovells | Marco Berliri |
| EXCELLENT | |
| BonelliErede | Tommaso Faelli |
| Chiomenti | Gilberto Nava |
| Dentons | Giangiacomo Olivi |
| Panetta e Associati | Rocco Panetta |
| Orsingher Ortu | Marco Consonni |
| Simmons & Simmons | Edoardo Tedeschi |
| HIGHLY RECOMMENDED | |
| Cugia Cuomo & Associati | Fabrizio Cugia di Sant'Orsola |
| Herbert Smith Freehills | Pietro Pouché |
| Gianni, Origoni, Grippo, Cappelli & Partners | Nino Di Bella |
| LCA | Gianluca De Cristofaro |
| Mondini Rusconi | Giorgio Mondini |
| NCTM | Lorenzo Attolico |
| Portolano Cavallo | Francesco Portolano |
| R&P Legal | Giuseppe Vaciago |



IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Baker & McKenzie | Lorenzo de Martinis, Raffaele Giarda |
| Dentons | Giangiaco Olivi |
| Hogan Lovells | Marco Berliri |
| LGV | Simona Lavagnini |
| Orsingher Ortu | Marco Consonni, Domenico Colella |
| EXCELLENT | |
| Cugia Cuomo & Associati | Fabrizio Cugia di Sant'Orsola |
| Dike Legal | Maria Francesca Quattrone |
| DLA Piper | Alessandro Boso Caretta, Giulio Coraggio |
| E-Lex | Guido Scorza, Dario Reccia |
| Gianni, Origoni, Grippo, Cappelli & Partners | Luca Rinaldi |
| IP Law Galli | Cesare Galli |
| LCA | Andrea Messuti |
| Maschietto Maggiore Besseghini | Massimo Maggiore |
| Panetta & Associati | Rocco Panetta |
| Portolano Cavallo | Ernesto Apa, Laura Liguori, Francesco Portolano |
| Simmons & Simmons | Edoardo Tedeschi |
| HIGHLY RECOMMENDED | |
| Gattai, Minoli, Agostinelli & Partner | Licia Garotti |
| Lipani Catricalà & Partners | Roberto Ferraresi, Luigi Mazzoncini |
| Martini Manna | Elena Martini, Luigi Manna |
| Mila Legal Mina Lanfranconi & associati | Elisabetta Mina, Marina Lanfranconi |
| Mondini Rusconi Studio Legale | Silvia Mondini, Giacomo Bonelli |
| M&R Europe | Stephanie Rotelli, Costantino Monteleone |
| Prosperetti & Associati | Eugenio Prosperetti |
| Tavella Studio di Avvocati | Massimo Tavella |
| Valli Mancuso & Associati | Andrea Valli |

MASCHIETTO MAGGIORE BESSEGHINI: IN-DEPTH EXPERTISE IN IT & DATA PROTECTION



Massimo Maggiore

Key figure: Massimo Maggiore
Established: 2007

Track record: The sectors in which the firm is very active and appreciated for its pragmatic and solution driven approach include food, professional publishing, cloud computing, electronics, asset management, consumer credit, software, media, luxury, consumer goods, social housing and the medical sector. It has established a coronavirus task force focusing on data protection law information.

Team & differentiation: Founding partner Massimo Maggiore is adjunct professor of marketing law and lecturer at the LL.M in Law of internet technology at Bocconi University of Milan. From the early days of his career he has provided capable assistance in intellectual property, information technology, media, data protection, competition and commercial practices, authoring several publications on the latter.



LUXEMBOURG

IP PROSECUTION

Best IP Agencies

The firms are listed alphabetically within each band

| AGENCY | KEY FIGURES |
|----------------------------------|---|
| LEADING | |
| Denmeyer & Associates | Robert Fichter, Olivier Lombardo, Manuel Schockmel, Stéphane Speich |
| Marks & Clerk | Luca Polverari |
| Office Freylinger | Pierre Kihn, Henri Kihn, Romain Lambert, Olivier Laidebeur |
| EXCELLENT | |
| Aronova IP | Armand Schmitt, Mathis Bruck, Dieter Heck |
| Lecomte & Partners | Didier Lecomte, Janine Brandenburger |
| HIGHLY RECOMMENDED | |
| Corax IP | Jean-Paul Wagner |
| Ipsilon | Dominique Charlotte Crassaerts |
| Lavoix | Victoria Klecthka |
| Patent 42 | Valérie Mellet |
| Petosevic | Slobodan Petosevic |

ARONOVA IP: IP EXCELLENCE AS STANDARD



Armand Schmitt

Key figures: Armand Schmitt, Mathis Bruck and Dieter Heck
Established: 1991

Track record: Aronova IP is entirely dedicated to IP matters and offers a complete range of services in patents, trademarks, designs, copyright, IP licensing and acquisition and IP disputes. The team of scientific experts at the practice sets itself apart with its sharp, technical know-how.

Team & differentiation: Mathis Bruck has extensive experience in the drafting and prosecution of patent applications, opposition and invalidity proceedings, patentability analyses, and infringement and validity opinions. Armand Schmitt is a long-standing specialist in patent prosecution and international IP litigation.

IP LITIGATION

Best Law Firms

The firms are listed alphabetically within each band

| FIRM | KEY FIGURES |
|--|---------------------------------------|
| LEADING | |
| Allen & Overy | Katia Manhaeve |
| CLAW | Claire Léonelli |
| NautaDutilh | Vincent Wellens |
| Wildgen | Emmanuelle Ragot |
| EXCELLENT | |
| Arendt & Medernach | Sophie Wagner-Chartier, Astrid Wagner |
| Decker & Braun | Nicolas Decker, Marianne Decker |
| HIGHLY RECOMMENDED | |
| Bonn & Schmitt | Alain Grosjean |
| Brucher, Thieltgen & Partners | Nicolas Thieltgen |
| DLA Piper | Olivier Reisch |
| LG Avocats | Hervé Wolff |
| Loyens & Loeff | Véronique Hoffeld |
| Molitor | Virginie Liebermann* |
| PwC Legal | Audrey Rustichelli |

*Of counsel

DATA PROTECTION, IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Allen & Overy | Catherine Di Lorenzo* |
| Arendt & Medernach | Sophie Wagner-Chartier, Astrid Wagner |
| CLAW | Cyril Pierre-Beausse, Elisabeth Guissart |
| Nautadutilh | Vincent Wellens |
| EXCELLENT | |
| Bonn & Schmitt | Alain Grosjean |
| DSM Avocats à la Cour | Renaud Le Squeren |
| Elvinger, Hoss & Prussen | Gary Cywie, Linda Funck |
| Wildgen | Emmanuelle Ragot |
| HIGHLY RECOMMENDED | |
| Brucher, Thieltgen & Partners | Nicolas Thieltgen |
| BSP | Anne Morel |
| DCI Avocats | Dorothee Ciolino |
| DLA Piper Luxembourg | Olivier Reisch |
| LG Avocats | Hervé Wolff |
| Molitor | Virginie Liebermann* |
| PwC Legal | Audrey Rustichelli |

*Of counsel

ELVINGER HOSS PRUSSEN: TRUSTED IT ADVISORS



Gary Cywie

Key figure: Gary Cywie
Established: 1964

Track record: Actively advising national and international companies from the banking & finance, insurance and technology sectors on the full spectrum of data protection issues. Well-equipped to advise on dematerialization, data protection and privacy matters, the firm is recognized for its knowledge of IT services matters like cloud computing, outsourcing IT, and software licensing.

Team & differentiation: The firm has a dedicated IP team of five experts, including two partners, who specialize exclusively in ICT, IP, media and data protection. Newly appointed partner Gary Cywie is considered one of the best IT lawyers in Luxembourg. He is an expert in the drafting and negotiating of IT outsourcing agreements in the financial services and insurance sectors. He specializes in data protection and privacy.

DSM AVOCATS À LA COUR:
THRIVING IP AND TECHNOLOGY PRACTICE

Renaud Le Squeren

Key figure: Renaud Le Squeren
Established: 2004

Track record: The firm is known for its advice regarding personal data protection, e-commerce, TMT transactions such as hardware and software supply contracts and contracts for the development, sale, and operation of data centers, innovation with dematerialization and the use of blockchains and financing with cryptocurrencies. Its advises public sector, transport, real estate, investment funds and childcare entities.

Team & differentiation: With five lawyers (including one partner) the team assists clients in the telecoms, biotechnology, and healthcare sectors confronted with mandatory rules associated with new technologies. Renaud le Squeren has led the digital desk at DSM Avocats since 2014 and assists companies in their digital transition (GDPR compliance, APIs and Apps etc).

NAUTADUTILH:
LEADING DATA PROTECTION AND IT EXPERTS

Vincent Wellens

Key figure: Vincent Wellens
Established: 1724

Track record: The firm has developed Fintech and PSDII specialization, a booming industry in Luxembourg in the post-Brexit context. Data protection is a strong focus, with clients demanding services to assure compliance the GDPR. A recent highlight was assisting the Luxembourg state in negotiations and the procurement process with different services providers in relation to the launch and operation of a defense satellite.

Team & differentiation: With a team of one partner and five associates, the firm counts on its complete mastery of IT markets. Its practitioners have extensive experience in litigation before Luxembourg courts as well as European Courts based in the Duchy. IT & outsourcing bring in growing business and are forecasted to accelerate in the aftermath of the Covid-19 crisis. The team has niche expertise in GDPR litigation.



NETHERLANDS

PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------|---|
| LEADING | |
| De Vries & Metman | Arnt Aalbers, Ferry van Looijengoed, Erik Visscher |
| NLO | Bart Swinkels, Arthur Meekel, Mari Korsten, David Bot |
| V.O. | Herman Witmans, Leo Jessen, Bernard Ledebouer, Otto Oudshoorn |
| EXCELLENT | |
| AOMB | René Ridders |
| Hoyng Rokh Monegier | Willem Hoyng |
| Arnold & Siedsma | Arjen Hooiveld, Petri van Someren |
| EP&C | Hendrik Jan Brookhuis, Walter Hart, Jordi Kox |
| HIGHLY RECOMMENDED | |
| Los & Stigter | Jacques van Breda, Leon Vogels |
| Patentwerk | Hein van den Heuvel, Bas Langenhuijsen |
| Vriesendorp & Gaade | Franklin Geurts, Bas Peters |

IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------------|---|
| LEADING | |
| Brinkhof | Richard Ebbink, Mark van Gardingen, Daan de Lange, Koen Bijvank |
| Hoyng Rokh Monegier | Willem Hoyng, Bart van den Broek, Simon Dack |
| EXCELLENT | |
| Bird & Bird | Armand Killan, Wouter Pors |
| De Brauw Blackstone Westbroek | Gertjan Kuipers, Tobias Cohen Jehoram, Oscar Lamme |
| Freshfields Bruckhaus Deringer | Peter Hendrick, Rutger Kleemans |
| Hogan Lovells | Ruud van der Velden, Bert Oosting, Klaas AJ Bisschop |
| Simmons & Simmons | Bas Berghuis van Woortman |
| Vondst Advocaten | Otto Swens, Ricardo Dijkstra, Arvid van Oorschot |
| HIGHLY RECOMMENDED | |
| BarentsKrans | Jaap Bremer, Marleen Van den Horst |
| DLA Piper | Paul Reeskamp, Alexander Tsoutsanis |
| Hofhuis Alkema Groen | Adonna Alkema, Arnout Groen, Jesse Hofhuis |
| Hoogenraad & Haak | Maarten Haak |
| Leeway | Remco van Leeuwen |
| NautaDutilh | Anne Marie Verschuur |
| Taylor Wessing | Judith Krens, Wim Maas |
| RECOMMENDED | |
| Allen & Overy | Frits Gerritzen |
| Kennedy Van der Laan | Alfred Meijboom, Maarten Schut |
| Klos c.s | Sven Klos, Antoon Quaadvlieg |
| Visser Schaap & Kreijger | Dirk Visser, Jacqueline Schaap, Paul Kreijger |

BRINKHOF: OUTSTANDING IP SERVICES

Richard Ebbink

Key figures: Richard Ebbink, Mark van Gardingen, Daan de Lange and Koen Bijvank
Established: 2005

Track record: Brinkhof assists clients with the full range of IP issues, offering both litigation and advisory services, for the world's largest companies in sectors such as electronics, IT, media, internet, telecoms, pharmaceuticals, biotechnology and healthcare.

Team & differentiation: The firm has a strong reputation in intellectual property, innovation and TMT, with a heavy focus on innovation, technology and market regulation, benefiting its national and international clientele. The partners at Brinkhof are also renowned in the Netherlands and beyond for being excellent litigators.

HEALTHCARE & LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| AKD | Klaas Meersma, Joris Rijken |
| Hogan Lovells | Hein Van den Bos, Bert Oosting |
| Houthoff | Weyer VerLoren van Themaat |
| Hoyng Rokh Monegier | Simon Dack, Carla Schoonderbeek |
| Loyens & Loeff | Tom van Helmond, Frank Leijdesdorff, Kim Lucassen |
| NautaDutilh | Rebecca Pinto, Ruud Smits, Anne Marie Verschuur |
| EXCELLENT | |
| Axon Lawyers | Carine van den Brink, Erik Vollebregt |
| BarentsKrans | Marleen van den Horst |
| Bird & Bird | Marc van Wijngaarden, Armand Killan |
| Freshfields Bruckhaus Deringer | Rutger Kleemans , Jelle Drok, Paul van den Berg |
| Leijnse Artz | Koosje van Lessen Kloeke |
| Nysingh advocaten-notarissen | Jaap Sijmons |
| Simmons & Simmons | Bas Berghuis van Woortman |
| Stibbe | Judica Krikke |
| Van Doorne | Willemien Bischof, Dimitri van Hoewijk |
| Vondst Advocaten | Otto Swens |
| HIGHLY RECOMMENDED | |
| Allen & Overy | Frits Gerritzen, Christiaan De Brauw |
| Brinkhof | Mark Van Gardingen, Daan De Lange |
| CMS | Ellen Gielen, Willem Hoorneman |
| De Brauw Blackstone Westbroek | Gertjan Kuipers |
| DLA Piper | Paul Reeskamp, Johan Renes |
| Kennedy Van der Laan | Fenna van Dijk |
| Maverick Advocaten | Diederik Schrijvershof, Martijn van de Hel, Bas Braeken |
| Pels Rijcken & Droogleeve Fortuijn | Elisabeth Pietermaat, Karlijn Teuben |

IT & OUTSOURCING

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------------|---|
| LEADING | |
| Brinkhof | Eliane de Vilder, Wieke van Angeren |
| Kennedy Van der Laan | Patrick Wit, Reinoud Westerdijk, Joost Linnemann |
| Van Doorne | Bart van Reeken, Louis Jonker, Elisabeth Thole |
| EXCELLENT | |
| Allen & Overy | Frits Gerritzen, Kees Schillemans, Gijs Linse |
| Bird & Bird | Roelien van Neck, Jeroen van der Lee |
| Houthoff | Thomas de Weerd |
| Loyens & Loeff | Yannick Geryszewsk |
| Project Moore Advocaten | Christian van Seeters, Jeroen Koëter, Lieneke Viergever, Eva Visser |
| Stibbe | Judica Krikke |
| Vondst | Polo van der Putt |
| HIGHLY RECOMMENDED | |
| CMS | Katja van Kranenburg-Hanspian |
| De Brauw Blackstone Westbroek | Axel Arnbak, Nicolien Van den Biggelaar, Geert Potjewijd |
| Dentons | Marc Elshof |
| DLA Piper | Joris Willems |
| Louwers Advocaten | Huib de Jong, Ernst-Jan Louwers |
| Pels Rijcken | Meine Dijkstra |
| Van Benthem & Keulen | Robert Boekhorst |
| Whitebridge Advocatuur | Anja Dekhuijzen |
| RECOMMENDED | |
| Bureau Brandeis | Christiaan Alberdingk Thijm, Machteld Robichon |
| Dirkzwager Legal & Tax | Ernst-Jan van de Pas |
| Greenberg Traurig | Herald Jongen |
| Höcker Advocaten | Willem Roos, Jacqueline Seignette |
| Hogan Lovells | Joke Bodewits |
| Taylor Wessing | Otto Sleeking |

**HOUTHOFF:
COMPREHENSIVE IT EXPERTISE**

Thomas de Weerd

Key figure: Thomas de Weerd

Track record: The firm's IT specialists offer creative, practical solutions to internet companies, IT suppliers and buyers, telecoms and innovative tech companies. They recently advised a Netherlands-based insurance company on outsourcing the administrative work involved in car insurance claims to an India-based outsourcing service provider.

Team & differentiation: Thanks to its membership of the TechLawGroup – an international network of law firms in more than 60 countries – Houthoff is able provide high-quality assistance to clients all around the globe. The IT team works closely with all other departments.

**KENNEDY VAN DER LAAN:
RELIABLY EXCELLENT IP LITIGATORS**

Joost Linnemann

Key figures: Joost Linnemann, Reinoud Westerdijk, Patrick Wit and Joost Schmaal

Established: 1992

Track record: Kennedy Van der Laan assists its clients with their outsourcing, telecoms, data privacy, IT projects and transactions, e-commerce, cybercrime, licensing, distribution, electronic signatures work and IT public procurement issues, providing counsel and assisting them with disputes.

Team & differentiation: As many of its attorneys are from technology and engineering backgrounds, the firm is able to combine deep knowledge of the law with an intuitive understanding of the technological aspects of any given case. The dedicated technology team also works closely with other specialists across the firm to deliver tailor-made technology-specific advice.

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PORTUGAL

PATENT PROSECUTION

Best Law Firms & Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| A.G. da Cunha Ferreira | Fernando Ferreira Magno |
| J. Pereira da Cruz | João Pereira Da Cruz |
| J. E. Dias Costa | José de Sampaio |
| RCF Protecting Innovation | Jorge Faustino, Andrea Pereira |
| EXCELLENT | |
| Abreu Advogados | César Bessa Monteiro, jr |
| BMA - Baptista, Monteverde & Associados | Filipe Teixeira Baptista, Paulo Monteverde |
| ClarkeModet | Adriana Esteves |
| Gastão Cunha Ferreira | Manuel Moniz Pereira |
| Inventa International | Vítor Palmela Fidalgo, Vítor Moreira |
| PLMJ | Ana Teresa Pulido |
| PRA - Raposo, Sá Miranda & Associados | Márcia Martinho da Rosa |
| Raposo Bernardo | Edinha Soares Lima |
| Simões, Garcia, Corte-Real & Associados | Alberto Tavares Dias |
| HIGHLY RECOMMENDED | |
| Garrigues | Francisca Ferreira Pinto |
| Morais Leitão, Galvão Teles, Soares da Silva & Associados | Vasco Stilwell d'Andrade |



IP LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Abreu Advogados | Ricardo Henriques, António Andrade, César Bessa Monteiro, Armando Martins Ferreira, César Bessa Monteiro, jr, Manuel Durães Rocha |
| BMA - Baptista, Monteverde & Associados | Filipe Teixeira Baptista, Paulo Monteverde, Petra Fernandes |
| Garrigues | João Paulo Miranda de Sousa, Isabel Bairrão, Francisca Ferreira Pinto |
| PLMJ | Manuel Lopes Rocha , Ana Teresa Pulido |
| Sérvulo & Associados | Ana Rita Paíinho |
| VdA | António Magalhães Cardoso |
| Yolanda Busse, Oehen Mendes & Associados | Manuel Oehen Mendes |
| EXCELLENT | |
| CCA Law Firm | Filipe Mayer, Martim Bouza Serrano |
| CMS Rui Pena & Arnaut | José Luís Arnaut, Miguel Quintans |
| Linklaters | Carlos Pinto Correia |
| Morais Leitão, Galvão Teles, Soares da Silva & Associados | António Pinto Leite, Vasco Stilwell d'Andrade |
| Simões Garcia Corte-Real & Associados | João Luís Garcia |
| HIGHLY RECOMMENDED | |
| Caiado Guerreiro | Ricardo Costa Macedo |
| Cuatrecasas | Sónia Queiróz Vaz, Ana Costa Teixeira |
| DLA Piper | João Costa Quinta |
| Gómez-Acebo & Pombo | Gonçalo Paiva e Sousa |
| J. Pereira da Cruz | Nuno Cruz, Cláudia Freixinho Serrano |
| SRS Advogados | João Paulo Mioludo |
| Uría Menéndez-Proença Carvalho | Francisco Brito e Abreu |
| RECOMMENDED | |
| Clarke Modet | Ana Fidalgo |
| FCB Sociedade de Advogados | Margarida Roda Santos |
| Inventa International | Vítor Palmela Fidalgo, João Pereira Cabral |
| PRA - Raposo, Sá Miranda & Associados | Gonçalo Gil Barreiros, Márcia Martinho da Rosa |
| Raposo Bernardo | Ana Cláudia Rangel, Edinha Soares Lima |
| Serra Lopes, Cortes Martins & Associados | Dário Moura Vicente |
| Telles Advogados | Pedro Vidigal Monteiro, Fernando Pizarro Monteiro |

TECHNOLOGY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Morais Leitão, Galvão Teles, Soares da Silva & Associados | João Alfredo Afonso, Gonçalo Machado Borges |
| SRS Advogados | Octávio Castelo Paulo, Luís Neto Galvão |
| VdA | Magda Cocco, Fernando Resina Da Silva, Margarida Couto |
| EXCELLENT | |
| Abreu Advogados | Ricardo Henriques, Armando Martins Ferreira, Manuel Durães Rocha, César Bessa Monteiro, Martim Menezes |
| CCA Law Firm | Filipe Mayer, Martim Bouza Serrano |
| CMS Rui Pena & Arnaut | José Luís Arnaut, João Leitão Figueiredo |
| DLA Piper | Daniel Reis, João Costa Quinta |
| PLMJ | Pedro Lomba, Manuel Lopes Rocha, Jorge Silva Martins |
| HIGHLY RECOMMENDED | |
| Antas da Cunha ECIJA | João Ferreira Pinto, Nuno da Silva Vieira |
| Cuatrecasas | Sónia Queiróz Vaz |
| Garrigues | Isabel Bairrão |
| Gómez-Acebo & Pombo | Gonçalo Paiva e Sousa, Pedro Vilarinho Pires |
| Macedo Vitorino & Associados | João de Macedo Vitorino |
| Raposo Bernardo | Mafalda Contumélias Batista |
| Sérvulo & Associados | Rui Cardona Ferreira, Ana Rita Painho |
| Uría Menéndez-Proença Carvalho | Francisco Brito e Abreu |
| RECOMMENDED | |
| Alves Pereira & Teixeira de Sousa | João Pedro Alves Pereira, Belén Granados |
| BMA - Baptista, Monteverde & Associados | Paulo Monteverde |
| Caiado Guerreiro | Ricardo Costa Macedo, Ricardo Rodrigues Lopes |
| Coelho Ribeiro & Associados | Mónica Oliveira Costa |
| Miranda | João Luís Traça |
| PBBR | Carina Branco |
| Telles Advogados | Pedro Vidigal Monteiro |
| Yolanda Busse, Oehen Mendes & Associados | Manuel Oehen Mendes |



TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Morais Leitão, Galvão Teles, Soares da Silva & Associados | Gonçalo Machado Borges, Nuno Peres Alves |
| SRS Advogados | Octávio Castelo Paulo, Luís Neto Galvão |
| VdA | Magda Cocco, Fernando Resina Da Silva, Margarida Couto |
| HIGHLY RECOMMENDED | |
| Abreu Advogados | Ricardo Henriques |
| CCA Law Firm | Filipe Mayer, Martim Bouza Serrano |
| DLA Piper | Daniel Reis |
| PLMJ | Manuel Lopes Rocha, Jorge Silva Martins |

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



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Business and Networking Facilitators

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- Conferences sharing best practices and the newest market information
- Organizable one-to-one meetings to move your business forward
- Awards for those outstanding in their field





RUSSIA

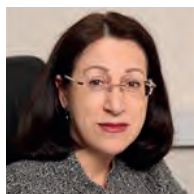
PATENT PROSECUTION

Best Law Firms & Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Gorodissky & Partners | Valery Medvedev, Yury Kuznetsov, Vladimir Biriulin, Elena Nazina, Sergey Dorofeev, Alexander Vasilets |
| Sojuzpatent | Svetlana Felitsyna, Tamara Fomicheva |
| EXCELLENT | |
| ARS-Patent & Trademark | Mikhail Khmara, Vladimir Rybakov, Kirill Osipov, Ilyana Lipatova |
| Euromarkpat | Maxim Veselitskiy, Marina Grineva |
| Gowling WLG | Alexander Christophoroff, Vladislav Ugryumov, Vitaliy V Lebedev |
| Papula - Nevinpat | Alexander Polikarpov, Viktor Pronyaev |
| Patentus | Alexey Mikhailov |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Eugene Arieovich, Denis Khabarov |
| Baranchikov IP & IT Attorneys | Oleg Abramenko |
| Innotec | Nadezhda Kovalchuk, Andreeva Nikolaevna |
| Patent & Law Firm Yus | Denis Levchuk |
| Patentica | Olga Galygina, Maria Nilova |
| Petosevic | Ivan Nagornykh |
| Vakhnina & Partners | Alexey Vakhnin, Elena Utkina |
| Zuykov and partners | Sergey Zuykov |
| RECOMMENDED | |
| Hogan Lovells | Natalia Gulyaeva |
| Liapunov & Co | Veronica Liapunova |
| Mozhaisky IP | Mikhail Mozhaisky |

SOJUZPATENT: RUSSIA'S OLDEST, STRONGEST IP FIRM



Tamara Fomicheva

Key figures: Svetlana Felitsyna, Tamara Fomicheva
Established: 1922

Track record: Sojuzpatent is widely recognised for its high-quality IP prosecution work and has filed over 2,400 patents. Noted for advising some of the world's largest companies, including high flyers such as ArcelorMittal, Huawei, Nestlé, Siemens, Airbus and Safran, the firm is also known for precedent-setting IP litigation before the High Court in Russia.

Team & differentiation: Sojuzpatent's patent prosecution practice is the biggest team in the firm and active in all fields of science and technology, including biotechnology, immunology, pharmaceuticals and aviation. The firm has a 95% success rate in defending patents it has registered. Tamara Fomicheva heads the practice; Svetlana Felitsyna is also recommended.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Baker McKenzie | Eugene Arieovich, Denis Khabarov |
| Gowling WLG | David Aylene, Alexander Christophoroff, Marina Drel, Maria Aronikova |
| Hogan Lovells | Natalia Gulyaeva |
| EXCELLENT | |
| A Zalesov & Partners | Aleksey Zalesov, Irina Ozolina |
| Dentons | Denis Voevodin |
| Gorodissky & Partners | Valery Medvedev, Yury Kuznetsov, Vladimir Biriulin |
| Sojuzpatent | Tatiana Petrova, Svetlana Felitsyna |
| HIGHLY RECOMMENDED | |
| Alrud | Maria Ostashenko |
| Ivanov, Makarov & Partners | Mark Chizhenok, Dmitry Makarov |
| Lidings Law Firm | Boris Malakhov, Andrey Zelenin |
| Noerr | Viktor Gerbutov |
| Patent & Law Firm Yus | Sergey Lovtsov, Maria Lovtsova |
| Pepeliaev | Valentina Orlova |
| Rouse & Co International | Stuart Adams |
| Zuykov & Partners | Alexandra Pelikh, Sergey Zuykov |
| RECOMMENDED | |
| ARS-Patent | Anna Bogdanova |
| Bryan Cave Leighton Paisner (Russia) | Elena Trusova |
| Capital Legal Services | Elena Berger, Irina Onikienko |
| CMS | Anton Bankovskiy |
| Dennemeyer & Associates SA | Larisa Lysenko |
| DLA Piper | Julianna Tabastajewa |
| Egorov Puginsky Afanasiev & Partners | Pavel Sadovsky |
| Eversheds Sutherland | Ekaterina M Tilling |
| Intellect-S | Maxim Labzin |
| KIAP | Elena Buranova |
| Patentus | Dmitry Markanov |
| Petosevic | Tatyana Kulikova |

PATENTUS: POWERHOUSE IP BOUTIQUE



Dmitry Markanov

Key figures: Dmitry Markanov,
Alexey Mikhailov
Established: 2006

Track record: The firm is involved in dozens of ongoing patent and trademark litigation matters for clients in a wide range of industries, such as automotive, chemicals, finance, healthcare, construction and materials, food and drink, retail, technology and telecoms. It has an excellent track record in the Chamber of Patent Disputes. Kia Motors and Merck are clients.

Team & differentiation: Patentus's IP litigators have strong expertise in biotech and pharmaceuticals, and represent clients before commercial courts as well as the Chamber for Patent Disputes and the Federal Antimonopoly Service. Court veteran Dmitry Markanov leads the IP litigation practice; Alexey Mikhailov is recommended for patent work more broadly.



SPAIN

TMT M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|------------------------------|---|
| LEADING | |
| BNP Paribas | Luis Sancho Ferran |
| Credit Suisse | Rafael Abati, Alvaro Granell |
| Goldman Sachs | Olaf Diaz-Pintado |
| JP Morgan | Hugo Baring, Burkhard Koep, Matthew Gehl, Mariano Colmenar Gotor, Ernesto Garcia |
| Morgan Stanley | Miguel Villalba Leirós |
| EXCELLENT | |
| Banco Santander | Jose Luis Calderón |
| Citi | Wilhelm Schulz, Alvaro Revuelta |
| Crédit Agricole CIB | Axel Fornieles |
| Deutsche Bank | Gavin Deane, Luis Armada, Javier Rapallo |
| GBS Finanzas | Pedro Gómez de Baeza, Juan Antonio Samaranch, Pablo Gómez de Pablos, Pablo Díaz-Lladó |
| ING Wholesale Banking | Iñigo Churruca |
| Lincoln International | Iván Marina |
| Mediobanca | Francisco Bachiller |
| Rotschild & Co | Iñigo Pañeda |
| Société Générale CIB | Donato Gonzalez-Sanchez |
| UBS Investment Bank | Ignacio Prieto Funes |
| HIGHLY RECOMMENDED | |
| Arcano | Alvaro de Remedios, Jaime Carvajal |
| DC Advisory | Manuel Zulueta |
| Greenhill | Javier Gonzalez |
| Jefferies | Jose Benito |
| RBC Capital Markets | David Thomas |
| Unicredit | Abel Enguita |

TMT

Best Transactional Support Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------------|--|
| LEADING | |
| Lazard | Guillermo Trenas, Belén del Valle-Iturriaga, Borja Semprún, Alfonso Ambel Larrazabal |
| EXCELLENT | |
| Alantra | Jacobo Llanza, Mariano Moreno, Bruno Delgado-Luque, Alfonso Gil |
| Eurohold Corporate Finance | Jean-François Alandry, Pascal Vieilledent, Ignacio Loring, Miguel Iraburu |
| HIGHLY RECOMMENDED | |
| Aqua Partners | Paul Cuatrecasas |
| Clearwater International | David Serra |
| EQT Partners | Pablo Medina |
| Houlihan Lokey | Carlos Paramés, Nacho Blasco, Francisco Garcia-Ginovart, Juan Luis Muñoz |
| JB Capital Markets | Javier Botín, Jose Manuel Hernandez Beneyto, Alberto Garcia Elias |
| KPMG | Fernando Garcia Ferrer |
| Oakley Advisory | Christian Maher, Chris Godsmark, Victoria Boxall |
| Oaklins Socios Financieros | Nicholas Walker |
| Perella Weinberg Partners | Peter Weinberg |
| V4 Financial Services | Manuel Sanchez de Lamadrid, Fernando Gómez |



TECHNOLOGY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Baker McKenzie | Raul Rubio |
| Cuatrecasas | Albert Agustinoy, Álvaro Bourkaib, Alejandro Negro |
| Ecija | Alejandro Touriño, Alonso Hurtado |
| Garrigues | Alejandro Padín Vidal, Carolina Pina, José Ramón Morales, Alejandro Sánchez del Campo |
| Hogan Lovells | Gonzalo F. Gállego |
| Samaniego Law | Javier Fernández-Samaniego, Blas Piñar Guzmán |
| Uría Menéndez | Pablo González-Espejo, Leticia López-Lapuente, Rafael Sánchez Aristi, Nerea Sanjuan |
| EXCELLENT | |
| CMS Albiñana & Suárez de Lezo | Javier Torre de Silva, Jorge Sánchez |
| DLA Piper | Diego Ramos |
| DWF-RCD | Ignasi Costas, Judith Saladrigas, Oscar Alegre |
| EY Abogados | Blanca Escribano |
| Gómez-Acebo & Pombo | Almudena Arpón de Mendivil Aldama, Eduardo Castillo |
| Osborne Clarke | Rafael García del Poyo |
| Ramón y Cajal Abogados | Norman Heckh, María Luisa González |
| HIGHLY RECOMMENDED | |
| Bird & Bird | Manuel Lobato |
| Ceca Magán Abogados | Ramón Mesonero-Romanos Fernández, Noemi Brito Izquierdo |
| Deloitte España | Dulce Miranda, Susana Rodriguez Ballano |
| Ecix Group | Francisco Perez Bes |
| FinReg360 | Javier Aparicio Salom, Maria Vidal |
| Pérez-Llorca | Andy Ramos Gil de la Haza |
| Pinsent Masons | Paloma Bru |
| RECOMMENDED | |
| Baylos Abogados | Paloma Arribas |
| Broseta | Miguel Geijo |
| Ejaso ETL Global | Miguel Valdés Borruey, Luis M. Latasa Vassallo |
| Ontier | Joaquín Muñoz Rodríguez |
| Pintó Ruiz & Del Valle | Jordi López Batet, Yago Vázquez Moraga |



DATA PROTECTION & CYBERSECURITY

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Baker McKenzie | Raul Rubio |
| Ecija | Alejandro Touriño, Alonso Hurtado |
| Garrigues | Alejandro Padín Vidal |
| Hogan Lovells | Gonzalo F. Gállego |
| Samaniego Law | Javier Fernández-Samaniego, Blas Piñar Guzmán |
| Uría Menéndez | Leticia López-Lapuente, Rafael Sánchez Aristi, Borja Sainz de Aja |
| EXCELLENT | |
| Cuatrecasas | Albert Agustinoy, Álvaro Bourkaib, Alejandro Negro |
| DLA Piper | Diego Ramos |
| EY Abogados | Blanca Escribano |
| FinReg360 | Javier Aparicio Salom, Maria Vidal |
| Osborne Clarke | Rafael García del Poyo |
| Ramón y Cajal Abogados | Norman Heckh, María Luisa González |
| HIGHLY RECOMMENDED | |
| Ceca Magán Abogados | Noemi Brito Izquierdo |
| Deloitte España | Dulce Miranda, Susana Rodriguez Ballano |
| Ecix Group | Francisco Perez Bes |
| Gómez-Acebo & Pombo | Eduardo Castillo |
| KPMG Abogados | Bartolome Martín |
| Pérez-Llorca | Andy Ramos Gil de la Haz |
| Pinsent Masons | Paloma Bru, Paula Fernández-Longoria |
| RECOMMENDED | |
| Baylos Abogados | Paloma Arribas |
| Broseta | Miguel Geijo, Agustín Puente |
| CMS Albiñana & Suárez de Lezo | José Luis Piñar |
| DWF-RCD | Ignasi Costas |
| Ejaso ETL Global | Miguel Valdés Borruey, Luis M. Latasa Vassallo |
| Herrero & Asociados | Marta Gimeno |
| Ontier | Joaquín Muñoz Rodríguez |
| Pintó Ruiz & Del Valle | Jordi López Batet, Yago Vázquez Moraga |



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------------|---|
| LEADING | |
| Bird & Bird | Manuel Lobato, Raquel Ballesteros |
| Clifford Chance | Miquel Montaña, Josep Montefusco |
| Eversheds Sutherland Nicea | Kiko Carrión |
| Faus & Moliner | Jordi Faus, Xavier Moliner |
| Uría Menéndez | Teresa Paz-Ares, José Massaguer |
| EXCELLENT | |
| AVQ | Isabel Alcalde Giraudo |
| Baker McKenzie | Cecilia Pastor, Montserrat Llopart, Ester Navas |
| Cuatrecasas | Jorge Robles |
| DWF-RCD | Ignasi Costas, Judith Saladrigas, Oscar Alegre, Carles Ros, David Villa |
| Fieldfisher Jausas | Héctor Jausàs |
| Garrigues | Carolina Pina, José Fernández-Rañada |
| Gómez-Acebo & Pombo | Eduardo Castillo, Irene Fernández Puyol |
| Grau & Angulo | Javier Huarte |
| Hogan Lovells | Santiago Garrido de las Heras, Ana Castedo |
| Vidal Quadras & Ramon | Miguel Vidal-Quadras, Oriol Ramon Sauri |
| HIGHLY RECOMMENDED | |
| DLA Piper | Diego Ramos |
| Hoyng Rokh Monegier | Luis Fernández-Novoa |
| Intangibles | Sergio Miralles |
| Ramón y Cajal Abogados | José Ignacio Vega, Norman Heckh |



PATENT PROSECUTION

Best Law Firms & Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------------|---|
| LEADING | |
| ABG Intellectual Property | Francisco Bernardo, Fernando Prieto, Juan Arias |
| Balder | Magnus Stiebe, Juan Pedro Vallejo, Isabel Pato |
| Elzaburu | Francisco Javier Sáez, Javier Fernández-Lasquetty, Enrique Armijo-Chávarri |
| Galbaian Intellectual Property | Ismael Igartua |
| ZBM Patents & Trademarks | Anna Barlocchi, Bernabé Zea |
| EXCELLENT | |
| AB Asesores | Miguel Veiga, |
| Abril Abogados | Carlos González Valdés, Ignacio Temiño Cenicerros |
| Curell Suñol | Santiago Jordá |
| Durán-Corretjer | Luis-Alfonso Durán |
| Herrero & Asociados | Jesús González, Gustavo A. González |
| Isern | Javier Isern |
| Pons IP | Esther Martínez, Almudena Díaz, Isabel Marco Martínez, Eva Sánchez, Ana Herrera |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Cristina Duch |
| Cuatrecasas | Enrique Sánchez-Quiñones |
| DWF-RCD | Xavier Fàbrega |
| Garrigues | João Miranda de Sousa |
| Ponti | Joan Salvà |
| Sugrañes | Luis Vilalta, Elia Sugrañes |
| Torner Juncosa i Associats | Jaume Juncosa |
| RECOMMENDED | |
| Arochi & Lindner | Guido Hackländer, Gonzalo Barboza |
| Bird & Bird | Mariano Santos |
| Carlos Polo & Asociados | Carlos Polo |
| Hoffmann Eitle | Gustavo Fúster Olaguibel |
| Jacobacci & Partners | Ignacio Martinez |
| Ungria, Patentes y Marcas | Javier Ungría |

JACOBACCI & PARTNERS: HIGHLY PRAISED EUROPEAN IP FIRM



Eleonora Carrillo

Key figures: Eleonora Carrillo, Ignacio Martínez and Rafael Linage
Established: 1994

Track record: The firm is widely regarded for its trademark and patent protection work. It manages a large portfolio for an international clientele in a broad range of sectors including technology, automotive, fashion, agriculture, media and pharmaceuticals, among others. The firm collaborates with top-ranking IP legal offices across the globe and has a strong network in Latin America.

Team & differentiation: Earlier this year, the firm merged with Spanish IP-focused boutique Abril Abogados to form a new IP and trademarks firm called Jacobacci & Abril. The firm has a solid Latam desk headed by managing partner Leonora Carrillo and Ana Luisa Arce-Torrecilla, a partner in the Paris office. Two new members from Abril, Patricia Revuelta and Carlos González reinforce the team.



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|-----------------------------------|---|
| LEADING | |
| Bird & Bird | Antonio Cueto, Manuel Lobato |
| Clifford Chance | Miquel Montañá, Josep Montefusco |
| Elzaburu | Colm Ahern, Enrique Armijo-Chávarri, Antonio Castán, Javier Fernández-Lasquetty, Juan J. Caselles |
| Gómez-Acebo & Pombo | Eduardo Castillo, Gonzalo Ulloa, Jesús Muñoz-Delgado |
| Grau & Angulo | Jorge Grau, Jesús Arribas, Alejandro Angulo, Javier Huarte, Ignacio Marqués |
| Uría Menéndez | José Massaguer, Ingrid Pi |
| EXCELLENT | |
| AVQ | Isabel Alcalde Giraudo |
| Balder | Patricia Koch |
| Baylos Abogados | Pedro Merino Baylos, Juan Luis Gracia |
| Cuatrecasas | Jorge Llevat |
| Eversheds Sutherland Nicea | Kiko Carrión, José Mariano Cruz |
| Garrigues | Carolina Pina |
| Hogan Lovells | Ana Castedo |
| Vidal-Quadras & Ramon | Miguel Vidal-Quadras |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | José María Méndez, Carles Prat |
| DA Lawyers | José Garrido |
| DWF-RCD | Ignasi Costas, Jordi Sánchez |
| Fieldfisher Jausas | Josep Carbonell |
| Güell IP | Jordi Güell |
| Herrero & Asociados | José Luis López, Andrés Gómez, Juan Casulá |
| Hoyng Rokh Monegier | Luis Fernández-Novoa |
| Pons IP | Jean Devaureix |
| Sol Muntañola Abogados | Mario A. Sol Muntañola |
| RECOMMENDED | |
| Abril Abogados | Carlos González Valdés, Ignacio Temiño Cenicerros |
| Arochi & Lindner | Ana Padial |
| Broseta | José Manuel Otero Lastres |
| Ecija | Carlos Pérez |
| Pintó Ruiz & Del Valle | Eva María Ochoa |



SWITZERLAND

TMT M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------------|--|
| LEADING | |
| Crédit Suisse | Giuseppe Monarchi |
| Lazard | Philippe Leuenberger, Vincent le Stradic |
| UBS Investment Bank | Christian Lesueur |
| EXCELLENT | |
| Bank of America Merrill Lynch | Birger K. Berendes, Alexandre Gafsi |
| GCA Altium | Alexander Grünwald, Thomas Egli |
| Goldman Sachs | Cliff Marriott, Gilberto Pozzi |
| HIGHLY RECOMMENDED | |
| Goetz Partners | Herbert Werle |
| J.P. Morgan | Nick Bossart |
| J. Safra Sarasin | Daniel Belfer |
| Morgan Stanley | Michael Maag |
| PwC | Martin Frey |
| Société Générale Private Banking | Anne Marion-Bouchacourt, Denis de Paillerets |
| Vontobel | Herbert J. Schneidt |
| The Corporate Finance Group | Urs Huber |



PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

| AGENCY | KEY FIGURES |
|---|---|
| LEADING | |
| E Blum & Co. | Regula Rüedi, Kurt Sutter, Martin Münch, Rainer Schalch |
| Hepp Wenger Ryffel | Dieter Hepp, Christoph Müller |
| Isler & Pedrazzini | Michael Liebetanz, Natalia Clerc, Tobias Bremi |
| Rentsch Partner | Louis Lagler, Alfred Köpf, Dany Vogel |
| EXCELLENT | |
| Keller & Partner | Philipp Rüfenacht |
| SBMP - Schaad Balass Menzl & Partner | Christoph Fraefel |
| Troesch Scheidegger Werner | Peter Rigling |
| HIGHLY RECOMMENDED | |
| Bohest IP | Detlef Heinen |
| Bovard | Tarik Kapić |
| Braunpat Braun Eder | André Braun |
| Frei Patentanwaltsbüro | Alexandra Frei, Peter Walser, Markus A. Müller |
| RECOMMENDED | |
| Bugnion | Delphine Maistre du Chambon |
| e-Patent | François-Régis Richard |
| Kasche & Partner | André Kasche |
| Katzarov | Alexandra Manola |
| Kirker & Cie | Jean-François Léger |
| Micheli & Cie | Bertrand F. Micheli |
| Novagraaf | Cyrille Poindron, Philippe Vigand |
| P&TS | Christophe Saam |
| Reuteler & Cie | Raymond Reuteler, Isabelle Cornut |
| Schmauder & Partner | Peter Felder |



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------|---|
| LEADING | |
| Homburger | Andri Hess, Georg Rauber, Gregor Bühler |
| Lenz & Staehelin | Jürg Simon |
| Meyeralustenberger Lachenal | Guillaume Fournier, Michael Ritscher, Simon Holzer |
| EXCELLENT | |
| FMP - Fuhrer Marbach & Partners | Eugen Marbach, Peter Widmer, Cyrill Rieder |
| Pestalozzi | Lorenza Ferrari-Hofer, Thomas Legler, Michèle Burnier |
| Rentsch Partner | Christian Hilti, Demian Stauber |
| Schellenberg Wittmer | Philipp Groz |
| Times Attorneys | Michael Noth, Markus Kaiser, Andrea Mondini |
| HIGHLY RECOMMENDED | |
| Bär & Karrer | Markus Wang |
| CMS von Erlach Poncet | Dirk Spacek |
| Junod, Muhlstein, Lévy & Puder | Michel Muhlstein, Laurent Muhlstein |
| Kasser Schlosser | Ralph Schlosser |
| Streichenberg | Christoph Willi |
| Thomannfischer | Fabian Leimgruber, Daniel Plüss |
| Troller Hitz Troller & Partners | Patrick Troller |
| Vischer | Stefan Kohler |
| Walder Wyss | Markus Frick |
| RECOMMENDED | |
| Bianchi Schwald | Christoph Gasser |
| Ducor Law | Philippe Ducor |
| IPrime | Rudolf A. Rentsch, Moritz Kälin |
| Nater Dallafior | Mathis Berger |

HOMBURGER: IP ROYALTY



Georg Rauber

Key figures: Georg Rauber, Gregor Bühler and Andri Hess
Established: 1957

Track record: With the largest team of IP experts in Switzerland, the firm demonstrates valuable know-how in patent litigation and enforcement. Led by Andri Hess, the team has recently represented the Swatch Group in a patent case before the Swiss Federal Patent Court. Other high-profile clients include Google, Johnson & Johnson and Edwards Lifesciences.

Team & differentiation: With six partners and another 12 lawyers, Homburger's IP practice has a small partner/associate ratio and is the only one among its peers, to be operating from a single-office in Zurich, while advising Swiss as well as international clients. Georg Rauber is the head of the firm's IP IT practice, while Gregor Bühler acts as deputy head of the IP IT and Litigation & Arbitration teams.

MEYERLUSTENBERGER LACHENAL: TRUSTED NAME FOR IP MATTERS



Michael Ritscher

Key figures: Michael Ritscher, Simon Holzer and Guillaume Fournier
Established: 1975

Track record: Led by Michael Ritscher, the team is one of the leading IP practices in Switzerland, having advised clients both on patent litigation and trademark (prosecution & litigation) as well as copyright. With strong expertise in the pharmaceutical sector, the team is particularly praised for its expertise in patent litigation, trademark and design infringement cases.

Team & differentiation: With five offices in Switzerland and one in Brussels, the firm has one of the largest IP practices on the market. Meyerlustenberger Lachenal advises its clients on both a domestic and international scale. Prominent partners Simon Holzer and Peter Schramm are also registered at the German Bar.



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|------------------------------------|---|
| LEADING | |
| Bär & Karrer | Markus Schott, Markus Wang |
| CMS von Erlach Poncet | Patrick Sommer |
| Homburger | Dieter Gericke, Andri Hess, Georg Rauber |
| EXCELLENT | |
| BianchiSchwald | Marc Metzger |
| Froiep | Nicola Benz |
| Kellerhals Carrard | Thomas Eichenberger |
| Lenz & Staehelin | Thierry Calame, Lara Dorigo* |
| Meyeralustenberger Lachenal | Michael Ritscher, Simon Holzer |
| Pestalozzi | Christian Roos |
| Schellenberg Wittmer | Philipp Groz |
| Times Attorneys | Andrea Mondini |
| Vischer | Stefan Kohler, Matthias Staehelin, Christian Wyss |
| HIGHLY RECOMMENDED | |
| Baker McKenzie | Peter Reinert |
| Ducor Law | Philippe Ducor |
| IPrime | Anne-Catherine Hahn |
| Mangeat Attorneys | Fabien Aepli |
| Reuteler & Cie | Raymond Reuteler, Isabelle Cornut |
| Walder Wyss | Andreas Wildi, Alexander Gutmans |
| Wenger & Vieli | Frank Scherrer, Beat Speck |

*Counsel

PESTALOZZI: SHARP EXPERTISE IN LIFE SCIENCES



Christian Roos

Key figure:
Christian Roos
Established: 1911

Track record: The firm provides a comprehensive industry-specific legal and tax expertise in biotechnology, medical technology and the pharmaceutical industry. Recently the group represented several leading life science companies, such as Promethera Biosciences and Resonetics on high-value acquisitions. Other clients include Johnson & Johnson, Zimmer Biomet and Dow Chemical Company.

Team & differentiation: Pestalozzi's life science group sharp life-science experts covering a vast range of practices including IP, tax, litigation and arbitration, M&A and competition. Christian Roos is co-head of the firm's life science practice and an expert in medical devices and pharmaceutical-related matters.



IT

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Homburger | Luca Dal Molin, Georg Rauber, Gregor Bühler |
| Lenz & Staehelin | Guy Vermeil, Lukas Morscher |
| Schellenberg Wittmer | Roland Mathys |
| Vischer | Rolf Auf der Maur, David Rosenthal |
| Walder Wyss | D. Vasella, D. Sangiorgio, M. Reutter, M. Frick, R. Jacobs, M. Isler, H.R. Trüeb |
| EXCELLENT | |
| Id Est Avocats | Michel Jaccard, Juliette Ancelle |
| Niederer Kraft Frey | András Gurovits, Clara-Ann Gordon |
| Pestalozzi | Lorenza Ferrari-Hofer, Michèle Burnier, Thomas Legler |
| HIGHLY RECOMMENDED | |
| Bär & Karrer | Michele Bernasconi, Markus Wang |
| HDC | Sylvain Métille |
| Laux Lawyers | Christian Laux |
| Martina Arioli Law Firm | Martina Arioli |
| Meyerlustenberger Lachenal | Lukas Bühlmann, Michael Reinle |
| Times Attorneys | Markus Kaiser, Andrea Mondini |
| Wenger Plattner | Peter Mosimann* |
| RECOMMENDED | |
| Bratschi | Simon Osterwalder, Christian Wind |
| CMS von Erlach Poncet | Dirk Spacek |
| Epartners | Urs Egli, Alexander Schmid |
| Froriep | Nicola Benz |
| Gianni Fröhlich-Bleuler Attorney-At-Law | Gianni Fröhlich-Bleuler |
| House Attorneys | Frédéric Serra |
| Kellerhals Carrard | Nicolas Mosimann |
| Meili Pfortmüller | Herbert Pfortmüller |
| MME | Martin Eckert |
| Probst | Julia Bhend |
| Quinze Cours des Bastions Avocats | Nicolas Capt |
| SN&P - Suffert Neuenschwander & Partner | Peter K. Neuenschwander |
| Thouvenin Rechtsanwälte | David Känzig, Katia Favre |
| Zulauf Partner | Rena Zulauf |

*Counsel

SWITZERLAND



Our analysis

LENZ & STAHELIN: OUTSTANDING IT PRACTICE



Guy Vermeil

Key figures: Guy Vermeil
and Lukas Morscher
Established: 1917

Track record: The firm is renowned for its well-rounded expertise in IP and technology matters. The team regularly represents global telecommunications service providers in monitoring legal and regulatory developments in Switzerland. Recently the team advised Hyundai Motor Company in their investment in Swiss-based energy technology company.

Team & differentiation: Split between Zurich and Geneva, the team represents clients before all Swiss courts. Guy Vermeil is managing partner and head of the Technology and Outsourcing practice of the Geneva office. Lukas Morscher is head of Technology and Outsourcing practices in Zurich and is a leading expert in technology, digitalization and business sourcing on the Swiss legal market.

NIEDERER KRAFT FREY: TALENTED TMT TEAM WITH EXACTING STANDARDS



Clara-Ann Gordon

Key figures: András
Gurovits and Clara-Ann
Gordon
Established: 1936

Track record: The practice has strong expertise in M&A related issues, in IT and outsourcing litigation & arbitration cases and the development and distribution of IT software, hardware and services. The firm frequently acts as advisory pr counsel in acquisitions and minority stage transactions. Recently clients include Mitsubishi Corporation, EQT and Ardian.

Team & differentiation: NKF is especially skilled when it comes to TMT and internet of things (IoT) matters. TMT and outsourcing specialist Clara-Ann Gordon handled various cloud-related matters for Microsoft and also demonstrates an in-depth understand of IoT and data protection matters. András Gurovits, co-leads the firm's practice, additionally, he has significant expertise in corporate, M&A and dispute resolution.



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TURKEY

PATENT PROSECUTION

Best IP Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------------|---|
| LEADING | |
| Ankara Patent Bureau | Gizem Dilan Özmen, Emre Akkuş, Tuğba Gündemir |
| Deriş Patents & Trademarks Agency | Okan Çan, Serra Coral, Oya Yalvac |
| Istanbul Patent | Erkan Sevinç |
| Stock Industrial Property Services | Kazim Dünder |
| EXCELLENT | |
| Gün + Partners | Uğur Aktekin, Pinar Arıkan |
| Paragon | Hülya Çaylı |
| Yalçiner Consulting and Foreign Trade | Ugur G Yalciner |
| HIGHLY RECOMMENDED | |
| Alfa Patent | Selda Arkan, Baris Atalay |
| Destek Patent Inc. | Kemal Yamankaradeniz |
| Erdem Kaya Partners | Erdem Kaya |
| Invokat | Aydin Mutlu |



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| Deriş Attorneys at Law Partnership | Okan Çan, Serra Coral, Aydın Deriş, Kerim Yardımcı |
| Gün + Partners | Uğur Aktekin, Mehmet Gün, Özge Atılğan Karakulak, Selin Sinem Erciyas, Aysel Korkmaz Yatkin |
| EXCELLENT | |
| Moroğlu Arseven | Işık Özdoğan, Ezgi Baklacı Güllökar , Gökçe İzgi |
| NSN Law Firm | Selma Ünlü, Gülay Göksu |
| Suluk Intellectual Property Law Firm | Cahit Suluk |
| HIGHLY RECOMMENDED | |
| Eyuboğlu Law Firm | Samiye Eyuboğlu |
| Istanbul Patent | Erkan Sevinç |
| Kenaroğlu | Yasemin Kenaroğlu |
| Stock Industrial Property Services | Kazim Dündar |

DERİŞ ATTORNEYS AT LAW PARTNERSHIP: INTERNATIONALLY WELL-REGARDED ONE-STOP SHOP FOR IP



Serra Coral

Key figures: Serra Coral, Aydın Deriş, Kerim Yardımcı, Okan Çan
Established: 1912

Track record: The firm handled over 2,000 IP applications over the past year and is handling hundreds of ongoing IP cases. It represents longstanding clients in pharmaceuticals, new technologies such as 3D printing, textiles, luxury goods and the automobile industry. Recent cases include a multi-jurisdictional conflict concerning the breach of a licence agreement.

Team & differentiation: This IP boutique offers high-quality services in IP prosecution and litigation for large multinationals, which comprise over 95% of its client portfolio. Kerim Yardımcı is known for his innovative approach to litigation and his astute strategic counsel; he heads the team jointly with Serra Coral, Aydın Deriş, Kerim Yardımcı and Okan Çan.



UK

TMT: LARGE-CAP M&A

Best Investment Banks

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------|--------------------|
| LEADING | |
| Goldman Sachs | Anthony Gutman |
| EXCELLENT | |
| BofA Securities | Jimmy O'Neill |
| Barclays | Pier Luigi Colizzi |
| Credit Suisse | Tasos Arampatzis |
| J.P. Morgan | Dwayne Lysaght |
| Morgan Stanley | Mark Rawlinson |
| HIGHLY RECOMMENDED | |
| Lazard | Cyrus N. Kapadia |
| LionTree Advisors | Jake Donovan |
| UBS Investment Bank | Christian Lesueur |
| RECOMMENDED | |
| BNP Paribas | Eric Jacquemot |
| Rothschild | Robert Leitão |

TMT: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|------------------------------------|---------------------------------|
| LEADING | |
| Arma Partners | Paul-Noël Guély |
| Goldman Sachs | Anthony Gutman |
| EXCELLENT | |
| Cavendish Corporate Finance | Linda Sullivan, John Farrugia |
| Citi | Wilhelm Schulz |
| Evercore Partners | Anil Rachwani |
| Jefferies | Dominic Lester |
| HIGHLY RECOMMENDED | |
| J.P. Morgan | Dwayne Lysaght |
| Lepe Partners | Jonathan Goodwin |
| Oakley Advisory | Christian Maher, Chris Godsmark |
| RECOMMENDED | |
| Harris Williams & Co | Thierry Monjauze |
| Nomura Holdings | Adam Islef |
| Ondra Partners | Michiel Broker |



HEALTHCARE & PHARMACEUTICALS: LARGE-CAP M&A

Best Investment Banks

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|----------------------------|----------------------------------|
| LEADING | |
| Goldman Sachs | Karen Cook, Anthony Gutman |
| Rothschild | Dominic Hollamby |
| EXCELLENT | |
| Barclays | Pier Luigi Colizzi |
| Jefferies | Philip Noblet |
| Morgan Stanley | Mark Rawlinson |
| HIGHLY RECOMMENDED | |
| HSBC | Borja Azpilicueta |
| J.P. Morgan | Dirk Albersmeier, Cyril Besseddi |
| UBS Investment Bank | Martin Henrichs |

HEALTHCARE & PHARMACEUTICALS: SMALL TO MID-CAP M&A

Best Investment Banks

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|------------------------------|-----------------------------------|
| LEADING | |
| Rothschild | Dominic Hollamby |
| EXCELLENT | |
| Evercore | Simon Elliott |
| Goldman Sachs | Karen Cook, Anthony Gutman |
| Jefferies | Philip Noblet |
| HIGHLY RECOMMENDED | |
| Numis Securities | Alex Ham |
| Smith Square Partners | Andrew Christie |
| Jonathan Coddington | Martin Henrichs |
| RECOMMENDED | |
| Credit Suisse | David Kinzel |
| Houlihan Lokey | Steve Winningham |
| J.P. Morgan | Dirk Albersmeier, Cyril Besseddik |
| Lazard | Nicholas Shott |
| WG Partners | Nigel Barnes |



PATENT PROSECUTION

Best Law Firms & IP Agencies

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Boult Wade Tennant | Nina White, Adrian Hayes, Nick McLeish, Rohan Setna |
| Carpmaels & Ransford | Harvey Adams, Hugh Goodfellow, Cameron Marshall, John Brunner, Richard Jackson |
| D Young & Co | Jonathan Jackson, Charles Harding, Anthony Albutt, Simon O'Brien, Garreth Duncan, Kirk Gallagher |
| Dehns | Hanna Dzieglewska, Philip Towler, John Tothill, Christopher Davies, Philip Webber |
| J A Kemp | Patrick Campbell, Mark Roberts, Colin Merryweather, Heidi Aston, Ravi Srinivasan, Mike Nicholls, Amanda Simons |
| Kilburn & Strode | Kristina Cornish, Gwilym Roberts, Richard Howson |
| Potter Clarkson | Charlotte Crowhurst, Richard Bassett |
| EXCELLENT | |
| Gill Jennings & Every | Peter Finnie, Arnie Clarke, Lucy Samuels |
| HGF | Andrew Wells, Kate Taylor, Harry Hutchinson, Matthew Dixon, Chris Moore |
| Marks & Clerk | David Ward, Sheila Wallace, Philip Martin |
| Mathys & Squire | Ilya Kazi, Chris Hamer, Martin MacLean, Craig Titmus |
| Mewburn Ellis | Simon Kremer, Stephen Gill, Simon Kiddle, Robert Watson |
| Reddie & Grose | Patrick Lloyd, Neil Thornton, Phil Bates |
| Venner Shipley | Pawel Piotrowicz, Jan Walaski, Paul Derry |
| HIGHLY RECOMMENDED | |
| Abel & Imray | Paul Brady |
| Barker Brettell | John Lawrence, Priscilla Makovski, Jennifer Atkinson |
| Cleveland | Tom Faulkner, Adrian Bradley |
| EIP Legal | Heather McCan, Jerome Spaargaren |
| Haseltine Lake | Christine Fenlon, Elizabeth Cooper-Rolfe |
| Keltie | Shakeel Ahmad |
| Maucher Jenkins | Hugh Dunlop, James Cross |
| Murgitroyd | Helga Chapman |
| Slingsby Partners | Philip Slingsby |
| Withers & Rogers | Nick Wallin, Dave Croston |
| RECOMMENDED | |
| Beck Greener | John Raynor |
| CMS Cameron McKenna Nabarro Olswang | Robert Stephen |
| Dentons | Justin Hill |
| Elkington & Fife | Richard Gillard, Nick Ertl |
| Forresters | Jon Gowshall |
| Schlich | George Schlich |
| UDL Intellectual Property | Simon Mitchell, Andrew Alton |
| Wilson Gunn | Mark Goodwin, David Slattery |
| WP Thompson | Julian Potter |



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---------------------------------------|---|
| LEADING | |
| Allen & Overy | Mark Ridgway, Marjan Noor, Marc Döring, Neville Cordell, Mark Heaney |
| Bird & Bird | Morag Macdonald, Robert Williams, Katharine Stephens |
| Bristows | Edward Nodder, Dominic Adair, Myles Jelf, Liz Cohen, Brian Cordery, Andrew Bowler, James Boon |
| Marks & Clerk | Mike Gilbert, William Cook |
| Powell Gilbert | Zoë Butler, Penny Gilbert, Simon Ayrton, Tim Powell |
| EXCELLENT | |
| EIP Europe | Gary Moss, Matthew Jones, Robert Lundie Smith |
| Gowling WLG | Luke Kempton, Gordon Harris, Paul Inman, Alexandra Brodie |
| Herbert Smith Freehills | Sophie Rich, Mark Shillito, Sebastian Moore |
| Hogan Lovells | Paul Brown, Stephen Bennett, Daniel Brook |
| Pinsent Masons | Charlotte Weekes, Clare Tunstall |
| Simmons & Simmons | Michael Gavey, Kevin Mooney, Scott Parker, Michael Burdon |
| Taylor Wessing | Simon Cohen, Nigel Stoate, James Marshall, Matthew Royle |
| HIGHLY RECOMMENDED | |
| Browne Jacobson | Mark Daniels, Kathleen Fox Murphy, Giles Parsons |
| Carpmaels & Ransford | David Wilson, Camilla Balleny, Ian Kirby |
| D Young & Co | Richard Willoughby, Antony Craggs, Ian Starr |
| EIP Legal | Gary Moss |
| Fieldfisher | David Knight |
| Freshfields Bruckhaus Deringer | Christopher Stothers |
| Kirkland & Ellis | Nicola Dagg |
| Mishcon de Reya | Jeremy Hertzog, David Rose |
| Norton Rose Fulbright | Huw Evans, Jonathan Ball |
| Wiggin | Sara Ashby, Michael Browne |
| WilmerHale | Justin Watts |
| RECOMMENDED | |
| Baker McKenzie | Hiroshi Sheraton |
| Charles Russell Speechlys | David Fyfield |
| CMS | Gareth Morgan |
| Dentons | Campbell Forsyth |
| DLA Piper | Richard Taylor |
| Linklaters | Ian Karet |
| Osborne Clarke | Arty Rajendra |
| Reed Smith | Jonathan Radcliffe |
| Stephenson Harwood | Eifion Morris, Rob Jacob |
| Venner Shipley | James Tumbridge, Paul Harris |



LIFE SCIENCES

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--------------------------------|---|
| LEADING | |
| Arnold & Porter | Ian Dodds-Smith, Adela Williams, Lincoln Tsang |
| Bird & Bird | Sally Shorthose, Neil Jenkins, Morag Macdonald, Mark Hilton |
| Allen & Overy | Mark Ridgway, Marc Döring, Marjan Noor, Jim Ford |
| Bristows | Brian Cordery, Edward Nodder, Liz Cohen, Rob Burrows |
| Covington & Burling | Grant Castle, Brian Kelly, Paul Claydon, James Gubbins |
| EXCELLENT | |
| CMS | Sarah Hanson, Shuna Mason, Gareth Morgan |
| Gowling WLG | Patrick Duxbury, Luke Kempton, Paul Inman |
| Hogan Lovells | John Meltzer, Stephen Bennett |
| Pinsent Masons | Allistair Booth, Charles Waddell |
| Simmons & Simmons | Richard Binns, Michael Gavey, Charles Mayo |
| Taylor Wessing | Matthew Royle, Nigel Stoate, Simon Cohen |
| HIGHLY RECOMMENDED | |
| Anderson Law | Mark Anderson |
| Baker McKenzie | Jane Hobson |
| Cooley | Nicola Maguire, John Wilkinson |
| Linklaters | Ian Kare, Marly Didizian |
| Slaughter and May | David Johnson, Susie Middlemiss |

KEY PEOPLE - KEY FIRMS - KEY INFORMATION - FOR STRATEGIC DECISIONS



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- Organizable one-to-one meetings to move your business forward
- Awards for those outstanding in their field





IT & TELECOMS

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Baker McKenzie | Harry Small, Steve Holmes |
| Bird & Bird | Graeme Maguire, Roger Bickerstaff, Ronald Hendrikx |
| Bristows | Christopher Millard, Myles Jelf, Mark Watts, Toby Crick |
| DLA Piper | Kit Burden, Mike Conradi |
| Fieldfisher | Michael Chissick, Robert Shooter |
| EXCELLENT | |
| CMS | Chris Watson, Clive Gringras |
| Dentons | Andy Lucas, Jan Willem van den Bos |
| Herbert Smith Freehills | Stephen Wisking, Nick Pantlin |
| Kemp Little | Paul Hinton, Emma Wright |
| Latham & Watkins | Gail Crawford, Andrew Moyle |
| Linklaters | Julian Cunningham-Day, Richard Cumbley, John Crozier |
| Milbank | Laurence Jacobs |
| Osborne Clarke | John Buyers, Mark Taylor, Jon Fell |
| Pinsent Masons | Simon Colvin, David Isaac, Diane Mullenex |
| Taylor Wessing | Graham Hann, Angus Finnegan, Martin Cotterill |
| Towerhouse | Paul Brisby, David Stewart |
| HIGHLY RECOMMENDED | |
| Allen & Overy | Tom Levine, Jim Ford |
| Arnold & Porter | Rob Bratby |
| Ashurst | Amanda Hale, Nick Elverston |
| Bryan Cave Leighton Paisner | Marcus Pearl |
| Charles Russell Speechlys | Mark Bailey, Mark Howard |
| Clifford Chance | André Duminy, Jenine Hulsmann |
| Freshfields Bruckhaus Deringer | Natasha Good |
| Hogan Lovells | John Salmon, Peter Watts |
| Norton Rose Fulbright | Sean Murphy, Oliver Stacey |
| Preiskel & Co | Daniel Preiskel |
| Simmons & Simmons | Tom Wheadon, Alexander Brown |
| Slaughter and May | Rob Sumroy |
| Technology Law Alliance | Jeremy Newton |
| RECOMMENDED | |
| Addleshaw Goddard | Damon Rosamond-Lanzetta |
| Eversheds Sutherland | Simon Gamlin |
| Gowling WLG | Sally Mewies |
| Harbottle & Lewis | Daniel Tozer |
| Mayer Brown International | Mark Prinsley |
| Morrison & Foerster | Alistair Maughan |
| Pillsbury Winthrop Shaw Pittman | Rafi Azim-Khan |
| Reed Smith | Cynthia O'Domoghue |
| RPC | Mark Crichard, Jeremy Drew |
| Squire Patton Boggs | Francesco Liberatore, Andrew Wilkinson |
| Stephenson Harwood | Dan Holland |
| Travers Smith | Dan Reavill |

**DATA PROTECTION & CYBERSECURITY**

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|------------------------------------|--|
| LEADING | |
| Bird & Bird | Ruth Boardman, James Mullock, Gabriel Voisin |
| Bristows | Mark Watts, Robert Bond, Marc Dautlich |
| Hogan Lovells | Eduardo Ustaran, Nicola Fulford, Quentin Archer |
| EXCELLENT | |
| Allen & Overy | Nigel Parker, Jane Finlayson-Brown |
| Covington & Burling | Daniel Cooper, Mark Young |
| Dentons | Nick Graham |
| Eversheds Sutherland | Paula Barrett, Liz Fitzsimons |
| Fieldfisher | Hazel Grant, Phil Lee |
| Hunton Andrews Kurth | Aaron Simpson, Bridget Treacy, Rosemary Jay |
| Linklaters | Richard Cumbley, Peter Church, Julian Cunningham-Day |
| HIGHLY RECOMMENDED | |
| CMS | Emma Burnett |
| DLA Piper | Ross McKean |
| Pinsent Masons | David Barker, Ian Birdsey |
| PwC Legal | Polly Ralph |
| Sidley Austin | William Long |
| Taylor Wessing | Vinod Bange |
| RECOMMENDED | |
| Bates Wells | Hannah Lyons, Melanie Carter |
| Brodies | Grant Campbell, Christine O'Neill |
| Bryan Cave Leighton Paisner | Kate Brimsted |
| Clifford Chance | Jonathan Kewley |
| Farrer & Co | Henry Sainty, Ian De Freitas |
| Herbert Smith Freehills | Miriam Everett, Andrew Moir, Nick Pantlin |
| Kemp Little | Anita Bapat |
| Latham & Watkins | Gail Crawford |
| Mills & Reeve | Peter Wainman, Gary Attle |
| Norton Rose Fulbright | Marcus Evans |
| Osborne Clarke | Mark Taylor |
| Reed Smith | Cynthia O'Donoghue |
| White & Case | Tim Hickman |
| Womble Bond Dickinson | Andrew Kimble |



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MIDDLE EAST

DR



ISRAEL

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|---|
| LEADING | |
| Ehrlich Group | Gal Ehrlich, Paul Fenster, Hadassa Waterman, Maier Fenster, Roy Melzer, Revital Green, Eran Naftali, Geoff Melnick |
| Gilat, Bareket & Co. (Reinhold Cohn Group) | Eran Bareket, Ronit Barzik-Soffer, Ronnie Benshafrut, Ilan Cohn, David De Vries, David Gilat, Ehud Hausman, Roy Kornick |
| EXCELLENT | |
| Fisher Friedman IP Group | Michal Fisher |
| G&A Glazberg, Applebaum & Co, Advocates & Patent Attorneys | Ziv Glazberg, Nadav Applebaum |
| Luthi+Webb | Cynthia Webb |
| Pearl Cohen Zedek Latzer Baratz | Zeev Pearl, Yossi Markovich, Yael Baratz |
| Sanford T. Colb & Co. | Sanford Colb, Eitan Shaulsky, Daniel Goldstein, David Colb |
| Soroker Agmon Nordman | Eran Soroker, Jonathan Agmon, Ady Nordman |
| HIGHLY RECOMMENDED | |
| Adin Liss Pyernik IP Group | Dan Adin, Moshe Pyernik, Eran Liss |
| Dr. Yitzhak Hess & Partners | Cila Hess-Milutin |
| Drori-Werzansky-Orland (DWO) | Yonatan Drori, Yotam Orland |
| Eitan Mehulal Sadot, Advocates & Patent Attorneys | Tally Eitan, Yaron Mehulal, Joel Vidal |
| Erez Patents | Jonathan Erez |
| JMB Davis Ben-David | Jeremy Ben-David, Michael Hammer |
| Korakh & Co. | Eliav Korakh |
| Luzzatto & Luzzatto Patent Attorneys | Kfir Luzzatto |
| Wolff, Bregman & Goller | Z. Bregman, G. Goller, Y. Bregman, J. Topper, R. Teitelbaum |
| Seligsohn Gabrieli & Co. | Alfred Thee |
| Zilber IP | Einav Zilber |

ISRAEL



PATENT LITIGATION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|---|--|
| LEADING | |
| Gilat, Bareket & Co. (Reinhold Cohn Group) | Eran Bareket, David Gilat, Roy Kornick |
| Liad Whatstein & Co. | Liad Whatstein, Amira Mangelus, Adi Karton, Uri Furchtman |
| Luthi+Webb | Richard Luthi, Daniel Lerner, Martin Binnes |
| S. Horowitz & Co. | Dovev Apel, Tal Band, Noam Blei, Ran Vogel, Yair Ziv |
| EXCELLENT | |
| Adin Liss Pyernik IP Group | Dan Adin, Moshe Pyernik, Eran Liss |
| Dr. Shlomo Cohen & Co. | Shlomo Cohen |
| G&A Glazberg, Applebaum & Co., Advocates & Patent Attorneys | Ziv Glazberg, Nadav Applebaum |
| Herzog Fox & Neeman | Gilad Wekselman |
| Meitar Liquornik Geva Leshem Tal Law Offices | David Mirchin, Yoav Oestreicher |
| Pearl Cohen Zedek Latzer Baratz | Zeev Pearl, Yossi Markovich, Yael Baratz |
| HIGHLY RECOMMENDED | |
| Ehrlich, Neubauer & Melzer (EN&M) | Yehuda Neubauer |
| Eitan Mehulal Sadot, Advocates & Patent Attorneys | Tally Eitan, Yaron Mehulal, Sally Gillis |
| Naschitz Brandes Amir | Asa Kling |
| Sanford T. Colb & Co. | Sanford Colb, Eitan Shaulsky, Daniel Goldstein, David Colb |
| Soroker Agmon Nordman | Eran Soroker, Jonathan Agmon, Ady Nordman |
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| Zilber IP | Einav Zilber |



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ASIA



CHINA

PATENT PROSECUTION

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|--|--------------------------------------|
| LEADING | |
| CCPIT Patent & Trademark Law Office | Chuanhong Long, Hao Ma |
| China Patent Agent | Xiangling Zeng |
| King & Wood Mallesons | Wenping Chen |
| Liu Shen & Associates | Allen Tao |
| EXCELLENT | |
| China Science Patent & Trademark Agent | Liyan Zhang |
| China Sinda | Beibing Gary Zhang |
| Kangxin Partners | Samson Yu, Gary Wu |
| Linda Liu & Partners | Peter Zhang, Nancy Song, Junping Yan |
| NTD Intellectual Property Attorneys | Heather Lin |
| Shanghai Patent & Trademark Law Office | Zheng Fan |
| Unitalen Attorneys at Law | Deshan Li |
| HIGHLY RECOMMENDED | |
| AFD China Intellectual Property | Xia Zheng |
| Beijing East IP | Shanqiang Xiao |
| Beijing Sanyou Intellectual Property Agency | Xiaolin Dang, Hui Li |
| Wan Hui Da - Peksung IP Group | Xiaoling Duan |
| Zhongzi Law Office | Bonan Lin |
| RECOMMENDED | |
| Advance China IP Law Office | Chong He, Minhui Zeng |
| Chang Tsi & Partners | Hailong Sun |
| DEQI Intellectual Property Law Corporation | Zhiqiang Song |
| Han Kun Law Offices | Lili Wu |
| Lifang & Partners | Guanbin Xie |
| Lung Tin International Intellectual Property Agent | Tai Keung Cheng |
| Panawell & Partners | William Yang |
| Shangcheng & Partners | Chun Long |

CHINA

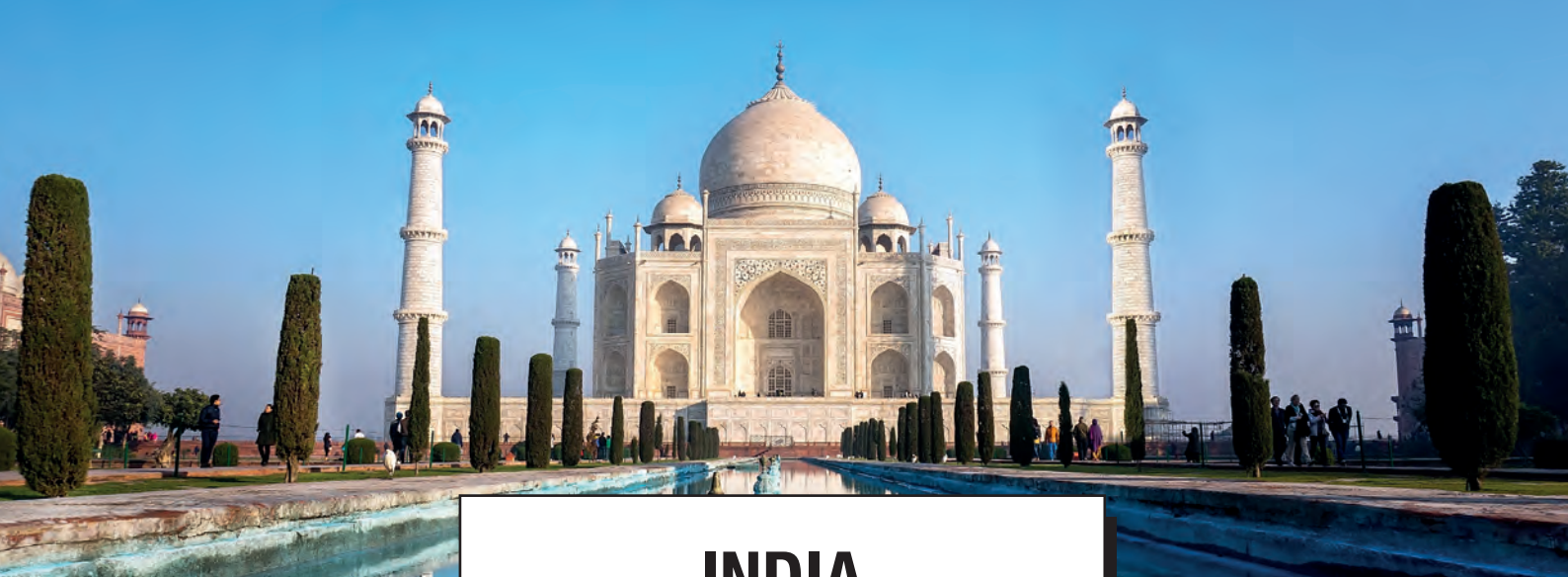


PATENT LITIGATION

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| FIRM | KEY FIGURES |
|-------------------------------------|---------------------------------|
| LEADING | |
| Fangda Partners | Alexandra (Pu) Yang, Gordon Gao |
| King & Wood Mallesons | Maohua Wang |
| EXCELLENT | |
| CCPIT Patent & Trademark Law Office | Chuanhong Long |
| China Patent Agent | Yuhe Wu |
| Lexfield Law Offices | Hongyi Jiang |
| Lifang & Partners | Guanbin Xie |
| Liu Shen & Associates | Allen Tao |
| HIGHLY RECOMMENDED | |
| China Sinda | Gary Zhang |
| Unitalen Attorneys at Law | Deshan Li |
| Wan Hui Da - Peksung IP Group | S. Sam Li |
| Zhong Lun Law Firm | Helen Cheng |
| Zhongzi Law Office | Bonan Lin |
| ZY Partners | Richard Huang |
| RECOMMENDED | |
| An, Tian, Zhang & Partners | David Tian |
| AnJie Law Firm | Jing He |
| Chang Tsi & Partners | Hailong Sun |
| Han Kun Law Offices | Yan Wang, Rui Luo |
| JunHe | Zhaohui (Zoe) Wang |
| Kangxin Partners | Gary Wu |
| NTD Intellectual Property Attorneys | Christopher Shaowei |
| Watson & Band | Frank Qian |



INDIA

TMT

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| FIRM | KEY FIGURES |
|---|--------------------------------------|
| LEADING | |
| J Sagar Associates | Sajai Singh, Asim Abbas, S.P. Purwar |
| Nishith Desai Associates | Vaibhav Parikh, Gowree Gokhale |
| Trilegal | Rahul Matthan |
| EXCELLENT | |
| AZB & Partners | Gautam Saha, Srinath Dasari |
| Cyril Amarchand Mangaldas | Ashni Parekh, Arun Prabhu |
| DSK Legal | Anand Desai |
| Kochhar & Co | Stephen Mathias |
| Naik Naik & Co | Ameet Naik |
| Shardul Amarchand Mangaldas & Co | G.V. Anand Bhushan |
| HIGHLY RECOMMENDED | |
| IndusLaw | Srinivas Katta |
| Khaitan & Co | Harsh Walia |
| Mani Chengappa & Mathur | Samuel Mani |
| Saikrishna & Associates | Ameet Datta, Saikrishna Rajagopal |
| Samvad Partners | Harish Narasappa |
| RECOMMENDED | |
| Advaita Legal | Monali Dutta |
| Ikigai Law | Anirudh Rastogi |
| L&L Partners | Mohit Saraf |
| Majmudar & Partners | Akil Hirani |
| Scriboard | Rodney Ryder |



PATENT PROSECUTION & LITIGATION

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|----------------------------------|--------------------------------|
| LEADING | |
| Anand and Anand Advocates | Pravin Anand, Archana Shanker |
| K&S Partners | Ravi Bhola |
| Lakshmikumaran & Sridharan (L&S) | Adarsh Ramanujan |
| Remfry & Sagar | Ashwin Julka |
| RK Dewan & Co (RKD) | Mohan Dewan, Niti Dewan |
| EXCELLENT | |
| Krishna & Saurastri Associates | Manish Saurastri |
| Rahul Chaudhry & Partners | Rahul Chaudhry |
| S. Majumdar & Co | Subhatosh Majumdar |
| Singh & Singh | Saya Choudhary |
| HIGHLY RECOMMENDED | |
| Chadha & Chadha | Chetan Chadha |
| De Penning & De Penning | David Solomon |
| Khaitan & Co | Adheesh Nargolkar |
| Khurana & Khurana | Tarun Khurana |
| LexOrbis | Manisha Singh Nair |
| Obhan & Associates | Essenese Obhan |
| Subramaniam & Associates | Hari Subramaniam |
| RECOMMENDED | |
| Lall & Sethi | Anju Khanna |
| Legasis Partners | Suhas Tuljapurkar, Amit Koshal |
| S.S. Rana & Co | Vikrant Rana |
| Saikrishna & Associates | Saikrishna Rajagopal |

JAPAN

PATENT PROSECUTION

Best Law Firms

In each tier, the firms are ordered alphabetically

| FIRM | KEY FIGURES |
|--|---|
| LEADING | |
| Nakamura & Partners | Hironobu Hattori, Takeo Nasu, Hiroyuki Suda |
| Shiga International Patent Office | Yasuhiko Murayama, Shinya Jitsuhiro |
| Yuasa & Hara | Toshiaki Iimura, Kozo Yabe |
| EXCELLENT | |
| Abe Ikubo & Katayama | Hiroshi Kobayashi |
| Aoyama & Partners | Hiroshi Tamura, Norihito Yamao |
| Seiwa Patent & Law | Yoichi Watanabe |
| Sugimura & Partners | Haruo Awano, Kenji Sugimura, |
| TMI Associates | Toyotaka Abe, Yoshiyuki Inaba |
| HIGHLY RECOMMENDED | |
| Asamura Patent Office | Yoichi Inoue, Yoshiteru Mizumoto |
| Fukami Patent Office | Miki Tomii |
| Kyowa Patent and Law Office | Teruhisa Motomiya |
| Ohtsuka Patent Office | Yasunori Ohtsuka |
| Ryuka IP Law Firm | Aki Ryuka |
| Soei Patent & Law | Ai Kato |
| RECOMMENDED | |
| Anderson Mori & Tomotsune | Yasufumi Shiroyama |
| Shobayashi International Patent & Trademark Office | Masayuki Shobayashi |
| Shusaku Yamamoto Law Offices | Shusaku Yamamoto |



PATENT LITIGATION

Best Law Firms

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| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Abe Ikubo & Katayama | Junichi Kitahara, Mami Hino, Eiji Katayama |
| Nakamura & Partners | Kazuhiko Yoshida, Koichi Tsujii |
| EXCELLENT | |
| Anderson Mori & Tomotsune | Yoshikazu Iwase, Yasufumi Shiroyama |
| Mori Hamada & Matsumoto | Yutaka Miyoshi, Hiroki Saito |
| Nishimura & Asahi | Hitomi Iwase, Yoshiyuki Miyashita |
| Ohno & Partners | Seiji Ohno |
| TMI Associates | Yoshiyuki Inaba |
| Yuasa & Hara | Kozo Yabe |
| HIGHLY RECOMMENDED | |
| Kubota | Eiichiro Kubota |
| Nagashima Ohno & Tsunematsu | Ryoichi Mimura, Masato Tanaka |
| Sakurazaka Law Offices | Harumi Kojo |
| Stw & Partners | Wataru Sueyoshi, Hajime Watanabe |

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TECHNOLOGY, INTERNET & TELECOMS

Best Foreign Law Firms

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| FIRM | KEY FIGURES |
|--|--|
| LEADING | |
| Hogan Lovells Horitsu Jimusho Gaikokuho Kyodo Jigyo | Hiroto Imai, Frederick Ch'en |
| Morrison & Foerster | Max Olson, Chie Yakura, Stuart S Beraha, Masato Hayakawa |
| Quinn Emanuel Urquhart & Sullivan | Ryan Goldstein |
| EXCELLENT | |
| Baker McKenzie (Gaikokuho Joint Enterprise) | Kei Matsumoto |
| Finnegan Henderson Farabow Garrett & Dunner | Naoki Yoshida |
| Foley & Lardner | Etsuo Doi |
| Jones Day | Maxwell Fox |
| Orrick Herrington & Sutcliffe | Yoshihiro Takatori |
| Paul Hastings Foreign Law Joint Enterprise | Hiroyuki Hagiwara |
| HIGHLY RECOMMENDED | |
| Ropes & Gray | Kaede Toh |
| Squire Gaikokuho Kyodo Jigyo Horitsu Jimusho | Scott Warren |
| RECOMMENDED | |
| DLA Piper Tokyo Partnership Gaikokuho Kyodojigyo Horitsu Jimusho | Tomomi Fujikouge |
| Sughrue Mion | Yoshinari Kishimoto |
| White & Case | Brian Strawn |

EXPERT

INSIGHTS



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“Expiring patents are damaging pharma companies’ revenues”



Interview with

KIKO CARRIÓN

partner,

EVERSHEDS SUTHERLAND NICEA

Eversheds Sutherland Nicea’s Madrid-based partner Kiko Carrión says maintaining revenue levels in the face of patent expiration and cheaper competition is an ongoing problem for innovative companies in the pharmaceutical industry.

LEADERS LEAGUE. What are the biggest opportunities for law firms in the area of life sciences and pharmaceuticals?

KIKO CARRIÓN. The life sciences sector encompasses many practice areas and needs advice with an international dimension and therefore experts in each of the different practice areas are required to work together. This creates opportunities for different departments within firms.

Law firms that are able to join forces with qualified consultants that share a culture, sector knowledge and client-focussed ‘soft skills’ will be the firms that lead the market. The opportunities we are currently seeing relate to the defence of intellectual property, the implementation of rigorous policies regarding health data, patient privacy, and codes of good practice, as well as advice on innovative public procurement. Clients also seek our advice on market access, internal investigations, complex antitrust issues, joint ventures (including co-marketing and co-promotion agreements), and corporate mergers and acquisitions.

“Law firms that are able to join forces with qualified consultants that share a culture, sector knowledge and client-focussed ‘soft skills’ will be the firms that lead the market”

Finally, there are also opportunities to advise clients to obtaining authorisations related to their manufacturing activities, importing and distributing medicines and medical devices, and obtaining GMP (Good Manufacturing Practices) certificates.

What are the biggest challenges life sciences and pharmaceuticals clients face in relation to intellectual property?

The big challenge for health companies

is the creation, exploitation and protection of intellectual property throughout their life cycle. This includes all forms of intellectual property and associated rights including patents, industrial designs, trademarks, trade secrets, and copyrights.

One of the permanent challenges in the innovative health industry is the ability to maintain revenues in the face of patent expiration and cheaper generic and not so cheap biosimilar competition. Another major challenge for the industry is combatting a tendency to reduce protection for intellectual property related to innovations on the basis of arguments including those related to public interest and patient access to medicines and medical devices.

Finally, we must mention the need to strengthen the protection of what has been called “incremental innovation”, which is consistent in the creation of medicines that are highly effective from a preventive and curative perspective due to an unprecedented combination of various active pharmaceutical ingredients.

What impact has the coronavirus pandemic had on your practice?

During the coronavirus pandemic our legal and consulting service for healthcare companies has been greatly strengthened. Firstly, during a pandemic, our clients (hospitals, pharmaceutical and healthcare laboratories and medical devices producers) have channelled all their efforts into remedying or at least alleviating the healthcare crisis.

Secondly, companies that have never been involved in the health sector before have developed manufacturing processes for products such as personal protective equipment, mechanical ventilation devices, uninterruptable power supplies for use with emergency assisted breathing machines and ventilators, thermal cameras for body temperature detection systems. The arrival of such companies in the market has required our advice on regulatory issues and in-depth analysis of the legal risks. Raising product liability shields has always been a major concern

for clients.

During the pandemic, the health authorities established many rules applicable to our clients' activity including:

- the promotion of their products
- the occupation of their facilities
- their manufacturing activity and the marketing of medicines and medical devices, as well as the safety and hygiene of their workers
- continuity in the supply of products
- the prevention of shortages.

Finally, our innovative customers have initiated clinical trials and studies related to the application of their medicines, medical devices and medical technologies in the context of Covid-19 – all these situations and initiatives have required urgent legal advice, which has triggered a lot of work for different teams across the firm.

What do you think will be the emerging trends in life sciences and pharmaceuticals in the coming year?

In our daily professional practice we are observing the following trends in the life science and pharmaceutical industry:

- a notable increase in investment in gene therapies and personalized medicine through advancements in genetics
- the integration of artificial intelligence (AI) and machine-learning approaches

within life sciences is making drug discovery and development more innovative, time-effective, and cost-effective

- an increasing change in the public procurement process, which requires pharma companies to focus on added value, risk sharing, portfolio agreements and performance and outcome measurement
- an increase in R&D investment related to infectious diseases and rare diseases

“Clients have initiated clinical trials and studies related to medicines in the context of Covid-19 – all these situations and initiatives have required urgent legal advice”

- collaboration between academic science-driven institutions and pharma, biotech and medical devices companies
- a significant improvement in digitized medicine, that is, healthcare insurers, healthcare professionals and healthcare organizations will digitalize the prescription of drugs and the assessment, diagnosis and treatment of patients. ♦



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“Covid-19 has created compulsory licence and expropriation issues”



Interview with

ANA RITA PAÍNHO
partner, **SÉRVULO**

The rush to create a coronavirus vaccine is raising intellectual property issues concerning the relationship between the state and private individuals with respect to compulsory licence and expropriation for public utility, says SÉRVULO partner Ana Rita Paíño.

LEADERS LEAGUE. What are currently the biggest opportunities for law firms in the area of intellectual property (IP)?

Ana Rita Paíño. With regard to IP, law firms are facing a turning point at this moment, mainly because of coronavirus. This specific condition has meant lawyers have to be permanently up-to-date with developments. The fact is that the pandemic crisis will be the cause of a lot of issues in relation to patents and trademarks. At this moment, in terms of litigation, deadlines have been suspended due to the pandemic, which means that law firms have been providing more consulting services related to intellectual works in the context of Covid-19 – for example, apps used for monitoring biological data. In the meantime, law firms have studied to be prepared for answering all questions related to patents and copyrights, such as compulsory licence and expropriation for public utility, which can reverse the whole dynamic of granting patents. It is fair to say that technology is helping law firms to maintain their activity, but, on the other hand, lawyers are having to face challenges, such as negotiating agreements via platforms such as Teams or Zoom.

What are currently the biggest IP challenges clients face?

As already mentioned, in the context of litigation, deadlines were suspended, which means that clients have less of a chance to speed up procedures. Although the deadlines with regard to the INPI [Portugal's national industrial property institute] are not suspended, there is no face-to-face service and the communication channel made available suffers from some congestion, which makes it difficult to clarify issues and doubts. Additionally, IP clients have,

naturally, experienced a drop in revenues, which can make difficult to hire lawyers and to pay a fee for the protection of your rights. In that context, clients will face financial obstacles to launching their products – however, the exception is clients in the pharmaceutical sector.

“Clients will face financial obstacles to launching their products, though the exception is clients in the pharmaceutical sector”

What impact has the coronavirus pandemic had on IP?

At the moment, the whole world is joining forces to discover a vaccine and create products such as ventilators. In pursuit of this goal, an increase in the filing of patents related to Covid-19 has been observed. Another phenomenon affecting IP relates to companies that decide to grant access to their patents and other intellectual property rights for the fast development of medicines and equipment in the fight against the coronavirus. This goal is also raising questions about the relationship between the state and private individuals with respect to compulsory licence and expropriation for public utility, as already mentioned.

What will be the biggest trends in IP in the coming year?

The biggest trend in the coming year will be assignment of intellectual property rights in the name of science. This will involve a notable effort in which law firms will play an important role. ♦



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Artificial Intelligence: French Companies' Patents Become Strategic

For artificial intelligence, patents are a strategic weapon. A recent study released by the European Patent Office places France second after Germany in terms of the number of patents relating to what is sometimes called "the fourth industrial revolution." The French also know how to use design registrations on graphical interfaces: performance and intellectual property are finally linked.



Caroline de Mareüil-Villette



Claire Verschelde

ABOUT THE AUTHORS:

Caroline de Mareüil-Villette and Claire Verschelde founded ICOSA in 2009. Dedicated to the health sector, ICOSA took the turning point of the digital revolution in 2013 by filing patents on connected objects and artificial intelligence for strategic French startups. ICOSA is at the heart of an international network of intellectual property professionals specializing in artificial intelligence.

In the field of artificial intelligence, France is a country of excellence. The report issued on March 8th 2018 by Cédric Villani (award-winning mathematician and politician) in response to the mission entrusted to him by Edouard Philippe, French Prime Minister, proves it. The name of the report "giving meaning to artificial intelligence" reflects the depth of the subject. Isn't it one of the key words of artificial intelligence "deep learning?"

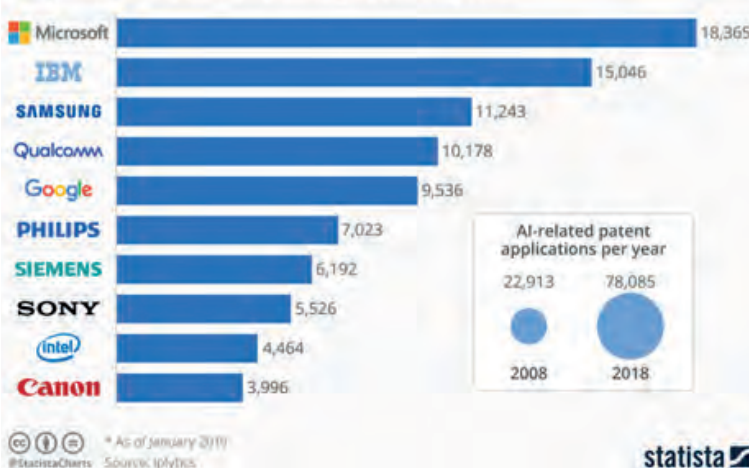
A study by the European Patent Office released in December 2017 shows that the number of patents related to the fourth industrial revolution has increased by 54% in three years: Europe, the United States and Japan are in the lead with 29%, 25% and 18% of patent filings respectively, but innovation is progressing extremely quickly in South Korea and China too.

According to Benoit Batistelli, president of the European Patent Office at the time of the study, France is the number two European country after Germany; Ile-de-France (or greater Paris) is the number one region in Europe ahead of Bavaria. The concentration of startups, particularly in artificial intelligence, sees France well placed to build hopes for the future. However, the race is not

yet run. In artificial intelligence, there is no doubt that companies which file patents are preparing for the leadership of tomorrow. Of course, not all issues have been resolved. We remember the case of monkey selfies, in which a female monkey took a picture of herself with an animal photographer's camera. An animal rights organization sued the photographer to court in the United States alleging that the female macaque was the true owner of the picture's copyright. In the end, the American Copyright Office ruled that works created by non-humans are not subject to copyright rules.

Therefore, machines using artificial intelligence that create works, for example new images, should not be considered the authors. Some people claim that machines could be inventors, but this theory is very widely disputed. A machine could conceivably identify a new and inventive product or service, but it would remain dependent on the mind of the human being who decided on its first use in the application made. However, opinions are shifting on the acceptance of artificial intelligence: Saudi Arabia's decision in October 2017 to give a female-shaped robot

COMPANIES WITH THE MOST AI-RELATED PATENTS



KEY POINTS

- Artificial intelligence is already at the heart of all industries
- Products and services offered by artificial intelligence seem to be easily adopted, at least in the healthcare sector
- French people are individually talented and collectively successful in this sector. They are supported by strong political will at the highest level of the French government
- The judicious and complementary use of patent, software, design and trademark law creates a competitive advantage

with artificial intelligence the title of the world's first AI citizen is surprising, especially when it was discovered that she would militate in favor of women's rights. The following month, Tokyo decided to domicile, meaning recognize a place of residence for a chatbot called Shibuya Mirai, which looks like a 7-year-old boy.

Who owns the products and services using artificial intelligence?

In the race for artificial intelligence, GAFA, startups and large traditional companies are on the starting blocks. For the first time in history, it seems that everyone is on an equal footing. GAFA excel in processing data; startups benefit from their agility and unequalled inventiveness; and large industrial companies, having well understood the stakes, can mobilize resources to create products and services tailored to their market, which they know perfectly. A central question remains the appropriation of a large

amount of data, and this subject is at the heart of all concerns.

The GDPR (General Data Protection Regulation), which came into force on May 26th 2018, protects European citizens from the misuse of their personal data and regulates the legal use that can be made of them.

The filing of industrial property titles and the acquisition of certain dates on the versioning of software makes it possible to organize the rights: determine who owns these products and services using artificial intelligence, and above all, who will benefit from the financial returns. Because filing patents and trademarks means using tools, which will then be used to sell these intangible assets or grant operating licenses. A whole section of the economy is at stake.

Patents, artificial intelligence and healthcare

The number, quality and value of patents are recognized as indicators

of innovation. A quick search of the patent databases shows that, for the moment at least, the United States and Europe remain the two main players in the healthcare sector. The market, from biological or pharmaceutical molecules to medical devices and health software, is driven by the American market and highly developed in Europe.

Everyone is wondering about the impact of artificial intelligence on the monitoring of people's health. A consensus is emerging indicating that image or biological signal analysis tools, chronic disease monitoring (diabetes, kidney disease...), hospital patient management, diagnostic tools, will change current practices. For people in good health, products that will allow the monitoring of someone's vital signs, sporting activity, exposure to harmful products or diet are already successful and will become commonplace.

Finally, for the elderly, anything that will facilitate home care for as long as possible will be welcomed by the people concerned and their families. Presented in this way, it is easy to understand that artificial intelligence can be a tool for improving our lives. It is important to remain vigilant, to avoid abuse and fraudulent use of data, or the incessant tracking of individuals.

A few millennia ago, Aesop said that language is the worst and the best thing. This analysis could be applied to this new language, to these technologies sometimes still considered as mysterious, and known as artificial intelligence. ♦

PATENTS ARE FILED EVERYDAY IN MACHINE LEARNING, NN AND DEEP LEARNING



“Innovation is the lifeline of society”



Interview with

MANISHA SINGH
Co-founder, **LEXORBIS**

Manisha Singh is co-founder and managing partner of Indian IP law firm LexOrbis. Over the last two decades she has acted for a wide range of companies and organizations, such as Indian Oil, the Reserve Bank of India and the Ministry of Science and Technology. She is recognised for her expertise in IP prosecution and enforcement, and for her keen use of technology to streamline client service. We speak to her about the current patent landscape in India.

LEADERS LEAGUE. Do many foreign companies register patents in India?

Manisha Singh. Yes. On average, 75-80% of annual patent applications in India come from foreign companies. One recent annual report showed that 32,304 applications were filed by foreign applicants out of a total of 47,854. Qualcomm topped the list, followed by Koninklijke Philips.

Have there been any major changes in IP legislation (or regulatory frameworks) in India recently? If so, what has been their effect?

There seems to be an inclination towards fast-tracking the patent examination procedure, with amendments to allow expedited examination for start-ups, women inventors, and applicants choosing India as an International Searching Authority [ISA] in the corresponding Patent Cooperation Treaty [PCT] applications.

450 applications – of which LexOrbis filed 37 – were filed since 2016 under the fast examination facility; 120 patents were granted [of which 16 were LexOrbis's] and 42 were refused [of which three were LexOrbis's].

There has also been a streamlining of fast-track commercial court procedures too. The increasing role of the Competition Commission of India [CCI] in dealing with abuse of dominant position by patent holders is also noteworthy.

How has the coronavirus affected the practice of IP law, and do you think it will lead to any long-lasting changes in the way IP law – or law in general – is practised?

It has slowed down the regular filing of cases for the time being. However, there has been no change in the volume of urgent cases, thanks to video conferencing. The practice seems to be moving towards

providing more online services and interactions over online platforms.

Are we likely to see a shift towards more global patents (i.e. patents that are valid in all countries around the world) in future?

There will likely be a spur in innovation with global solutions for COVID-related inventions. Collaborative research in many countries, with government and private R&D participation, is emerging to deal with COVID-type epidemics where one solution is not enough to cure the disease or stem its spread. Since the requirement of such innovative products is global, innovators are now seeking patents worldwide for such inventions.

“75-80% of annual patent applications in India come from foreign companies”

What are the most interesting, potentially game-changing patents LexOrbis has been handling recently?

In the current scenario, most of the innovations are related to addressing the COVID pandemic. On the life sciences side, many innovators are coming up with new or improved compositions and formulations for treatment or prevention of COVID-19, and sanitizing and disinfectant compositions. Innovators are also coming up with innovative materials or coating compositions that have anti-viral (or anti-microbial) properties, and can be used daily on appliances and products. On the hi-tech side, many innovators are working on utilizing AI and the Internet of Things [IoT] to reduce human intervention and contact in manufacturing and other in-

dustries. LexOrbis has been handling such inventions for its clients.

What does innovation look like to you? Innovation to LexOrbis is the lifeline of society; it means keeping up the pace of scientific progress to provide better lifestyles, health and ease of living.

Who's driving innovation -- lawyers or clients?

Clients are encouraged by professional lawyers to actively participate in keeping the spirit of innovation alive and well. They are encouraged by effective measures taken by the legal community to effectively enforce patented inventions, trademarks, designs, copyright and other IP rights.

What role do start-ups play in India's patent world?

Over 28,000 start-ups in India could change the mindset for the commercialization of patents. In the last few years, many start-ups have not only obtained

useful patents but also utilized those patents for the benefit of society. They are emerging as a new instrument of economic development under the government's 'Make In India' initiative.

One example: Chennai-headquartered sanitation start-up MicroGO received the

“Start-ups are emerging as a new instrument of economic development in India”

patent for its 'Tubelet' technology, mainly used for water purification, sanitization and sterilization, in just 101 days. SID07 Designs, a start-up based in Jammu and Kashmir, received a patent for its product – a single-step automobile wheel-nut assembly machine and method – in only six months. Nearly 30,000 start-ups are currently registered with the Department for Promotion of Industry and Internal Trade [DPIIT]. ♦



FTOs are often forgotten or handled badly



Interview with

JOÃO JORGE

Member of the Board (COO),

RCF - PROTECTING INNOVATION

“Another challenge that may be present in the near future is the effect of unitary patents in the European Union if the system comes into force.”

There has been significant M&A activity in Portugal and, in this environment, it is vital that proper FTO analyses are carried out, says João Jorge of RCF - Protecting Innovation

LEADERS LEAGUE. What are currently the biggest opportunities for law firms in the area of intellectual property (IP)?

João Jorge. Awareness of the value of intellectual property in Portugal – in terms of it being one of the most important assets for companies – is growing significantly. In terms of trademarks, Portugal has one of the biggest filing rates in the EEA, with more than 21,000 new filings per year in the last three years. With regards to patents the numbers are very small but there is an increase in national filings (not reaching 1,000 new applications but increasing 14 per cent from the previous year). The same is happening with regard to filings of IP rights abroad both at EUIPO (1,916 filings) and EP (272 applications), which reveals a growth trend. With these numbers in mind, business internationalization is an area where IP advice plays a decisive role. This is achieved by supporting SMEs (99.9 per cent of all Portuguese companies are SMEs) in defining, prosecuting and advising on the management of IP rights. Another important area often forgotten or in many cases badly handled is FTO [freedom to operate] work, which is sometimes related to due diligence. Due to the small size of Portuguese companies – though they are filled with innovative entrepreneurs – there is a very dynamic M&A environment. Among all the types of support that is needed, validity of rights analysis and proper FTOs are fundamental for these operations and should be carefully prepared.

What are currently the biggest IP challenges clients face?

There are no IP challenges that I would say are the “biggest” for Portuguese IP filers and owners. IP laws are in general harmonized within the EU and Portugal has transposed the trademark directive early. The need to keep an updated file with possible proofs of use, a practice that is well known abroad, may be the actual biggest challenge for organizations. Another current challenge is awareness of the existence of EUTMs [European Union trademarks] valid in Portugal and of the need to make the proper searches – including in the EUTM databases – before any commercial decision is made on the use of a new trademark. Another challenge that may be present in the near future is the effect of unitary patents in the European Union if the system comes into force. It will lead to a dramatic increase in the

potential for infringement as suddenly instead of having around 5,000 new EPs validated in Portugal, the new system will render a number near to the number of all granted patents, about 95000. In 10 years (median life of a EP) it will mean the difference between 50,000 to 950,000 valid EPs in Portugal. The risk of infringement litigations will be much higher and proper advice will be needed at all steps of R&D and M&As.

What impact has the coronavirus pandemic had on IP?

In the years preceding the pandemic a rationalization of IP portfolios was already being undertaken by IP owners. The effect of Covid-19 on IP was minor and was and mainly apparent during April and the beginning of May. It seems that the effect is now over and it is business as usual. Of course, the changes in the ‘modus operandi’ of society was a big challenge, specifically ensuring that everything in IP kept rolling and that distancing or virtual offices were not a factor. INPI [the Portuguese Institute of Industrial Property] was a source of assurance as it kept the office running via electronic means. From our perspective we are providing private and secured internet access to our clients whereby every document related to their rights – whether it is a filing order, a filing receipt, or any correspondence exchanged, or official documents and invoices – is quickly available. They can also, from anywhere in the world with an internet connection, have access to their IP rights status with information being updated twice a day. This also contributed to the sense of normality.

What will be the biggest trends in IP in the coming year?

Portugal is a hub for technology companies. Tremendous technological developments are occurring in several areas like automotive and life sciences, as well as the integration of hardware and software in all areas of development, businesses and products. Artificial intelligence is being implemented and is impacting on everyday tasks. Everyone is keeping an eye on these developments. At our level, we will make every effort to be in close alignment with our customers by following the relevant technological developments, the general developments in their sectors of activity and by developing our internal processes to be able to act, help and respond promptly. ♦

“The impact of the coronavirus on IP will be huge”



Interview with

VITOR PALMELA FIDALGO
Legal Director,
INVENTA INTERNATIONAL

“Customers will seek to adapt the protection of intellectual property rights to the ongoing ‘industrial revolution’”

The Covid-19 pandemic has meant the patent system is now facing many challenges with critics claiming it is not fit for purpose in the current environment, says Inventa International’s Vitor Palmela Fidalgo

LEADERS LEAGUE. What do you see as being biggest opportunities for law firms in intellectual property at present? **Vitor Palmela Fidalgo.** I believe the main opportunity is to increasingly provide a value-added service to clients. The touchstone is no longer prosecution services alone. Prior and permanent advice on any strategy or conflict involving intellectual property rights is the most important consideration in this sector and, therefore, whoever manages to give this added value to customers will have more opportunities.

From the perspective of clients, what are currently the biggest IP challenges? I believe the issue concerning the principle of the territoriality of intellectual property rights and the international aspect of these rights remains one of the main challenges. Although the strategy may be global, we must not forget that it requires adaptation to each jurisdiction. The standardization carried out by the various international treaties is not enough to address the peculiarities of each legal system.

On the other hand, customers will seek to adapt the protection of intellectual property rights to the ongoing ‘industrial revolution’. The so-called ‘revolution 4.0’ refers to the technological advances of recent decades that have completely changed the way we live in society. This revolution is driven, substantially, by artificial intelligence and robotics, where several technologies stand out, such as big data, advanced analytics, cloud computing, blockchain and internet of things (IoT). Customers will look to see how to protect the different technologies that emerge in this environment.

What impact has the coronavirus pandemic had on the field of IP?

The impact is enormous and multifaceted. Firstly, this has been the case in terms of the financial availability of customers. With the economic crisis,

there will be fewer customers, and the availability of regular customers may be affected, with an impact on investment in the protection of intellectual property rights. In addition, there are numerous legal challenges. One of the most striking examples concerns challenges to the patent system. Several voices, in political terms, have been raised against the patent model, namely, the inadequacy of the system in the current environment. In addition there have been proposals for limiting patent rights in a variety of ways, whether by asking for public intervention with regard to taking the lead in the development of pharmaceutical products – thus ensuring their subsequent equitable and universal distribution – or by limiting the patent rights themselves. These proposals have come from both non-governmental organizations and from the charter signed by the European Alliance for Responsible Research and Development and Accessible Medicines – signed by 62 organizations – which is addressed to the institutions of the European Union. In addition, proposals have come from politicians, such as the charter – signed by 40 members of the European Parliament – addressed to the president of the European Commission, Ursula von der Leyen, and European Commissioners Mariya Gabriel and Stella Kyriakidou. On the other hand, the application of compulsory licenses has been discussed so that certain medical-pharmaceutical products can be accessible to the public and thus protect public health. So the impact of new Coronavirus will definitely be huge.

What will be the biggest trends in IP in the coming year?

I think the fight against Covid-19 will dominate the intellectual property agenda in the coming year. It is inevitable as it affects all aspects of the intellectual property system. ♦

Digital Tools against Covid-19. A Democratic Challenge.

Amidst this unprecedented global health crisis, governments are calling upon various technologies to assist in information gathering and monitoring of covid-19, with the goal of limiting its spread by enforcing general confinement or individual quarantine measures. However, the implementation of such tools raises the question of how to strike the right balance between public health and personal freedoms, constituting a democratic challenge.



Constantin Pavleas

ABOUT THE AUTHOR

Constantin founded Pavleas Avocats in 2001, a law firm specializing in information technology, data privacy and intellectual property (IP). Constantin advises clients on IP strategy, complex IP and technology transactions and on data protection. He regularly engages as IP counsel in M&A transactions. Constantin has been teaching information technology law and running negotiation workshops at postgraduate level at HEAD (Ecole des Hautes Etudes Appliquées du Droit) for six years. In September 2018, he was appointed as the Coordinator of HEAD's Digital Technology Law and Intellectual Property Program. *

Countries have tackled the health crisis largely unprepared except for rare exceptions. Digital tools have offered means to complement public health programs to fight the covid-19 crisis, with different impacts on individual freedoms. As examples, China, South Korea and European countries are placing the cursor at very different places.

Big Data, AI and Facial Recognition in China

China has extensively used big data and digital tools to deal with the Covid-19 crisis. It has developed specific tools and applications, such as the "health code" system based on algorithmic determination. As an alternative to serology tests, China required its people to fill out an online form and upon completion are ascribed a red, yellow or green colour code that represents the individual's risk of infecting others. However, how the health code is determined is not transparent to citizens and is believed to be based on information provided from the form among other sources of information. For example, if an individual's code is red, the individual is required to remain in quarantine for 14 days. Now that China has exited mass confinement, the health

code is checked on smartphones along with temperature scanning before entering public spaces. China also uses the mass surveillance systems for its social credit system, such as through facial recognition, geolocalisation, monitoring of social media and payment transactions¹. With these tools, China claims a relatively low mortality rate and efficient handling of the crisis. However, the accuracy and transparency of these data, along with the information provided by the Chinese government is scrutinized. The use of these tools appears to encroach upon individuals' privacy without securing democratic safeguards.

The South Korean Example

Despite being one of the first countries affected with the novel corona virus, South Korea successfully managed to "flatten the curve" very early on by implementing a pandemic strategy that was developed from their experience with MERS in 2015: deploy mass testing of the population, implement generalized and coercive digital tracing of the population using geolocalisation, and impose compulsory quarantine measures of infected and high-risk individuals enforced through digital surveillance². These measures have

successfully allowed South Korea to avert general confinement of their population and closure of their economic market.

Digital tracking approaches in EU member states

The EU Commission has recommended that digital tools should be used with minimal privacy impact and should not monitor individuals or enforce coercive measures against them³. In an effort to tackle the reduction of virus transmission while relaxing population quarantine and social distancing measures, the EU has requested the aggregation and anonymization of data from major carriers in each EU country to monitor the movements of the population and virus spread. France, Germany, Spain among other countries announced contact tracing apps inspired by the Singapore app, "TraceTogether". This app is based on individual consent and Bluetooth technology without geolocalisation. Of note, the General Data Protection Regulation (EU) 2016/679 ("GDPR") exceptionally allows processing of sensitive data, such as data concerning health, without individual consent, if necessary for reasons of substantial public interest, and subject to suitable and specific measures to safeguard the

KEY POINTS

- Digital tools cannot address a pandemic by themselves; they are only useful if articulated within a broader public health program.
- Apps that enable digital tracing of the population raise salient privacy concerns; they should only be applied if they are efficient and subject to adequate legal and democratic safeguards.
- EU countries should consider creating an apolitical multidisciplinary joint task force to design, implement and promote public health policies against pandemics, including the use of digital tools based on sovereign technology.

fundamental rights and the interests of the data subject⁴. Identification tracking embedded within the phone app is falsely qualified as “anonymous data” since users can be identified and alerted. Furthermore, there is no evidence to support the usefulness of these apps in limiting the spread of the virus. Since the apps are designed at country level, they are unable to capture the movement of persons within the EU. For a tracing app strategy to be effective, it is estimated that at least 60% of the population must be enrolled. This does not take into account individuals that reject digital tracing, white zones and the portion of the population that do not have smartphones.

The role of the tech giants

Apple and Google have developed a common standard for iOS and Android to allow Bluetooth to function without the need to have the app active at all times. They also declared they would create their own tracing app that would ap-

ply worldwide. Tech giants can leverage control of the operating system to gain control of the data. This position creates tension with governments which are concerned about their digital sovereignty. It also raises issues with tech giants combining this sensitive information with other personal data they process⁵.

Upstream and downstream considerations

For this app to be successful, upstream, it would require systematic and recurrent testing of the population, which is not the case to date. Downstream, it is not clear whether compulsory testing and quarantine would be imposed on users that receive an alert. Failing clear information on the consequences ensuing from an alert, consent to the app would fall short of GDPR's requirement for a “free, specific and informed” consent⁶. Furthermore, one cannot underestimate possible ripple effects. For example, do employers, subject to a duty of care towards their employees,

have the right to impose the adoption of the app among their employees? Have we considered the effects of stigma and social consequence on persons receiving an alert from such an app? Are these apps necessary and a proportionate response? Would masks be an alternative with a lesser impact on personal freedoms? Incidentally, would the app be configured in the same manner (proximity measurement and time of exposure with contact) if masks were mandatory and made available to all the population? Based on the above, the lawfulness of such apps may be challenged as any restriction to the fundamental right for privacy need to be adequate, necessary and proportionate⁷.

Digital tools may complement public health policies in countries that have designed a consistent public health policy to deal with this health crisis. However, all digital tools, including those that are voluntary-based, raise issues about privacy and personal freedoms that need to be carefully evaluated in our democratic societies. The current crisis highlights the need to set up an apolitical multidisciplinary joint task force in the EU responsible for designing, implementing and promoting a coordinated plan in case of a pandemic. ♦



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¹ www.bbc.com/news/av/world-asia-52104798/coronavirus-how-china-is-using-surveillance-to-tackle-outbreak
² <https://news.itu.int/covid-19-how-korea-is-using-innovative-technology-and-ai-to-flatten-the-curve/>
³ Commission Recommendation dated 8 April 2020, https://ec.europa.eu/info/sites/info/files/recommendation_on_apps_for_contact_tracing_4.pdf
⁴ GDPR, recital 54 and section 9.1(g).
⁵ As an example among multiple articles: <https://www.bbc-cnnlife.com/2020/04/14/german-tech-startups-say-sovereignty-of-corona-tracking-apps-cant-be-left-to-google-apple/>
⁶ GDPR, recitals 32, 43, 50 and 51, and sections 4(11) and 9(2)(a).
⁷ European Convention on Human Rights, article 8.

“It is Important to Ensure the Attractiveness of the French Patent”



Interview with

MICHEL ABELLO
Founding Partner,
LOYER & ABELLO



Interview with

GUILLAUME DUBOS
Partner,
LOYER & ABELLO

LEADERS LEAGUE. The Pacte legislation opened up the debate about the Non-Applicability of Statutory Limitation of the action of invalidation of industrial property titles. What are the consequences?

Michel Abello & Guillaume Dubos.

The question of limitation of invalidation actions was born as a result of the reform of 2008, which reduced the common time limitation in civil matters from 30 to 5 years. Hence, the limitation period is now shorter than the durability of industrial property titles (except for brands, potentially of indefinite duration). Rights owners no longer hesitate to raise a plea of inadmissibility on this basis, not only against invalidity actions, but also against counter-claims in defense to an infringement action. The statute of limitations period being five years, the main issue is to determine the starting point. However, courts currently give answers on a case-by-case basis, creating considerable legal uncertainty.

Since an industrial property title confers a commercial monopoly granted by the state subject to certain conditions, it is in our opinion in the public interest that its invalidity may be sought as long as its owner has the possibility to act on its basis. In the absence of modelling the prescription period on title durability, the choice of imprescriptibility seems to us to remedy the risks of artificial survival of an illegal monopoly.

This also raises the issue relating to the interest in bringing proceeding for a declaration of invalidity: it is not rare for right owners to invoke lack of interest in bringing proceeding to try to avoid a debate on their validity, sometimes arguing that the applicant for a declaration of invalidity would only have an interest if he demonstrates that he is infringing the title. Imprescriptibility tends to recognize that the invalidity of a title is a matter of public interest, so we think the requirement of interest should also be removed, as any possible abuse (such as the use of a straw man) can be covered by the general theory of abuse of rights.

The PACTE law also aims at modifying the role of INPI, the French National Institute of Intellectual Property, notably regarding the evaluation of patents' quality. How do you assess this change?

Currently, France offers an attractive platform for patent applicants since examination is limited by the law to obvious lack of patentability, allowing to obtain a title in a fast and inexpensive way. In return, the value of French patents is sometimes criticized, as the INPI does not have the power to reject a title for lack of inventive step. In addition to this, the only way to get a patent cancelled is to bring an action before the Paris Court of Appeal.

The PACTE law would create a French-style opposition procedure, similar to the one before the European Patent Office (EPO), namely an administrative proceeding before the INPI to obtain revocation of the title for a certain period of time after the grant.

The main obstacle, as it stands, lies in the way it is implemented: indeed, the draft law provides that the Paris Court of Appeal will have jurisdiction over appeals, which could lead to a significant congestion of the court if the resources needed to deal with a sudden increase in litigation are not provided. Finally, it should be noted that the draft law envisages in article 42 bis to extend the INPI examination to inventive step, which would require a massive recruitment of examiners by the INPI, which is not currently budgeted.

What risks do you think this evolution could lead to for patents filing activity in France?

The essential risk is to lose in attractiveness what we could gain in quality of granted patents. The extension of INPI's control will probably result over time in the patents being more expensive and longer to obtain.

This is why it is important to preserve the attractiveness of French patent by removing existing obstacles on filing strategies, in particular with regard

to PCT filings (ie international patent applications). Currently, article L. 614-26 of the Intellectual Property Code prohibits the applicant from designating France in order to obtain a French patent, the only way to obtain a title in France thus being to apply for a European patent granted by the EPO (or to file directly a French application, without being able to benefit from the advantages of the PCT).

Hence, companies that want to file a PCT patent have to go to the EPO if they want to be protected in France. The removal of this obstacle would allow any company, and in particular French SMEs, to benefit from the 30-month provisional protection offered by the PCT while retaining the possibility of opting for a French patent, granted by the INPI, instead of, or in addition to, a European patent which is more difficult and time-consuming to obtain.

What positive developments do you expect from the Unified Patent Court (UPC)?

The main advantage will be the centralization of the procedure (a single competent court for all member states of the validity agreement) and a high degree of speed, with all disputes having to be dealt with within 12 months. For law firms, this means being able to manage pan-European litigation in a very reactive way. Furthermore, the interest in French patents will be improved, as they will survive if the UPC cancels the European patent.

This is why Loyer & Abello created in 2014 an innovative network entirely dedicated to the UPC, namely the UPCLA network: an alliance of independent European law firms, lawyers and counsel in IP, all highly reputed in patent litigation. Our founding members include Altius, Maiwald, Vondst, Icosa, Botti & Ferrari, Zardi, Freylinger, Meyerlustenberger Lachenal and Galli.

How does Loyer & Abello use digital technology to help its clients better protect their intangible assets?

For several years now, we have been using an integrated CleverIP tool that allows us to manage all our activities, from filing to litigation, including contracts, which was developed specifically for IP to best suit our needs and those of our clients (as it permits external access by file).

In addition, we capitalized on our experience in the field of seizures (saisie-contrefaçon - the firm is the author of the "Guide des saisies-contrefaçons et des constats" published by LexisNexis) by launching in December 2018 an app (Android and IOS) entirely dedicated to companies likely to be subject to infringement seizures, namely "SOS-SAISIES" which is available on the <https://www.sos-saisies.com/website> until they reach the dedicated stores directly. This application applies to all intellectual property rights, and beyond, by enabling the right reflexes to be acquired to prepare for a seizure, and how to react to it. ♦

«Loyer & Abello created a network entirely dedicated to the UPC, namely the UPCLA network»



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“Each company should be prepared in the event of a cyber-attack”



Interview with

GARANCE MATHIAS
Partner,
MATHIAS AVOCATS

« The two main tools available for companies to enhance the value of their intangible capital remain intellectual property and trade secret »

Leaders League. Have companies been able to adjust to the new data-security reality under the GDPR?

Garance Mathias. By accompanying companies in compliance procedures or as an external data protection officer (DPO), I have observed that the obligation to guarantee the security of personal data imposed by the General Data Protection Regulation (GDPR) has been, on the whole, observed by companies, even if it has left room for some concerns. The CNIL's deliberations on this subject help internal security stakeholders to identify the best practices to adopt. The GDPR is not the only regulation aiming to raise companies' level of data protection. European and national regulations are converging towards a real awareness of the issues involved in cybersecurity. What we have seen through the firm's practice is that companies now engaged in a serious process of complying with the GDPR are anticipating this global tightening of security requirements and have got to grips with the challenges of cybersecurity. Thus, our approach integrates risk management and allows our clients to benefit from a global legal support by taking into account their needs, their resources and the specific issues related to their sector of activity.

What is the legal arsenal helping companies to prevent and fight cyber-attacks?

The potentiality of a cyber-attack is now a reality for which each company should be prepared. As the current context has shown, there are increasing numbers of security breaches being discovered and the methods used by the cyber-attacker are constantly evolving. Suffering a cyber-attack is a major crisis, even for the best prepared companies. In such cases, one of the first steps is of course to establish the scope of the attack and its consequences, even if some of them may be felt in the longer term. The question of filing a complaint must also be asked. The police divisions specialized in the fight

against cybercriminals are important advisors on these issues. Some companies may be tempted to respond by using hackback techniques, but these are not without legal risks. Indeed, a company using these techniques may be in contravention of the automated data processing system (or STAD). We therefore advise our clients on choosing the right strategies.

How do you think we can better protect and enhance the value of information assets in the digital age?

The rise of digital technology only reinforces an already marked trend towards the increasing value of information assets. The two main tools available for companies to enhance the value of their intangible capital remain intellectual property and trade secret. Intellectual property is a strategic tool that, if properly used, can enhance the value of innovations and creations and strengthen a company's credibility with its potential investors and partners. Intellectual property enriches the company's intangible capital in a quantifiable way, giving it a competitive advantage. The main interest of intellectual property rights (trademarks, designs, patents, database producer's rights, etc.) is for the company to benefit from a monopoly over its competitors. In some cases the most critical assets cannot be protected by intellectual property, such as algorithms or know-how.

As they are often the product of years of investment and research, protection through the application of trade-secrets legislation will make sense here. However, it is necessary to ensure that adequate confidentiality obligations and measures to protect these secrets have been put in place. It is in the interest of any company to consider the most appropriate legal strategy for each project and each innovation. Our role is to provide operational and appropriate support and advice on the legal strategies most likely to enable the company to achieve its objective. ♦



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Florian Gallant

POSITIONING

Founded in Paris in 1997, Leyton has grown into an international consulting firm dedicated to improving the overall performance of organizations. Thanks to our unique methods and our know-how capitalized over many years, companies can benefit from additional sources of financing while remaining focused on their core business. Contributing to the growth of our customers is our group's commitment on a daily basis.

Guaranteed results

Whether they are fixed-price or success fee assignments, our goal is to achieve the best results for our clients within a specific regulatory framework.

Experts at your side

Depending on the issues of our clients, we provide them with an expert consultant in the field and / or sector. A guarantee of efficiency, responsiveness and proximity thanks to our 8 agencies in France.

Leyton International

Active in 11 countries, Leyton is a fast-growing consulting firm specializing in levers for optimizing performance, financing innovation and activating the energy transition. In France, the legal expertise of the law firm Leyton Legal and the Graduate and ScienceMeUp start-ups, experts in recruiting high potentials, complement the firm's know-how - allowing our clients to benefit from an essential transversal approach.

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BUSINESS

Human Resources Departments now have an essential role to play in improving the financial performance of the company.

Leyton offers a full range of services (optimization, advice, outsourcing) with proven services that meet new HR challenges.

- Analysis and optimization of your social costs
- Outsourcing of HR processes: non-attending management, managing work accidents and diseases and optimization of their rate
- HR consulting: payroll compliance, quality of life at work, management of strategic HR projects, establishment of internal university or CFA
- Optimization of HR purchases and training budgets: insurance contracts, temporary contracts, AFEST

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**Pierre-Henri
Dentressangle**



Valérie Gombart

POSITIONING

Founded in 2012 by Pierre-Henri Dentressangle (Chairman) and Valérie Gombart (CEO), Hi inov SAS is the venture capital arm of Dentressangle family's holding company.

Managing €170m of capital from Corporates and entrepreneurs, Hi inov targets young innovative companies in the digital BtoB economy, specially in the areas of e-services, mobile Internet and IoT, point-of-sale and data technologies, and SaaS software dedicated to the digitalization of companies. Hi inov also manages SNCF Digital Ventures, corporate funds intended to invest in startups that accelerate the group's digital transformation.

Hi inov supports among others the growth of Agorapulse, Commanders Act, Deepki, Famoco, Intercloud, Platform.sh, 360Learning, Deepomatic, Zelros, Styla, Loyalty Prime et Customs4trade.

BUSINESS

- Saas, Paas, data driven technologies
- BtoB collaborative and mobile applications, industrial IoT
- Smart transportation
- E-services

OFFICES

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Andrej Michalík

POSITIONING

Have you come up with a revolutionary idea for an app, did you develop a groundbreaking method to trace a virus, or are you planning to take over the world with your latest brand?

Whether you're a budding entrepreneur or part of a multinational enterprise, De Clercq & Partners is excited to assist you with strategic, technical and legal advice to optimally protect and monetize your intellectual property. We are also able to handle the practical side of IP, such as drawing up contracts or the prosecution of patents, trademarks and designs.

With our trustworthy team of over 40 experienced professionals, we have built a strong reputation in i.a. life sciences, biotechnology, software and AI, and engineering. On top of that, our colleagues have the necessary know-how to serve the more creative industries as well, such as design, computer animation and marketing.

Interested in working together? Contact us for more information!

BUSINESS

Patents

- Identifying optimal protection strategy
- Developing an appropriate IP portfolio, tailored to the product and market with a clear view on costs involved
- Advising on tax benefits related to innovation income in Belgium
- Providing strategic advice on the acquisition, maintenance, exploitation and valuation of IP as part of the company's overall business strategy
- Drafting, filing and prosecution of Belgian, European and PCT patent applications
- Validations of European patents in Belgium
- Oppositions and appeal proceedings before the EPO
- Conducting oral proceedings before the EPO in examination and opposition
- Filing and prosecuting SPCs in Belgium and advising on SPCs in general
- Legal IP advice on Belgian Patents
- IP litigation
- Opinions regarding patentability, freedom-to-operate, infringement and validity of intellectual property rights
- IP due diligence
- Drafting of technology transfer, licensing, confidentiality and related agreements
- General strategic and legal advice in IP matters

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POSITIONING

Cabinet Tripoz was created in 2009 and is a boutique law firm specialized in intellectual property, offering its clients value-added services in all IP fields, ranging from protection of intangible assets to defense in infringement and/or unfair competition matters, and including valorization.

Our offices are located between the two rivers of Lyon, the Rhône and the Saône, in the district of Confluence.

The patent team comprises four engineers specialized in the chemical, pharmaceutical, biology and/or cosmetic sciences, and is headed up by senior attorney Inès Tripoz, mainly assisted by Michel Pellegrini.

In order to ensure the development of the trademark and IP agreements department, Benjamin Dubuis, who is a trademark and design attorney, joined the team in the end of 2018.

One of the firm's distinguishing features is its specialization in litigation management and in the support it provides to start-ups with their IP strategy, both in France and internationally. The company also has specific expertise in the handling of generic pharmaceutical litigation.

Thanks to its commitment and specialization, the team is both multi-skilled and highly qualified in the very competitive fields of pharmaceutical and cosmetic industries.

BUSINESS

Prosecution

- Patent application filings (France, Europe and International)
- Examination proceedings
- Trademark and design filings
- Domain name registration /management

Exercise of Rights

- IP searches, studies, legal opinions and contracts
- Litigation and opposition proceedings
- Inventor's rights
- IP audits
- Counselling
- Fundraising counselling

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PATENT AGENCIES

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FRANCE



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Laurent Pouillot



Caroline Redon

POSITIONING

Founded in 2000 by Hervé GRÜNIG and located in Aix-en-Provence, the law firm s & Associés claimed its local ties with the south of France.

Encompassing all the fields of Intellectual Property (Trademarks, Patents, Designs, Copyright and Domain Names) GPI & Associés later expanded its “Trademarks, Designs, Copyright & Domain Names” department by developing its activities in Paris.

MARKPLUS INTERNATIONAL was acquired in late 2016 and WILSON & BERTHELOT was acquired in early 2017.

In July 2020, to celebrate the 20-year anniversary of the Group, GPI & Associés became GPI with the creation of its two subsidiaries, GPI marques and GPI brevets. Both have their headquarters in Aix en Provence and GPI marques has its principal place of business in Paris.

In-house qualified and approved professionals team up with qualified Representatives before the French Industrial Property Office (INPI), the European Patent Office (EPO), the European Union Office (EUIPO), the World Intellectual Property Office (WIPO), as well as the Patents and Trademarks Offices of Germany (DPMA), Switzerland (IPI) and Spain (OEPM).

GPI also relies on a worldwide network of foreign Associates (IP Representatives & Attorneys at Law) backed with 40 years of its Founder's experience and also works in close cooperation with the Attorneys-at-Law of GPI Avocats, specialized in Intellectual Property, for litigation in France.

GPI operates in various business sectors and has acquired well recognized experience in the fields of aeronautics, media, mechanics, luxury products, IT, telecommunications, wine and spirits.

GPI is member of the following IP Professional associations :

- French National Company of IP Counselors (CNCPI).
- International Trademarks Association (INTA).
- American Intellectual Property Law Association (AIPLA).
- New York Intellectual Property Law Association (NYIPLA).
- American Bar Association (ABA).
- International Association for Protection of Intellectual Property (AIPPI).
- European Community Trademarks Association (ECTA).
- Trademarks & Design Models Practitioners Association (APRAM).

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BUSINESS

Intellectual property assets

- Patent
- Patent Office Examination
- Patent Counselling and
- Prosecution
- Patent Litigation
- Third Party Observations
- Appeal
- Design Patent
- Design Patent Counselling
- and Prosecution
- Trademark
- Trademark Counselling
- and Prosecution
- Copyright
- Trade Secrets
- Know-how
- Counterfeiting/Gray
- Market Goods
- Domain Names
- Counselling and
- Prosecution

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POSITIONING

The IPSIDE firm assists and advises clients in the process of obtaining, prosecution and defense of their patents applications, both in France and abroad.

Our collection of services allows us to offer holistic Intellectual Property strategies adapted to the needs of each of our clients. We also assist our clients in the development of their technical and legal strategies for prosecution of their inventions.

Based in France, the USA and China, we offer our clients all the full range of our technical and legal skills within the same regional office and offer a local service and responsiveness tailored to their requirements.

With 22 patent attorneys, 13 trademark and design attorneys, and 5 attorneys at law who make up the structure of IPSIDE AVOCAT, supported by 35 assistants, our team, spread across 10 French sites, an American branch office in Las Vegas and 2 Chinese branches in Shenzhen and Chengdu, has a 100% focus on intellectual property, from the acquisition of rights to their defense and commercialization.

Our network of international associates with whom we have a special relationship allows us to meet the needs of our clients in all countries. In particular, specific links were established with China and an internal Chinese consultant is dedicated to the Asia region.

Every year we file more than 300 patent applications in France, in addition to more than 1000 extensions of these patent applications in countries and regions around the world, and process more than 950 trademark filings.

OFFICES

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- Quimper
- Montpellier

- Brest
- Bayonne
- Pau
- Tours
- Lille

USA

- Las Vegas

CHINA

- Chengdu
- Shenzhen

BUSINESS

Strategic assistance for establishing and exercising rights relating to patents and know-how:

- Patent drafting, applications and monitoring of patent proceedings until they are granted in France, Europe and overseas, oppositions and EPO appeals, USPTO appeal proceedings.
- Patent prior art searches for technological monitoring, patentability of technological innovations and freedom-to-operate
- Negotiation and drafting of transfer, co-ownership, license, secrecy (NDA/MTA), collaboration and research, technology transfer and subcontracting, partner search and assessment contracts
- Management of prosecution and defense patent disputes, surveys, bailiffs' findings and proof of infringement, investor and employee rights
- Auditing, technical and financial patent assessments in connection with partnerships, transfers, licenses, asset transfers or initial public offerings
- Dashboard, accounting and tax management of patent portfolios, e.g. for the allocation of innovation aid and Research Tax Credit files
- Recording of knowledge as it is created through our TripleStamp® service

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Pierre Breesé



Alain Kaiser



Emmanuel Huyghe

POSITIONING

IP TRUST is an intellectual property consultancy, federating a multi-disciplined team of highly qualified engineers and scientists (Intellectual Property Code, European patent attorneys, court-assigned experts at the Paris Court of Appeal, certified patent litigators, CPVA – Certified Patent Valuation Analyst).

Focused on an entrepreneurial and strategic approach to intellectual property, IP TRUST combines intellectual property law expertise with listening to and understanding its customers' strategic objectives.

Its ability to globally and coherently advise public research organisations and businesses is strengthened by an inter-professional partnership with law firms, bringing together all their corporate law expertise (competition law, tax law, employment law, mergers-acquisitions, healthcare, property law).

As an intellectual property consulting firm, IP TRUST is dedicated to helping its clients protect and add value to their innovations.

With its team of engineers experienced in the various sectors of industry and technology (engineering sciences, life sciences, ICT, chemicals, energy, etc.) and its range of expertise in economics and IP strategy, IP TRUST knows that strategy IP management can play a vital role in serving its clients' business strategies.

Aware of budget constraints, IP TRUST has adopted an organization and an information system that promotes an interactive relationship with its clients and a streamlined approach to IP portfolio management.

Attuned to the development of collaborative innovation, IP TRUST has developed a specific expertise in the IP management of collaborative projects.

BUSINESS

- IP portfolio rationalisation
- Due diligence, audits
- IP and open innovation
- IP management
- Evasive strategies
- IP Policy benchmarking
- Motivating innovators
- Patents and standards

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POSITIONING

The future of any industrial firm is dependent upon its creativity and its ability to serve sophisticated, evolving needs of global markets. Nowadays there is no growth without innovation. Intellectual property rights are powerful tools in support of strategic development.

Innovation raises complex strategic and legal issues: obtaining the most efficient protection at a reasonable price, creating economic value through IP rights and knowhow, avoiding infringement of third party IP rights, resolving conflicts related to IP rights in the most efficient way.

Development costs are so high that an early assessment of the future right to practice is of paramount importance prior to deciding to allocate major resources. Appropriate protection strategies must be designed at an early stage in the innovation process.

IXAS Conseil provides a synthesis of legal accuracy and strategic thinking. IP assets are viewed as business assets which need, directly or indirectly, to generate a competitive advantage to their owner, and to create value.

IXAS Conseil is admitted to represent directly before the EPO, EUIPO, INPI (France) and DPMA (Germany), and can work directly in English, French and German for patent drafting, legal counseling and negotiations as well as for oral proceedings. For court litigation we cooperate with the attorneys-at-law chosen by the client or with a limited number of specialized attorneys selected by us, ensuring premium litigation service at a reasonable price.

OFFICES

- Lyon (Head office)
- Marseille
- Paris
- Besançon

BUSINESS

Intellectual Property Rights

- Patents : prior art search, right-to-use studies, filing and prosecution of patent applications, post-grant procedures (in English, German and French languages)
- Trademarks, domain names : trademark clearance search, filing prosecution and registration of applications, opposition and appeal proceedings
- Design protection and copyrights
- Technical watch, surveys and monitoring (state of the art, freedom to operate, areas of patentability)
- Identification and analysis of the scope of third party rights

Strategic and legal counseling

- Strategic analysis of IP related aspects of innovation, due diligence audits
- Audit, assessment, management and development of intellectual property assets
- Formulation of strategy to obtain competitive advantage by means of legal protection (including patents, know-how and contracts)
- Technology transfer: Strategic analysis and legal implementation
- Litigation of IP rights (including alternative dispute resolution)
- Legal advice and counseling in the field of IP law (French, German and European law)

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POSITIONING

Lambert & Associés advises notable brands as well as small and medium size companies in the protection and valuation of their assets in France and in the EU. Its array of clients is very diverse with a special focus on major sport organizations, web companies, fashion designers, pharmaceutical groups and wineries (of course...).

The firm is reputed for providing comprehensive and responsive IP services with a realistic business approach, and provides a sharp analysis of the needs of their clients, working closely with the legal and marketing departments in order to define a relevant strategy for IP prosecution and litigation cases.

The team (15 people) is known for its reactivity and the quality of its legal analysis resulting in a high level of success rate in litigation cases, especially before the French/EU Office.

Well established in France for more than 30 years, Lambert & Associés with its 2 experienced partners Stève Félix & Pascale Lambert and dynamic team, will definitely be a good bet.

BUSINESS

- IP Strategy, prosecution, audit, assessment and management of IP rights
- Availability searches and filing of IP rights
- Contracts and agreements: negotiation, drafting, legal advice
- Licensing, sponsoring and franchising
- Dispute resolution, Litigation, Anti-counterfeiting strategy, Customs procedures
- Unfair competition law
- Sports law

For all your IP rights:

- Trademarks
- Designs
- Patents
- Domain names
- Copyrights
- Personality rights

OFFICES

- Paris
- Le Mans
- Perpignan
- Barcelona (Liaison Office)

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POSITIONING

“HOFFMANN EITLE is one of the largest intellectual property law firms in Europe with a market-leading, strong presence of 100+ highly qualified, specialized and experienced patent attorneys and attorneys at law aworking across all technical fields.

We were one of the first to create a one-stop IP boutique providing outstanding quality services in all areas of intellectual property. With this wealth of human capital and a unique, tailor-made IT platform, we take professional care of our clients' IP. No other European firm is entrusted with more EPO opposition cases.

HOFFMANN EITLE's forceful team of passionate litigators has profound experience in patent disputes in all relevant industries, including pharma and other life sciences, medical devices, telecommunication, automotive etc. A further strength is our vast expertise in international coordination of multijurisdictional disputes, advising our clients regarding their overall European litigation strategy.

With offices in Munich, London, Dusseldorf, Hamburg, Milan, Madrid, Barcelona, and Amsterdam, we are taking the truly European approach, and our attorneys from Japan, the US, China and Korea add a broader international perspective. In Japan, we are well known for being able to advise our clients in Japanese. We do, of course, also have a strong francophone team.”

BUSINESS

- Patents
- Utility Models
- Trademarks
- Designs
- Copyright Law
- IP Contracts & Licenses
- Unfair Competition Law
- IP Due Diligence
- IP Litigation & Nullity Proceedings

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- Munich
- London
- Düsseldorf
- Hamburg
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- Madrid
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“Regarding the UPCA, we keep preparing for the new system, for which we have just the right structure, i.e. with our growing number of offices across Europe.”



Interview with
THOMAS BECHER,
German and European Patent Attorney
Partner, **HOFFMANN EITLÉ**

Leaders League. What for you were the main events in IP this year?

T. B. If we focus on “my” jurisdictions, I would like to highlight developments at the EPO which I find notable and touch upon pending legislation intending to revise the German Patent Act, before turning to the event which has probably received most of the media attention, the German Federal Constitutional Court (FCC) issuing its long-awaited opinion on the compliance of the UPCA with the German constitution.

At the EPO, computer implemented inventions were again in focus as the wave of artificial intelligence has arrived in practice. Two patent applications, not handled by our firm, with “DABUS, an invention autonomously generated by an

artificial intelligence” as the designated inventor, were refused by the EPO because the applications designated a machine as the inventor. Appeals are pending, we are waiting to see how this will unfold.

Something that has unfolded already is the succession of “Tomatoes” “Broccoli” and “Pepper”. In G3/19 “Pepper”, the enlarged board has set aside precedence (G2/12, G3/12) and found that the non-eligibility of essentially biological processes for the production of plants or animals impacts the allowability of product and product-by-process claims directed to plants, plant material or animals. If the claimed product is exclusively obtained by means of an essentially biological process or if the claimed process features define an essentially biological process, these will no longer be eligible. Meanwhile, the German automotive industry, fearing to be enjoined from selling cars because of their smartphone-like connectivity infringing IP, is pushing for a revision of the German Patent Act which would do away with the statutory right to an injunction. Corresponding drafts have issued.

Turning now to the most prominent event, the FCC decided that the act of approving Germany’s accession to the UPCA violates constitutional right for democratic participation because it was not approved by a (constitutionally required) majority of two thirds of the MPs. The immediate effect of the ruling may be limited – the UPC agreement would in its current form most probably not have taken effect anyhow after the UK has indicated that it will not participate. However, the substantive issues not (yet)

decided by the FCC cause a significant uncertainty for the future success of the project. In particular, the FCC explicitly left it open whether the primacy of EU law over national law is reconcilable with the constitution. Consequently, a new complaint can be expected and may block Germany’s accession even if the UPCA is, as planned, re-negotiated and re-ratified.

How do you assess the impact these developments have on your business?

The EPO developments I find to be a normal evolution of the law that we need to help shape and keep up-to-date with. This is part of our daily business. Conversely, the proposed legislation revising our Patent Act causes me more concerns in the medium to long term perspective. I am afraid that Germany will become less attractive for litigants if they can no longer be certain to win the leverage of an injunction, so that patent litigation in Germany would no longer be as frequent. If this were indeed become reality, I would expect that practice in patent firms will shift towards the prosecution and opposition side. Fortunately, these parts have traditionally been strengths of Hoffmann Eitle.

Regarding the UPCA, we keep preparing for the new system, for which we have just the right structure, i.e. with our growing number of offices across Europe. We just opened in Barcelona, for example. We are cautiously optimistic that the UPC will be put into operation in the foreseeable future in spite of all the hurdles. ♦

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POSITIONING

Established in 1879, STUDIO TORTA is a leading European IP firm now operating as a joint-stock company with 56 practitioners, 37 of whom are partners.

The long-standing legal experience of our senior partners is complemented by the expertise of talented junior partners on emerging technologies, with a view to meeting the needs of a constantly evolving market with exceptional standards of efficiency and competence.

First we listen and then we propose solutions, for the construction of true value.

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BUSINESS

Patents

- Drafting, filing and prosecution of patent applications worldwide
- Designs and utility models
- Validity and freedom-to-operate opinions
- Patent searches
- Patent surveillance
- Patent enforcement

Trademarks

- Availability searches and opinions
- Filing and prosecution of trademarks worldwide
- Trademark enforcement
- Trademark surveillance

Other services

- Software protection and enforcement
- Copyright protection and enforcement
- Domain names protection and enforcement
- Contracts
- Evaluation of IP rights
- Education and Training

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“Technology, team organization and resiliency are our tools for constant improvement and growth”



Interview with

LUIGI FRANZOLIN
partner, **STUDIO TORTA**

Leaders League. How is Studio Torta positioned in the market?

Luigi Franzolin. We are leaders in the Italian market in patent and design filing and prosecution.

In 2019 we had 714 EP applications published (versus less than 600 by the second Italian IP firm), and 690 EP patents granted (versus 450 of the second Italian IP firm). This tells a lot not only in terms of competitive positioning on the market, but also in terms of success rate: while there is obviously no direct correlation between the number of patent applications published and granted in the same year, the ratio between these two figures can be considered a significant performance index.

While our business model is solidly based on domestic clients, we are working hard to expand our market share in representing overseas clients before the EPO and the EUIPO. 2019 was our best year ever for incoming work from overseas clients.

Times have never been so difficult worldwide for many decades. But technology, team organization and resiliency are our tools for constant improvement

and growth.

Can artificial intelligence be protected by patents?

Referring to the EPO, the short answer is yes, but certain limitations apply.

The EPO explicitly states that AI is patentable, and specifically that it will examine AI applications under the EPO's existing approach to computer-implemented inventions (CIIs). The existing approach for CIIs is stable and predictable, and we can conclude that claims directed to a specific technical implementation are patentable as long as the AI algorithm is specifically adapted for that implementation, or the AI design is motivated by technical considerations of the internal functioning of a computer.

For the AI algorithm to contribute to the technical character of the invention, only those features in the claim that serve a technical purpose contribute to the inventive step; the non-technical features (such as purely abstract mathematical methods) do not.

Therefore, to be patentable under the current approach, the claims need to be functionally limited to the technical purpose, for example by linking AI method steps to the purpose via inputs and outputs, or by obtaining results that are of a technical relevance.

What changes in patent law in Italy have recently been introduced?

An important change in the Italian patent law is that direct national entry for the grant of an Italian patent or utility model will be possible for International (PCT) applications filed as of 1st July 2020. The term for entry will be 30 months as of the international filing date or priority date.

IT national entry requires filing a request and an Italian translation of the full text of the international application as published, including the description, claims,

abstract and drawings, along with possible art. 19 or art. 34 amendments, or new amendments at national entry according to art. 41 PCT.

Filing documents in a language other than Italian is not admitted. However, the Italian translation can be filed within a non-extendable term of two months as of the date of filing of the request for entry.

Excess claims fees are due for the number of the claims on which national entry is based exceeding 10.

What are the latest developments regarding the unitary patent court? Will 2020 finally be the year we see its doors open?

Two important recent events have changed the existing scenario.

Firstly, Brexit finally happened, and the UK Government expressed the view that it no longer intends that the UK participates in the UPC system. Should this actually be the final outcome, it would inevitably bring about a substantial delay in the start of the system, at least because an alternative seat to London shall be established.

Secondly, a long-awaited decision by the German Constitutional Court declared the UPC approval law void since it was not voted by the German Federal Parliament with the prescribed quorum. While this decision rejected all other grounds of the complaint, and the route to overcome the present decision appears to be quite clear, this is another reason for delay.

If we add to these issues the major impact that the Covid-19 emergency is having on the economy and the government priorities, I would be very surprised to see the UPC opening its doors this year. ♦

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Aulmann**



**Juan Martin
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POSITIONING

Founded in 1889, Obligado & Cia. has devoted itself actively to the protection of its clients' interests and rights for more than 130 years.

Professional integrity is our letter of introduction. Talent, creativity and determination are key factors that have developed our firm since its founding.

We are highly experienced, forward-looking, with sound knowledge in all aspects of Intellectual Property, from registration of rights and portfolio handling, to transactional IP work and complex litigation. Our teams are selected by a variety of clients, from individuals and emerging businesses to renowned multinational companies, in order to protect and enforce their most valuable IP assets.

Understanding clients' needs and providing quality services are essential in the current business world. And we know it.

Obligado & Cia. is one of the leading Intellectual Property firms in Argentina, a point of reference for Intellectual and Industrial Property rights. Our extensive experience supports our commitment.

BUSINESS

- Trademarks
- Patents
- Models & Designs
- Legal Department
- Internet domain names

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POSITIONING

MVVP is an independent, full service business law firm located in Brussels. With a strong commercial tradition at MVVP, we are committed to offering high quality business law services at attractive rates. We distinguish ourselves with our pragmatic, results-driven approach and our commitment to understand the commercial interests of our clients.

We represent both Belgian and international clients in strategic advice, negotiations and transactions, as well as proceedings before the Belgian courts and European Union courts. Our clients range from start-ups, to medium-sized companies, to large multinational organizations. All our lawyers are fluent in English, French and Dutch, and the firm also works in German and Spanish.

Intellectual Property, Information Technology & Media

Our IP/IT & Media practice group is active in all matters related to the protection of creative works. Our services encompass advising on and litigating copyright, trademark and patent, databases, models and designs, as well as trade secrets, technology licensing and outsourcing of IT services, software, multimedia and telecom.

We are recognized for our extensive experience in the advertising sector where we act mainly for advertising agencies, in media law, and in the entertainment industry where we assist principally clients from the TV, the motion picture and the music sector as well as from the design sector.

Our team is also very active in data protection since many years; we advise clients on all issues related to data protection, and assist them in their GDPR-compliance processes. We also act as DPO for various clients.

Corporate and Tax

Our corporate team assists a broad range of clients – from international corporations to growing and start-up businesses – throughout their entire corporate life, from incorporation and setting-up businesses, financing their activities, to corporate governance and restructurings. Our team members have a large experience in local and international M&A work. We draft and negotiate merger, purchase and sale agreements in various forms and we assist our clients in setting up shareholder agreements and establishing joint ventures.

Our tax team advises both individuals and companies with regard to international and domestic issues of company tax, income tax and VAT. We also advise on special tax schemes for investment in the entertainment sector (tax shelter) and on tax treatment of IP-rights.

We represent our clients in filing applications for advance tax rulings, obtaining the special tax regime for foreign executives, and in tax litigation.

BUSINESS

- Commercial Law
- Corporate
- Employment and Social Security
- Environmental Law
- Finance
- Intellectual Property, Information Technology & Media
- Public Law
- Tax

SECTORS

- Consumer Goods
- Energy
- Food & Beverage
- Healthcare & Pharmaceuticals
- Media, Entertainment and Advertising
- Public Procurement
- Real Estate
- Sports & Leisure
- Technology

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Martha Landívar

POSITIONING

Established by Gaston Landívar Iturricha in 1962, Landívar & Landívar is a pioneer in the field of Intellectual Property in Bolivia. Our international reputation was gained through a legal service very prominent in our area of expertise, as well as an excellent professional team.

Our firm has grown, adding new experts in different areas of Intellectual Property and Corporate Law, with the aim of offering our customers a plus in every field of our work.

Our offer has evolved into a chain of Corporate Legal Services and Integral Consulting, aiming to guide entrepreneurs and national and international entrepreneurs to success in their activities.

Landívar & Landívar focuses on personalized service to each of its customers, constantly modernizing to maintain a dynamic and organized information to allow faster and more effective responses.

BUSINESS

- Intellectual Property
- Patent and Utility Models
- Designs and Trade Secrets
- Trademarks and Service
- Names and Slogans
- Web Domains
- Renovations, Annuities
- Changes of Name and Address
- Transfers, Mergers
- Oppositions and Defenses
- Administrative Resources
- Annulments, Cancellations

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**Ramiro Moreno
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**Rodrigo Moreno
Gutiérrez**

POSITIONING

Gabriel Patent & Trademark Office is the Intellectual Property office of **Moreno Baldivieso Estudio de Abogados**, a full-service law firm located in Bolivia with more than 87 years of experience in Intellectual Property. Today, our firm is considered the largest law firm in the country, having offices in 4 major cities in Bolivia.

Knowledge is frequently the difference between success and failure in the Bolivian market, understanding the local market and local legal procedures is one of the core elements of our firm. Nonetheless, our work involves actively examining and adapting to the ever-changing provisions that govern IP rights globally. Having an understanding of the global and local legal norms and regulations is paramount, our team centers on having GLOCAL mindset.

Our team is trusted with acquiring and maintaining intellectual property rights for our clients, their compliance and defending them in the event of oppositions and infringement. Our team specializes in providing legal advice, strategic branding approaches, portfolio management, trademark enforcement and providing a mechanism for handling infringement, piracy, and unauthorized use.

Our firm's platform is designed around a cross-functional group of attorneys, patent agents, and other professionals, aimed to care for all of our clients' intellectual property needs. Our attorneys handle the most complex Intellectual Property issues facing a large array of companies in a variety of industries; food and beverage, sports and entertainment, mining, medical devices, pharmaceutical, chemical, software, and a variety of other high tech industries. We specialize in providing strategic intellectual property and technology solutions for clients from more than 70 countries worldwide.

We're a cutting edge practice with home grown values. At our firm, we get to know each and every one of the persons we work with. We practice full disclosure and price transparency; when prices become clearer to everyone involved, the value of our service also comes into sharper focus. We still believe in the bond created by a hand shake and the commitment we forge with the people we work with.

BUSINESS

Founded in 1931, MORENO BALDIVIESO is the Bolivian law firm that has received the most international recognition, attributable to the quality of the specialized counsel it provides to national and foreign clients in the different areas of corporate law.

We boast a multidisciplinary team of 41 lawyers, recognized in Bolivia, holding national and international degrees, with post graduate studies from some of the most prestigious universities around the world. Our team of professionals is fluent in Spanish, English, French, German and Portuguese.

Our expertise has provided us with the opportunity to take part in the most important and complex business operations conducted in the Bolivian market. We are proud to represent multinational companies, international organizations as well as local companies, in the successful development of their projects. A diverse range of legal rankings support our professional trajectory and have widely recognized our leading position in the legal sector of the country.

- Arbitration
- Administrative and Regulatory
- Agro-Industry
- Banking and Finance
- International Trade
- Construction and Engineering
- Corporate and M&A
- Energy
- Labor and Social Security
- Environmental
- Capital Market
- Mining
- Insurance
- Telecommunications
- Tax



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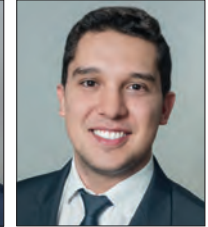
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Ligia Lage



Luiz Cordeiro



Gabriel Moreira

POSITIONING

We are a Law office working paperless for 10 years. We believe in the efficient use of technology to enhance our services and deliver the best experience to our customers efficiently and quickly. Our team is trained to optimize our work, improve our communication and coordination, so that together we evolve in the best way possible.

Our work is absolutely collaborative and focused on the demands of Information Technology, subdivided into several types of demands and consulting, such as legal incidents online, like reputational crisis, cybercrimes, data protection, intellectual property, compliance and electoral law, among others. These areas, although related to others from traditional law, need specialized attention from those who know technology and know how to work with it, which is the service we provide.

All of our employees are trained in Information Technology Law with a broad knowledge of the legal implications of this issues and are continuously trained to deliver an innovative, efficient and grounded service that is aligned with the latest technological and legislative innovations.

The professional experience of our founding partner, Alexandre Atheniense, who has studied the field for over 30 years, is the key to achieving this dynamism. Our firm was one of the pioneers in the area and has thus established a robust presence in Brazil. We focus our efforts on making a difference with regards to legal practice, productivity and providing excellence in the services that have always set us apart.

BUSINESS

- Data Protection and Cybersecurity
- Liability of Internet Service Providers
- Information Security
- Corporate Consulting
- E-commerce
- Digital Reputation
- Arbitration
- Banks and Cryptocoins
- Training in Information Technology Law
- Technology contracts
- Cybercrimes
- Digital Electoral Law
- Digital Documents and signatures
- Digital Corporate Governance
- Digital Marketing – Compliance
- Online Business and Startups
- Digital forensics
- Intellectual Property

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Alexandre Chwartzmann

POSITIONING

Baptista Luz has built a solid track record performing strategic work alongside with companies that lead innovative markets. We excel in providing legal solutions to the challenging business models of our clients, being on a cutting-edge position when it comes to strategic technology transactions, combining our deep understanding of the sector and our accredited status in the techlaw field. We deliver intelligent business-oriented solutions gathering our wide knowledge in collateral practices such as corporate and tax law.

With one of the most experienced teams in Data Protection in Brazil, Baptista Luz has proved its excellence in this area for a dozen of public and large multinational companies that trusted our expertise in the challenges related with the GDPR and the new Brazilian Data Protection Law. We have also been acknowledged as trailblazers by the International Association of Privacy Professionals (IAPP).

As law practitioners for some of the most prominent Brazilian “unicorns”, we also support forefront accelerators and business associations. Moreover, we share our entrepreneurial spirit by enabling new solutions to thrive with our in-house Innovation Team, and developing “Espaço Startup”, a free online portal aiming to help with legal challenges. Furthermore, our associate partners hold influential roles in innovation and technological related associations, such as the federal government’s Interministerial Committee for Digital Transformation and the the International Association of Privacy Professionals.

Finally, Baptista Luz is a prominent influence in the media & entertainment sector. We are legal advisors to the Interactive Advertising Bureau in Brazil, working with some of the digital media giants. This expertise allows us to combine our intellectual property, contracts, data protection and regulatory experience in a wide array of issues, including programmatic media buying, mobile marketing, social media, search engine marketing, in-app and in-gaming advertising and user generated content platforms, among others.

BUSINESS

- Tech & IP Transactions
- Data Protection
- Startups, Innovation & Venture Capital
- Media & Advertising

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Eduardo Mendonça



Felipe Fonte



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Karin Khalili



Rafael Fontelles



Renata Saraiva



Thiago Magalhães

POSITIONING

We are recognized for being a leader in strategic law solutions, especially at higher courts. Our team manages broad experience and technical expertise to meet the specific requirements of each client. Many of our lawyers are law professors and well-renowned authors of books and articles on academic legal issues. Our unique proposition derives from the continual exchange between legal academia theory and law practice.

BFBM also provides advice on other spectrum of dispute resolution issues and acts on both judicial and administrative proceedings. It also works on regulatory, tax, labor, corporate, and public law litigation cases. The firm has specialized teams in banking, telecom, and technology. It represents clients from a wide range of sectors, including oil and gas, transportation and infrastructure, food and beverage, insurance, and entertainment.

The firm has an outstanding reputation and focuses on customizing services by putting together the right team for each case, on amalgamating creativity, top quality professionalism, and experience in various industry sectors to fulfil the client's needs. The team frequently tackles the most complex cases for its client's portfolio.

Always in line with legal and ethical standards that rule the practice of law, BFBM keeps an up to date compliance program by following per under relevant legislation, to provide a safe working environment for our professionals and clients.

BUSINESS

BFBM's primary practice is litigation, advising and representing clients before several courts and governmental agencies in Brazil, in cases related to private, corporate, and administrative law.

- Administrative & Regulatory Law
- Arbitration
- Banking
- Business Labor Law
- Data Protection and Compliance
- Digital & Technology
- Dispute Resolution
- Higher Courts
- Legislative Consulting
- Oil & Gas
- Tax
- Telecommunications

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Philippe Bhering



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Alice Rayol



Clarisse De La Cerda



Isabel Milman



Jiuliano Mendes Maurer



Marcelo Camargo

POSITIONING

Bhering Advogados was founded in 1978 and operates in all fields of Intellectual Property and related matters, including trademarks, patents, industrial designs, copyright and neighboring rights, information technology law, enforcement against counterfeiting and unfair competition, licensing, transfer of technology and IP litigation.

Our firm mainly represents multinational corporations, particularly companies based in the U.S.A, Europe and Asia, and their Brazilian subsidiaries, belonging to a variety of industry segments. We are among the very few IP firms in Brazil with branch offices and a strategic presence in the Brazilian territory. Our main office is located in Rio de Janeiro, close to the INPI national headquarters, and our branch offices are in São Paulo (a major financial and industrial region) and in Curitiba (southern region with heavy concentration of large companies and industries in general). Thus, we represent a large number of national large and medium-sized companies as well.

Since its establishment, the firm has been engaged in the constant evolution of intellectual property in the international arena. Its policy of providing personalised assistance to its clients has been important to the growth of the firm.

Additionally, the firm encourages and finances the education and technical improvement of its professionals abroad. Foreign academic background and the annual participation in national and international congresses contribute to keeping the professionals updated with international law and practice.

BUSINESS

- Patents and industrial designs
- Trademarks
- Copyright and neighbouring rights
- Geographical indications
- Licensing and technology transfer
- Enforcement against unfair competition and counterfeiting
- Information technology
- Software
- Entertainment and advertising
- IP Litigation

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José Artur Storani Cílurzo



Fernando Rosas



Beatriz Cloud



Christian Domenico de Luca



Otávio Carvalho de Barros



Karina Gagliardi

POSITIONING

BVA - Barreto Veiga e Advogados is a Brazilian law firm specialized in Corporate Law, Intellectual Property and Information Technology, with straight ties with the technology, internet and digital services industry.

The clients list includes foreign and national companies listed in Fortune's 500, NYSE, Nasdaq and iBovespa (the Brazilian stock exchange), as well many others companies from over 50 countries.

BVA also assists associate law firms doing business for their clients in Brazil, as well national companies doing business abroad, mostly in Europe, Americas and Asia.

The firm is well-known by its **legal services that provides clear and objective solutions, focused in getting the deal and results**, whether for simple or complex matters, allowing secure decisions when doing business, even facing the complex legal framework from Brazil.

To provide such solutions, BVA's team comprised by **experienced, talented, creative and diligent** professionals (lawyers, consultants, attorneys and engineers) distributed between their offices in São Paulo and Rio de Janeiro.

BUSINESS

- Corporate Law
- Contracts
- Intellectual Property
- M&A
- Labor and Employment
- Tax
- Startups and Digital Services
- IT & New Technologies
- Data Protection
- Advertising, Entertainment and Gaming Law

OFFICES

- **São Paulo Office**
Rua Fidêncio Ramos, 160, 15º andar – Vila Olímpia - São Paulo – SP 04551-010
- **Rio de Janeiro Office**
Rua da Assembleia, 92 15º Andar – Centro Rio de Janeiro – Brazil 20011-000

CONTACTS


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CAMPOS MELLO ADVOGADOS
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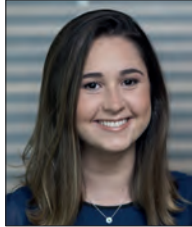
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Paula Mena Barreto



**Manoela Quintas
Esteves**



Thaissa Lencastre

POSITIONING

Our office has a specialized team in intellectual property and data protection subject matters, including: (i) trademarks, patents and industrial design prosecution and litigation; (ii) copyrights and software protection, enforcement and related agreements; (iii) life science; (iv) data protection and privacy, as well as; (v) digital and entertainment law. We are able to provide effective legal support to meet the needs of our clients who want to invest - both in Brazil and abroad.

We are always working on the protection and exclusivity rights of intellectual property assets, as well as on the adoption of measures against infringements and transactional matters.

In regard to the transaction practice, we provide assistance related the negotiation, drafting and registration of transfer of technology, trademarks, copyrights, trade secrets, software, franchise, patent and industrial design related agreements, offering our clients a broad view and adoption of effective measures in other related areas such as tax, corporate and regulatory.

Also, due to the current development of the data protection scenario in Brazil and growing commercial value of personal data collected by businesses, we assist clients to adopt compliance policies regarding the collection, storage, sharing and import/export of data based on the new Brazilian law.

Our team also has extensive experience conducting due diligence procedures and valuation of assets on mergers and acquisitions transactions.

BUSINESS

We offer a broad range of business legal services, with emphasis on the following practice areas:

- 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
- Life Science
- Arbitration
- Private Wealth
- Real Estate
- Regulatory and
- Public Law
- Insolvency and Restructuring
- Sports and Entertainment
- Tax

OFFICES

- Rio de Janeiro
- São Paulo
- New York

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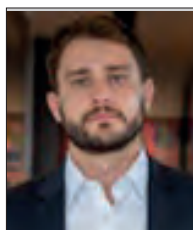


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Cristiano Caús



Alecio Ciaralo



Marco Loureiro



Marcio Andraus



Rodrigo Calabria



Raphael Barbieri



Guilherme Munhoz



Thomaz Scarpin



Victor De Sordi

POSITIONING

CCLA Advogados is the fruit of the union of professionals that are references in sports law along with specialists that bring to this segment, experience and knowledge accumulated in the world of corporate and entertainment law.

This synergy provides a more profound understanding of this market to be apt in offering solutions and multidisciplinary alternatives in our primary segment, in Brazil and abroad.

The high specialization in the most complex operations applied to sport and entertainment, coupled with over two decades of client and partner relations, form the essence and differential of our team.

We support the principal characters of national sport; advising clubs, state and national federations of a diverse range of sports, as well as athletes, agents, sponsors, and investors, in a variety of sports law specialties and other areas such as tax law, corporate law, intellectual property and structured operations in capital markets.

A young firm, both bold and experienced, CCLA brings to the table an amalgam of technical quality, technology, efficiency and readiness with a business model that tailors relevant solutions to each and every one of our clients.

BUSINESS

- Sport
- Entertainment
- Intellectual Property
- Tax
- Corporate
- Contractual
- Capital Markets
- Civil, Labor and Tax Litigation
- National and International Sports Arbitration
- Real State



CONTACTS

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Clarke Modet +

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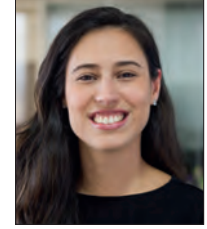
Jansen Moreira Viana



Louis Lozouet



Arthur Lourenço



Silvia Costa

POSITIONING

ClarkeModet is the largest group specialized in Intellectual Property in Spanish and Portuguese speaking countries, founded in Spain in 1879. Since the 1960s, the company is also present in Venezuela, Brazil, Argentina, Portugal and Mexico. More recently the expansion included Colombia, Chile, Peru and Uruguay. Currently we operate a unique structure that combines presence in these 10 countries with more than 500 professionals and an international network of experts serving global leaders in all industry sectors.

We operate in Brazil since 1965, working from 4 offices across the country. Counting with 100 professionals, we cover the full range of IP practice specializations, e.g., IP portfolio management, IP consultancy services, protection of IP rights and technical advice. We are ISO 9001:2008 / 9001:2015 certified since 1999, covering our systems and management processes, and ensuring homogeneous quality across the entire group.

Our IP and Innovation Management Consulting services assist R&D and Innovation Managers reach strategic decisions throughout the entire R&D process, delivering patent landscape and freedom-to-operate reports; infringement and validity analyses; intangible assets valuation; monetization strategies; technology transfer and licensing advice; compliance to data protection regulation; and trade secret management.

We have a flexible organization, allowing us to constantly adapt to different working cultures and client needs. All our offices work as a single team, optimizing time, delivering excellence and optimizing costs across countries and continents.

BUSINESS

- Patents and Utility Models
- Industrial Designs
- Plant Varieties
- Trademarks and Copyright
- Know-how and trade secrets
- Anti-Counterfeiting
- Technology Transfer
- IP Strategic Landscapes / IP Analytics
- IP and Innovation Management Consulting
- IP Valuation and Monetization
- Unfair competition
- Domain name disputes
- Data Privacy

OFFICES

- Rio de Janeiro
- São Paulo
- São José dos Campos
- Porto Alegre

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André Oliveira



Carina Rodrigues



Isabella Cardozo



Luis Fernando Prado



Rana Gosain



Ricardo Nunes



Robert Daniel-Shores

POSITIONING

Tradition and Innovation in Intellectual Property

At Daniel Law, the commitment to our clients is the cornerstone of everything we do, especially when it comes to helping to protect one of their most powerful business tools — their intellectual property.

For 60 years, we have built relationships based on strong ethical values, legal expertise and the insight needed to anticipate and proactively act on opportunities for our clients. Recognized as one of the top Intellectual Property law firms in Brazil, we are an exciting, forward-thinking organization that understands how innovation and creativity influence businesses today.

We have trusted relationships with some of the world's most dynamic companies, serving as an extension of their legal and R&D departments to help them build, leverage and protect their intellectual property assets. With a deep understanding of Brazil's complex legal and regulatory environment, we work closely with our clients to design tailor-made and proactive legal solutions that fit their unique goals, business considerations and resources.

We speak the language of Innovation

We are a collaborative team of nearly 200 partners, attorneys, engineers and other professionals. Our attorneys and engineers are technical experts who combine advanced degrees with years of industry experience in disciplines such as engineering, physics, computer science, biology, materials science and chemistry.

This enables us to provide strategic guidance on the development, use and enforcement of our clients IP portfolios, advise them on critical risks, recommend strategies for asserting their IP rights, and even provide analysis related to the IP assets of your key competitors. It also allows us to explain complex science and technology should we need to present their case before the Brazilian Patent and Trademark Office (BPTO) or a judge on their behalf.

Our Commitment to Diversity and Inclusion

We are proud to be the largest woman-owned and woman-led law firm in Latin America and to be certified as a Women-Owned Business by WEConnect International, guaranteeing that our firm meets the universal standards for Women's Business Enterprises (WBEs).

At Daniel Law we support inclusion and diversity in our workplace and beyond. Daniel Plural came to put into practice the whole concept of equality that we want to see in the world, applied to our corporate environment. Our inclusion program is designed to recruit and retain the best candidates, seeking talented individuals from a variety of backgrounds, worldviews, and life circumstances. In addition to creating a corporate culture of inclusion, we are trying to expand these opportunities for others by working locally to close the educational gaps that prevent diverse candidates from reaching our organization in the first place. Our diversity program is designed to enhance the level of diversity in our supply chain, ensuring that Daniel Law is an active participant in and contributor to this important movement. Both of these initiatives have visibility at the highest level of our leadership. Our aim with these programs is not only to create a mosaic of perspectives for our firm and our clients, but also to have an impact that goes beyond our organization.

BUSINESS

- Strategic prosecution and protection of trademarks
- Licensing & Commercial Transactions
- Brand Protection & Anticounterfeiting
- Enforcement programs
- Digital Law, Privacy and Data Protection
- Patent Prosecution and Litigation
- Industrial Design
- Engineering
- Software, Telecom & Electronics
- Oil & Gas
- Life Sciences & Chemical
- Pharmaceuticals
- Consumer Goods

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David do Nascimento



Marcello do Nascimento



Ricardo do Nascimento

POSITIONING

The philosophy of work within the principles of ethics, transparency and the search for the best results for the client have always been part of the office routine, since its foundation in January 1970.

Its structure is formed by a team of 90 professionals, including lawyers, patent engineers and industrial property agents, as well as a staff specializing in anti-counterfeiting measures. Prosecution and litigation matters are also our specialty.

In order to keep ourselves updated with our clients' evolution and meet new requirements and demands in the Intellectual Property area, the office constantly invests in internal development through constant participation in seminars, courses and conferences in Brazil and abroad.

The international operations of David do Nascimento office began in the 80's, after opening of the Brazilian market, which resulted in expansion of IP rights protection in our country by multinational clients. It is also very important to highlight the active participation of the office in the main international events in the IP Associations from various countries and in global rankings, such as Chambers, Legal 500, IP Stars, and the Brazilian Law Directory, among others.

The outlook is for consistent and continuous growth and, in this scenario, we are ready to meet the new demands of the market with a focused work on the client and recognized competence in national and international level.

BUSINESS

- Trademarks
- Patents and Industrial Designs
- Franchising and Technology Transfer
- Copyrights
- Digital Law
- Litigation
- Enforcement
- Fashion Law



DN David do Nascimento



Dauiddonascimentooficial



DN David do Nascimento



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**Pedro Marcos Nunes
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Raul Murad



Bernardo Guitton Brauer



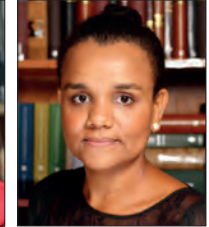
Lívia Barboza Maia



Daniel Delatorre



Graziela Ferreira Soares



Fernanda Fernandes

POSITIONING

Denis Borges Barbosa Advogados is a boutique IP and business law firm. Since 1990s, the firm have been active in some of the most significant court and consulting cases regarding Intellectual Property and High Technology industries that were disputed during such period of time. Patents, trademarks, trade names, unfair competition, industrial designs, copyright, fashion law, trade secrets, plant variety protection, semiconductor chip registration, domain name issues: those are some of the most current legal problems in our daily practice.

The firm has Intellectual Property as a particular area of activity, either in litigation, advising clients for the best way of protecting their creations, helping the negotiation on licenses and development contracts, or just doing what the usual IP firm does: representing the client's interests before the Patent Office or other agencies. The firm is not, however, the usual IP Firm. There are times when the matter is to propose new legal thesis; in other cases, public contract law, patent basis. Sometimes the IP expertise is brought in to help the evaluation of a company, to support due diligence, or to propose strategic market approaches.

This combination of Business Law, Public Contract Law, expert litigation, Corporate Finance structuring and long-range competition goals is probably a valuable professional asset that gives our firm it particular character.

BUSINESS

- Patents Litigation and Prosecution
- Trademarks Litigation and Prosecution
- Design Model Litigation and Prosecution
- Copyright
- Software
- Fashion Law
- Trade Secret
- Plant Variety Protection
- Unfair Competition
- IP and Commercial Contracts
- Regulatory
- Antitrust

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Gabriel Di Blasi



**Paulo Parente Marques
Mendes**

POSITIONING

Di Blasi, Parente & Associados is a Brazilian intellectual property business law firm headed by partners Gabriel Di Blasi and Paulo Parente Marques Mendes. They have been providing legal services together to both domestic and foreign clients since 1987.

They have built a team of lawyers and professionals – experts in their fields, serving clients in an array of industries, with specialized experience in all segments, such as aerospace, pharmaceutical, energy, chemical, mechanics, food & beverage, biotechnology, steel, automotive, electronics, electrical, oil and gas, sports & entertainment, telecommunications and information technology, among others.

The Firm operates in all areas of intellectual property in Brazil and provides related legal services in business law, contracts, regulatory law, antitrust law, unfair competition, technology transfer, franchising, consumer rights and corporate law, including their implications on tax and foreign exchange control laws.

With solid patent and trade mark prosecution teams and a proven legal department to defend and protect clients' intellectual property rights, including litigation solutions, Di Blasi, Parente & Associados is committed to exceeding client expectations and delivering world class service.

PRACTICE AREAS

- Industrial Property
- trademark
- Patent
- Software
- Competition Law
- Franchising
- Dispute Resolution
- Government Relations & Public Affairs
- Digital Law & Data Privacy
- Entertainment, Media & Sports
- Fashion Law
- Business Contracts
- Compliance
- Regulatory

CONTACTS

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Thomas Felsberg



Clarissa Luz



Claudia Maniaci



Diego Vieira



Evy Marques



João Carlos Mendonça



Maria Carolina Guazzelli

POSITIONING

Both eyes on the present with the future in sight

Felsberg Advogados is a full-service law firm with experience in sophisticated and complex business transactions. In addition to our market leading restructuring and insolvency practice, we advise both national and international clients in the principal areas of corporate and M&A, dispute resolution, tax, banking and finance, and labor and employment.

Founded in 1970, we are considered one of the most prominent and innovative Brazilian law firms. Our partners developed the Bankruptcy/Restructuring & Insolvency, Project Finance, Aviation Finance and Venture Capital practices in Brazil.

In addition to continually improving the firm's core practices, we have expanded our capabilities to meet new demands of the market, particularly in compliance, white-collar crime, data protection and technology, intellectual property, gaming law, and environment and sustainability.

PRO BONO: We are committed to encouraging social, cultural and educational projects. Among those we support are Vaga Lume (creating and maintaining libraries in the Amazon), Americas Amigas (fighting breast cancer among lower-income women in Brazil), APAQ (treatment of burns victims), and Fashion Revolution (global movement for transparency in the fashion industry's supply chain). Over the last two years, our legal professionals provided more than 500 pro bono hours.

INCLUSION & DIVERSITY: We focus on selecting and rewarding the best minds, regardless of gender, color, social class, sexual or religious orientation. Respect for diversity is reflected in our values. Among our partners, 50% are women, and within our office as a whole, 57% are women.

Transformation is our business.

International work

The firm's international profile is reinforced by its membership in two of the world's leading law firm networks – Meritas and Legalink. Our regional desks provide dedicated support to regional companies – especially European and Asian. Within our team are professionals fluent in English, German, French, Italian, Mandarin and Spanish.



Miriam Machado



BUSINESS

- Agribusiness
- Antitrust
- Aviation
- Banking and Finance
- Commercial
- Compliance
- Consumer Relations
- Corporate & M&A
- Data Protection & Technology
- Dispute Resolution
- Environment, Sustainability & Waste
- Fashion
- Governmental Relations
- Immigration
- Infrastructure
- Innovation, Startups and Venture Capital
- Intellectual Property
- Labor & Employment
- Life Sciences
- Maritime
- Privatization
- Public & Regulatory
- Publicity, Propaganda & Media
- Real Estate
- Restructuring & Insolvency
- Sanitation
- Sports and Entertainment
- Tax
- Telecommunications
- White-Collar Crime & Corporate Investigations
- Telecommunications
- White-Collar Crime & Corporate Investigations
- Telecommunications
- White-Collar Crime & Corporate Investigations



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José Roberto Gusmão



Jacques Labrunie



**Laetitia Maria Alice
Pablo d'Hanens**



João Vieira da Cunha

 **POSITIONING**

Gusmão & Labrunie is one of Brazil's leading IP Firms, providing legal and technical services of the highest quality in a wide range of issues regarding Intellectual Property and related areas, such as patents, trademarks, domain names, designs, copyright, unfair competition, trade secrets, sports, media & entertainment, privacy & data protection, information technology, advertising and legal marketing, among others.

A multidisciplinary team of 120 talented professionals deals with all these matters, not only providing consultancy, but also representing national and international clients in relevant litigation disputes and arbitration cases. The Firm also has a strong prosecution team, serving clients from all industry segments, such as oil and gas, energy, chemical, food & beverages, pharmaceutical, biotechnology, consumer goods, automotive, electronics, telecommunications and information technology.

 **BUSINESS**

- Brazilian Biodiversity
- Litigation, Mediation and Arbitration
- Agreements: Technology transfer, licenses and assignments
- Plant Varieties – Cultivars
- Industrial Design
- Copyright
- Law and Technology
- Franchises
- Entertainment, Media and Sport
- Fashion Law
- Legal Marketing
- Innovation Law
- Trademarks
- Patents
- Trade Secrets and Confidential Information
- Software

 **SECTEURS**

- Agribusiness
- Automotive
- Biosimilars
- Biotechnology
- Pharmaceuticals
- Energy
- Electrics / Electronics
- Sports and Fitness
- Luxury
- Fashion
- Oil and Gas
- Consumer Products
- Chemistry
- Telecom

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Fernanda Magalhães
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João Luis Vianna
Patent Prosecution for
Life Sciences RJ



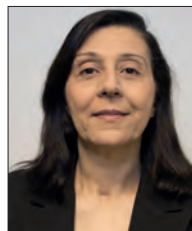
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Patent Prosecution RJ



Gustavo Barbosa
Patent Prosecution RJ



Eduardo Rosman
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Liz Starling
Trademark Prosecution RJ



Filipe Leonardos
Trademark Prosecution RJ

POSITIONING

Specialised in the management of intellectual assets, we are 22 partners, more than 250 employees and have correspondents in every state in Brazil, as well as having a broad network of international partners. Our team is made up of highly-qualified practitioners to serve our clients, among them multinational companies from all industry segments, such as oil and gas, energy, chemical, food, pharmaceutical, biotechnology, steel, aerospace, automotive, electronics, telecommunications and information technology.

Our firm is recognised for experience and excellence in the provision of services in all areas of Intellectual Property (IP). We act as legal advisors on contractual matters, as industrial property agents with BPTO and as lawyers, arbitrators and mediators in litigation and extrajudicial dispute resolution.

We offer Brazilian and foreign companies services in all areas related to IP, such as trademarks, domain names, patents, copyright, geographical indications, digital law, unfair competition, trade secrets and confidential information, litigation and dispute resolution, advertising law, combating piracy, industrial designs, technology transfer, franchising and licensing, regulatory law in the area of health [and hygiene] and protection of plant varieties.

With almost a century of experience we accompany the growth of Intellectual Property activities in our country, which gives our expertise an advantage in the practice of this area of Law.

BUSINESS

- Trademarks
- Patents
- Industrial Design
- Marketing & Entertainment
- Copyrights
- Geographical Indications
- Unfair Competition
- Plant Varieties
- Regulatory Law in the Health Area
- Biodiversity
- License compliance & Anti-piracy
- Digital Law and Personal Information
- Sport Law
- Life Sciences
- Technology Transfer, Licensing and Franchising
- Trade Secrets and Protection of Confidential Information
- Data Protection

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Beatriz Kestener



Fabio Vieira



Rubens Granja

POSITIONING

Kestener, Granja & Vieira Advogados is a Brazilian law firm composed of partners with vast experience and knowledge in their practice areas. Technology and innovation are elements that are part of KGV's essence and the expertise of its professionals, combined with a young, talented and innovative team, has led to high productivity since the firm's inception.

KGV has extensive knowledge in highly regulated fields, such as life sciences, food & drug, internet and information technology, cyber law, e-commerce, data privacy, startups & innovation enabling KGV to offer full and excellent legal services to clients active in these industries.

KGV's team has experience and advises its clients in complex business negotiations, consultation, litigation and alternative dispute resolution in both the administrative and judicial spheres, corporate matters, M&A, contracts, administrative, regulatory, tax, labor and compliance matters.

KGV's professionals also have solid academic backgrounds and expertise in recognized law firms, in Brazil and abroad, empowering the team to advise clients off all sizes across the globe, including the world's largest companies.

Established on a solid foundation of ethics, transparency, and integrity, KGV's mission is to establish long-term, unique and trusting relationships with its clients. The firm places a high value on understanding the needs and particularities of each client in order to provide customized and exceptional service.

BUSINESS

Life Sciences, Food & Drug, Internet and Information Technology, Data Privacy, and Startups & Innovation, including:

- Administrative and Regulatory Law
- Litigation and Alternative Dispute Resolution
- Consumer Law and Product Liability
- Contracts
- Family and Estate Planning
- Mergers & Acquisitions
- Bidding Tenders and Public Contracts
- Government Relations and Interaction with Regulatory Agencies
- Corporate
- Cyber Law, e-commerce and software
- Privacy
- Labor
- Tax
- Compliance

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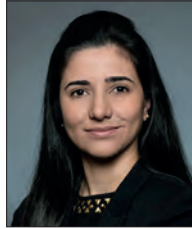
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**Renata Castro
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Cascione**



**André Mendes Espírito
Santo**



**Fabrício Bertini Pasquot
Polido**

POSITIONING

For many decades, L. O. Baptista Advogados has been acting in the main areas of Business Law, always based on values that became the firm's brand: technical excellence combined with strategic view. Our team is comprised by 70 lawyers who focus on the goals and businesses of each client. We believe that offering solutions to an ever-changing society and legal environment is a core mission to the firm's success and crucial to clients' businesses.

Our team is prepared to offer safe, creative and sophisticated solutions to clients in dealing with complex legal aspects of the development and dissemination of new technologies and their applications in Industry 4.0, such as in data protection and cybersecurity, cloud computing, Internet of Things (IoT) and artificial intelligence. We also advise our clients on the compliance with the Brazilian General Data Protection Law (LGPD), helping implement training, policies and rules and to respond to major challenges raised by the impacts of data protection laws and regulations (EU GDPR, the UE-US Privacy Shield, OCDE and OAS standards) within Brazilian market.

Aware of the specific needs of startup companies and investors, the firm reorganized its practices to assist these clients in a multidisciplinary way. This customized organization around the client has proven to be effective for the legal structuring of new businesses and investments, ranging from the assistance with all issues concerning digital banks and financial institutions, creation of contracts and documents to tax and labor aspects, intellectual property issues, technology transactions and dispute resolution matters.

Following the massive expansion of internet, IT, computer and digital entertainment industries in past years, our team has been assisting major clients in legal issues, technology transactions and complex litigation such as in data privacy, intellectual property and licensing, communication rights, cybersecurity, encryption, e-evidence, data interception, and interoperability of IA applications with social media platforms, digital networks and cloud environments.

In view of the existing digital challenges for technology-driven business models and markets, the firm also has been guiding clients in various policy strategies so to offer them legal and technical support in connection with regulatory and legislative processes in field of innovation, law and emerging technologies. Our team brings together legal practitioners with large experience in academia, government and third sector in order to advise companies in their informed and active participation in technical meetings, public consultations and hearings in Brazil and abroad.

We are also proud to have established one of the first Fashion Law practices in Brazil with a full-time dedicated team who focus on the mechanisms for protecting the copyrights and intellectual property of stylists and companies, as well as labor, tax and competition issues deriving from the activities developed by the textile and accessory industries.

BUSINESS

- Arbitration
- Asia | China
- Civil and Commercial Litigation
- Competition
- Compliance
- Construction and Infrastructure
- Consumer
- Corporate
- Data Protection
- Energy and Renewable Sources
- Fashion Law
- Finance
- Health Care and Life Sciences
- Innovation and Technology
- Intellectual Property
- International Trade
- Labor and Employment
- M&A
- Private Client
- Private Equity, Venture and Seed Capital
- Public, Administrative and Regulatory
- Real Estate
- Startups
- Tax

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**Marianna Furtado de
Mendonça**

POSITIONING

Montaury Pimenta, Machado & Vieira de Mello is a Brazilian IP law firm, which was the result of a 2010 merger between two leading firms in this field: Montaury Pimenta, founded in 1939 and Vieira de Mello, founded in 1929.

With its head office in Rio de Janeiro, close to the Brazilian Patent and Trademark Office and only a few blocks away from the IP specialized federal and state courts, our firm provides advice across all aspects of IP practice. We also have a satellite office in São Paulo. The firm's services include strategic advice, legal analysis, IP litigation, patent and trademark filings & prosecution, FTO's, searches, oppositions, invalidation actions, domain names, franchise, licensing, technology transfer and administrative/judicial disputes.

The firm also assists in the process of negotiating settlements and taking actions before both national and international arbitration chambers.

In order to provide the highest level of service for our clients, who frequently require fast and reliable coverage in other Brazilian states and worldwide, the firm has forged alliances with carefully selected partners to support their needs. Today we count on a team of nearly 150 professionals, among these 35 partners.

Montaury Pimenta, Machado & Vieira de Mello is dedicated to establishing high quality relationships with each client, providing individualized and cost-effective services to a diversified portfolio of companies including small and medium-sized enterprises, multinationals, research institutes and other public entities.

Our clients have regular contact with the professional in charge of the case and we always seek to put forward useful suggestions and constructive solutions. Our reputation was built on expertise, availability and pro-activeness in defending our client's IP rights, as well as our multidisciplinary approach in all areas of IP practice.

BUSINESS

- Trademarks
- Patents and Utility Models
- Industrial Designs
- Management of Intellectual Property Rights
- Freedom to Operate
- Plant Varieties
- Litigation/ Invalidation Actions
- Geographical Indications
- Copyrights
- Software
- Anti-Piracy Programs
- Internet Domain Name disputes
- Digital Law
- Fashion Law
- Contracts
- Trade Dress
- Advertising and Marketing Law
- Life Sciences



Ana Paula Brito

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Laís Monte Claudio



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Rodrigo de Campos Vieira



Ventura Alonso Pires

POSITIONING

Digital transformation needs to enter the agenda of all business people. Without technological innovation, corporations lose competitiveness in the national and foreign markets. Artificial Intelligence, Machine Learning, Distributed Ledgers, Internet of Things, Big Data, Digital Payments, Assets Tokenization should be part of all companies' strategies to remain competitive in a digital world.

We propose to offer legal solutions to help companies navigate a complex and transforming world with multidisciplinary teams with diverse backgrounds.

We assist clients in dealing with new technologies' legal implications to ensure compliance with laws and regulations, data privacy and security requirements, relationships with startups, and investors. We also dedicate our team's efforts to manage civil, consumer, and labor litigation by intense use of data and technology.

We are one of the most recognized Brazilian corporate law firms dedicated to the digital transformation of business in general. We have a broad base of leading Brazilian and multinational clients that trust in our expertise to assist them in navigating their businesses' digital transformation.

We are collaborative team of nearly 180 professionals and as part of our DNA, we focus on selecting and rewarding the best minds and professionals, regardless of gender, color, social class, sexual or religious orientation. Respect for diversity is reflected in our values. Among our partners, 62% are women.



BUSINESS

- Banking and finance
- Fraud and fake news prevention
- Compliance and Corporate Ethics
- Construction and Real estate contracts
- Litigation and Arbitration
- IT contracts and digital businesses
- Corporate Finance
- Tech law and digital businesses
- Digital law
- Criminal corporate law
- Administrative and regulatory law
- Corporate and M&A
- Project Financing
- Fintechs and Payment methods
- Asset Management and Investment funds
- Wealth management, family and inheritance law
- Securities market
- Privacy, Data Protection and Cybersecurity
- Online marketing campaigns
- Intellectual property
- Data Protection and Data Privacy Compliance
- Restructuring and Insolvency
- Consumer Relations
- Startups and Innovation
- Labour, Union and Executive-level hiring
- Tax law



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Felipe Palhares

POSITIONING

Facing novel legal challenges in a global and interconnected world requires a high level of expertise and a deep knowledge of the market. We believe that lawyers should be business partners, providing legal advice not only through the lens of the applicable laws but also taking into consideration the specificities of each business.

We are a law firm focused entirely on privacy and data protection. We assist multinationals and local companies in complying with data protection laws such as the LGPD either by leveraging their existing privacy programs, reviewing and adapting it to Brazil's privacy framework or by structuring a privacy program from scratch.

We assist organizations with a full spectrum of services related to privacy and data protection: from providing support in all phases of the implementation of a privacy program to representing clients before authorities, regulators and courts in all sort of matters. We also advise clients in M&A deals where privacy and data protection issues are a concern, conducting due diligence and reviewing the agreements to ensure a better protection in connection with these issues.

Our team is one of the most qualified in the country in matters of data protection. Our founding partner was the first Brazilian national to have been recognized as a Fellow of Information Privacy by the IAPP, is the only Brazilian national to have earned all current certifications issued by the IAPP and has extensive international experience in the field.

BUSINESS

- Privacy & Data Protection

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Pedro Chueiri



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Pedro Cordelli



Cecília Amaral



Gabriela Goes



Caio Moreira



Gabriel Junqueira



Victoria Foakes

POSITIONING

Ulhôa Canto's practice is best known for its work with venture capital and technology transactions. We have extensive experience assisting clients with key issues (contractual, regulatory, and transactional), having worked closely with both startups and founders, as well as with VC funds, particularly in setting up the international structure in preparation for financing rounds, assisting our clients with the actual financing rounds (ranging from Series Seed to later stage series, but with a focus on late-stage VC), and assisting in exit routes (M&A).

Among others, we have advised 99 and its investors in the transaction that created the first Brazilian unicorn, assisted Grin in its merger with Yellow, assisted Riverwood in various investments in Brazil, as well as acted as counsel in successful exits and M&A deals such as Supplier/TOTVS and Loft/Decorati. We have also advised clients in the regulatory realm (including fintech and energy).

One key characteristic that makes the department unique is our capability to work on complex cross-border transactions and to deeply understand both the corporate (in Brazil and abroad) and the tax aspects of a transaction (our firm has historically been ranked as a top-tier tax firm and a top tier international wealth planning firm).

BUSINESS

- Tax
- Corporate Law and M&A
- Electric Energy
- Telecommunications
- Oil & Gas
- Mining
- Sanitation
- Real Estate
- Wealth & Estate Planning
- Aviation
- Banking and Finance
- Project finance
- Administrative Law
- Competition & Antitrust
- Consumer Protection
- Compliance
- Arbitration
- Environmental Law
- Entertainment and Sports
- Investment Funds
- Restructuring and Insolvency
- Venture Capital

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José Carlos Vaz e Dias



Marina Castro



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POSITIONING

The Law firm VAZ E DIAS ADVOGADOS & ASSOCIADOS is specialized on intellectual property Law and Innovation Law. It has the focus on assisting businessmen, public and private companies, research centers and institutes in the protection of intangibles and providing legal support for transactions that explore intellectual knowledge and innovation.

Its activities encompass aspects to the protection of inventions by patents and utility models, to the registration of industrial design, plant varieties, semiconductors, trademarks, domain names, copyright and their efficacy in the Brazilian territory and overseas. Yet, our activities relate to the implementation of confidentiality policies for the protection of secret information, commercial pledge of intellectual rights, patent and trademark assignment, technology transfer and licensing, franchising, copyright and entertainment Law.

One of the competitive edges of the firm is the high professional capacity and academic preparation of its professionals, that make possible to increase its services within the intellectual property field and permit a comprehensive intersection between different Law fields and the use of legal developments that are supported by court actions for securing the intangible or finding legal solutions for the conflicts.

Therefore, the Law firm VAZ E DIAS ADVOGADOS & ASSOCIADOS holds in its professional team engineers, pharmacists, biotechnologist and attorneys holding postgraduate studies, masters, doctorate, besides the acknowledged experience for over 15 years.

BUSINESS

- Protection of technological invention and industrial design, including filing of patents, utility models, industrial design, topographies and software
- Freedom to Operate (FTO), Patent Infringement Search and patent availability search and report
- Plant variety protection and patent protection of biotechnology inventions
- Protection of trademarks, distinctive signs and non-traditional trademarks
- Protection of trade names
- Protection of intellectual works by copyright at the National Library, School of Arts and other agencies that assist to reinforce proprietary rights
- Negotiations and elaboration of technology alliance strategies by means of Research and Development Agreement, partnership agreements between companies and universities for the promotion of innovation, technology transfer agreements and others contracts that permit the development of new technologies and the exploitation of intellectual property right
- Elaboration of commercial agreements applicable to start-ups, such as Vesting Agreements, Cliff Agreements and crowdfunding/crowdsourcing
- Elaboration of franchising agreements, distribution and agency contracts
- Court action procedures for the enforcement of intellectual property rights
- Assist our clients on complying with Biodiversity Law (13.123/15) and access to genetic heritage, on the protection and access to associated traditional knowledge and on the sharing of benefits for the conservation and sustainable use of biodiversity

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Enrique Dellafiori



Mauro Dellafiori



Daniel de Santiago



Cristian Carril



Franco Dellafiori

POSITIONING

Founded by Enrique Dellafiori in 1986, Dellafiori Abogados actively recognizes that Intellectual Property is a vital mechanism for Chile's progress, along with the need to protect innovations based on the creative capacity of individuals and society.

For over 30 years, the firm has been renowned for delivering a personalized, exclusive and efficient service with highly competitive rates. Our expertise in IP and IP related matters covers the food, pharmaceutical, automobile, wine, agriculture, technology and the fashion industries.

Dellafiori Abogados is dedicated solely to providing services in the area of Intellectual Property and Industrial Property in the broadest sense, including: trademarks, patents, drawings and industrial designs, utility models, copyright and related rights, trade secrets, Internet, contractual issues, new technologies, unfair competition, data protection and other related matters.

Dellafiori offers a wide range of IP protection and IP services around the world due to their broad correspondents network that has been fostered professionally for over 30 years. Therefore making it the law firm's conviction to endure as a competitive and reliable choice for its national and international clients regarding the surveillance of their Intellectual Property Assets.

Our firm strives on keeping a professional and healthy relationship with our clients. One of our firm's primary goals is to maintain a high level of client confidentiality, engage in transparent practices and deliver an efficient and superior legal service.

BUSINESS

- Brands
- Litigation
- Industrial Design
- Copyright
- Domain Names
- Patents & Design
- Consultations
- Contracts
- Infringement

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Claudio Magliona



Juan Pablo Montiel



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POSITIONING

Magliona Abogados provides legal services of excellence both to local and multinational companies. We specialize in corporate matters, tax services, complex business litigation and finance structures, telecommunications, technology law, intellectual and industrial property and management of government relations and public policies, including, among others, corporate structuring, due diligence planning, mergers and acquisitions, financial assistance, syndicated loans, liability restructuring and leasing.

We are experts in licensing and software development agreements, technological platforms, franchises, data protection, computer crimes, distribution, production and financing of film and television.

The firm advises its clients in the registration of trademarks, patents and industrial designs, as well as in matters relating to copyright and the internet.

The protection of intellectual property is an area of special relevance for companies as they continue to expand and protect their technologies, brands, products, data and services.

Magliona Abogados is a leading firm in the Intellectual Property market, providing strategic, commercial and litigation advice in the area.

BUSINESS

- Intellectual Property
- Internet
- Data Protection
- TMT
- Trademarks
- Patents
- Industrial Designs
- Copyright
- Media & Entertainment
- Consumer Protection
- Venture Capital
- Banking & Finance
- Corporate / M&A
- Labour & Employment
- Litigation & Arbitration
- Public Law
- Real Estate
- Project Financing
- Engineering, Consulting and Related Services Agreement

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Antonio Marinovic



Luis Olmedo

POSITIONING

The Marinovic y Cia. law firm was founded by Antonio Marinovic in 1987 and its initial activity was the defense of the Intellectual and Industrial Property through the implementation of domestic Anti-Piracy Campaigns for different industries. As a consequence of their clients' needs, both Chilean and foreign, it currently offers a wide variety of legal counseling services, achieving domestic and international recognition for the excellency and high quality of its services.

The firm's main focus is the Intellectual and Industrial Property field, specifically, the protection of trademarks and copyrights for the most important industries in the world through the implementation of efficient, long term domestic anti-piracy campaigns.

Likewise, in order to provide a wider coverage for the needs of its clients, the firm has specialized in the administration of tax matters associated to the development of economic activities, both from natural and legal persons, foreign and domestic. For that purpose, it has a highly qualified team to face the challenges brought by new legislations.

BUSINESS

- Anti-piracy
- Trademarks Prosecution
- Patents Prosecution
- Lawsuits

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POSITIONING

Villaseca/Abogados aims to deliver a service of excellence in the field of intellectual property, promoting innovation and development of organizations through adequate protection and safeguarding their commercial identity.

In our more than 100 years of professional experience, we have distinguished ourselves by our commitment to national and foreign clients, attending to their needs in a timely and personalized manner, with a strict adherence to professional ethics.

We build long-term relationships with our clients and seek to add value to their businesses from an innovative view of intellectual property, which combines the value of our experience with a commitment to proof with the growth and sustainable development of companies, entrepreneurs and brands with whom we work with.

BUSINESS

- **Industrial & Intellectual Property:**
 - Trademarks
 - Patents
 - Copyrights
 - Enforcement of Rights and Disputes
 - Innovation
 - Vegetal Varieties
 - Free Competition
 - Licensing
 - Franchising
 - Technology Transfer Agreements
 - Consumer Law
- **Corporate:**
 - Consultancy in the Constitution and Modifications of Companies.
 - Consultancy on Commercial and Financial Matters.
 - Investments Funds
 - Negotiations
 - Contracts
 - Consultancies to Directories
 - M&A of Societes and Companies
 - Investment Development
 - Free Competition and Antitrust Law

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Luz Contreras

POSITIONING

Aristizabal Abogados, is a law firm founded in 2006, specialized in providing advice to different companies. Our promise of value is directed to know the specific needs of each company, in order to offer prompt and effective solutions that adjust to the requirements of the companies.

We are widely recognized both nationally and internationally for our experience in the area of regulatory affairs and sanitary registration, providing our clients with comprehensive advice, giving them to know the best alternatives in order to develop their activities in the country with the tranquility of always being in compliance with local standards and representing them in front of the different regulatory authorities. As an addition to our comprehensive advice, our team is composed of lawyers, chemists, food engineers and veterinarians.

Among the firm's clients are multinational companies in both human and animal consumption, food, pharmaceutical, biomedical, cosmetics, alcoholic beverages, supplements, among other sectors.

We also have an industrial property department that provides advice on the registration of trademarks, commercial slogans, trade names and trademarks, invention patents and utility models and copyrights.

Likewise, our company has achieved a great positioning in the provision of legal advice service in the process of obtaining licenses for the casinos industry and games of chance in Colombia. This in case they need to develop, interpret or comply with regulations, technical standards, administrative processes or require any other type of solution to strengthen its operation in Colombia in front of the regulatory authorities of the sector, with also extensive experience as advisors to the biggest concessionaires and online games in the country.

As an addition to our previously described services, we offer advice in corporate matters, so that you can have the certainty that your operation in Colombia is adjusted to the corporate regulations, and also that your contracts have a compliance validation with the national standards.

BUSINESS

- Regulatory Matters – Sanitary Registrations
- Medicinal cannabis
- Intellectual Property
- Corporate law and Contract law
- Luck and Gamble games

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Danilo Romero Raad

POSITIONING

Holland & Knight's Bogotá office provides first-rate counsel to companies doing inbound and outbound business in the region and abroad in all aspects of their business operations.

Our office regularly works with the firm's Intellectual Property Group to provide a full range of legal services designed to help protect our clients' innovations and stand out in a competitive global market. With extensive experience in all intellectual property issues faced by our clients, we are well positioned to develop, manage and protect their interests in an efficient and effective manner. Whether it is a Colombian company operating in worldwide markets, an international organization or an entrepreneur with an innovative idea, we provide the guidance necessary to ensure long-term success.

Our team seeks to replicate the structure of the Superintendency of Industry and Commerce (SIC), to offer personalized and comprehensive legal services in all areas and issues that concern our clients, including intellectual property, data protection, competition law and consumer protection. With more than 20 years of experience and legal know-how in the intellectual property arena, our attorneys have established themselves as leaders in managing and counseling IP-related issues faced by a variety of companies on a daily basis.

BUSINESS

- Competition Law
- Consumer Law
- Copyright
- Data Protection
- Patent Litigation
- Regulatory Issues
- Trademarks
- Patents
- Unfair Competition and Trade Secrets


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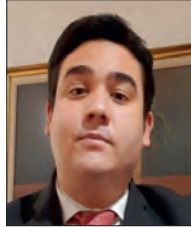
www.marquezrobledo.com



Santiago Márquez



**María Alejandra
Ahumada**



Felipe Ortega

POSITIONING

Márquez Robledo has been, for over ten years, the reference law office in South American in the Entertainment, Media & Advertisement industry.

Centered in the major hubs of the industry (Colombia and Miami), Márquez Robledo's practice provides clients in copyrights and entertainment markets across several jurisdictions with multidisciplinary, business-oriented, and innovative legal counsel. Our approach is multifaceted, as our lawyers are skilled in transactional and litigation entertainment matters; media financing; intellectual property; M&A, and information technology. We employ our knowledge depth, industry relationships, and business acumen to create practical strategies for our clients to help them thrive in today's multimedia entertainment marketplace. Our team includes professionals with a deep understanding of both specialized technology and the complex dynamics of worldwide entertainment distribution.

We represent clients on the corporate aspects in intellectual property matters and competition law for the advertisement, music, motion picture, television, sports, internet, digital media, media and cable. We also focus our practice within the entertainment and leisure sector, negotiating complex international artist management agreements, recording and publishing agreements for companies with artists and composers; actor, director, and producer agreements in film and television, as well as complex acquisitions and sales of entertainment, communication, TMT and advertisement companies.

BUSINESS

- Entertainment Law
- Advertisement Law
- Media Law
- Privacy
- Free Speech
- Intellectual Property
- Copyright Law
- Corporate Intellectual Property Matters
- Strategic Communications
- Telecommunications, Media and Technology

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Director



Carlos A. Parra
Partner, IP&T Area
Director



Juan Felipe Acosta
Litigation and ADR Area
Director

POSITIONING

THE FIRM: Founded in 2003, OlarteMoure is a highly specialized intellectual property, regulatory and competition law firm formed by recognised leaders in their fields and academic circles. OlarteMoure strives to provide practical, proactive and timely counsel that is based on comprehensive legal analysis and a thorough understanding of their clients' business environment, under a competitive pricing and cost structure, and all under a rewarding work environment that promotes and stimulates constant professional development and excellence in client service. Persevering in this mission has allowed OlarteMoure to quickly claim and maintain top-tier status as an IP and competition law firm in Colombia.

More recently, OlarteMoure has consolidated a regional IP practice throughout the Latin American region. Through a tight-knit alliance of local firms with outstanding relationships with the local IP office and impressive enforcement litigation experience, OlarteMoure is able to provide an unparalleled regional prosecution and litigation service. In addition to its Bogotá office, the firm has offices in Medellín, Barranquilla, Bucaramanga and since August 2019 in Cali. OlarteMoure also has a representative office in Tokyo, Japan.

An important percentage of the firm's client base is represented by Global 100 companies in the R&D pharmaceutical industry. Another important category includes local universities and R&D centres. Rounding off the representative clients are local Colombian and regional companies in the banking, industrial manufacturing, transportation, retail and consumer goods industries.

LANGUAGES: Spanish, English, French.

BUSINESS

- Patents
- Trademarks
- Anticounterfeiting
- Innovation Protection & Technology Transfer
- LegalDesign
- Health Regulatory Law
- Antitrust & Restrictive Trade Practices
- Corporate & Transaction
- Publicity & Consumer Protection
- Copyright
- Plant Variety Protection
- Lobbying
- Data Privacy
- Unfair Competition
- Compliance
- Translation

OFFICES

- Bogotá
- Medellín
- Barranquilla
- Bucaramanga
- Cali
- Tokyo

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Jorge E. Vera Vargas



Carolina Vera Matiz



Natalia Vera Matiz



Mauricio Cheyne Tenorio



Gustavo Blanco Pinto

POSITIONING

Vera Abogados was founded in 1972, to attend the legal needs of the business sector in the area of Intellectual Property. Now the firm provides its services to all fields of the law.

The firm is a reference in the Andean community, it's partner of PRAGMA, International Network of Law Firms, and it's an authorized law firm to promote the Colombia Country Brand. Also, Vera Abogados is part of important international associations such as INTA, ASIPI, ABPI and ASPI.

The team is made up of specialized lawyers in each of the work-spaces and expert multilingual professionals (Spanish, English and French) that respond with efficiency and competitiveness to the needs and demands of our customers around the world.

The firm offers of equal way a service of integral consultancy in foreign commerce, business administration, finance and accountancy.

BUSINESS

- Trademarks
- Patents
- Copyrights
- New Technologies
- Industrial Designs
- Disloyal Competition
- Commercial Practices
- Domain Names
- Regulatory Law
- Community Law
- Administrative Law
- Tax Law
- Corporate Law
- Trademark Valuation
- Personal Data Policy
- Consumer Rights
- Foreign Investment

OFFICES

- Bogotá D.C, Colombia
- Quito, Ecuador

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**Daniela Cevallos
Casals**



**Carlos Julio
Balseca**



**Roberto Bilbao
Rosati**

POSITIONING

Cevallos Casals Balseca & Bilbao Abogados is a boutique law firm that tailors' legal services according to our clients' scope of business, offering high-quality services that provide legal viability to our clients' needs. To do this, we employ a two-fold comprehensive legal strategy:

First, a precautionary phase by which we identify possible risks in our client's entrepreneurship, second, a mitigating stage in which we generate pragmatic solutions once our client's business is unfolding. The axis by which this strategy works is our commitment and understanding of the dynamics and nature of our client's business. With this corporate strategy we cultivate a culture of risk prevention as a cost saving policy for our clients.

The firm provides advice on project execution for the telecommunications area, networks deployment, software development and implementation of any kind, and legal counsel on contracts for the provision of goods and services related to such areas. The firm also assists during the contractual process execution with both public and private entities in the telecommunications and technology area, including advice for regulatory compliance.

For network deployments, the firm also advises on contract negotiation with landowners in order to be able to install telecommunication towers, cable installation, among others. The firm provides legal support for obtaining different permits required by Government control entities; including environmental and construction permits regardless of location (province, territory), as well as in contract drafting and revision for all aspects that involve telecommunications technology.

The team has knowledge on the technical side of telecommunications and technology which makes them able to support the client with better understanding of the business and been able to control its risks in a more efficient way.

BUSINESS

- Telecommunications Law
- Technology
- Data Protection
- Administrative
- Corporate & Finance
- Labor Law
- Civil Law
- Litigation

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international standards, local vanguard



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Maria Cecilia Romoleroux



Francisco Gallegos R.



Felipe Samaniego



Xavier Rosales



Ana Samudio



Rafael Serrano

POSITIONING

CorralRosales is a leading firm in Ecuador with over 40 years of experience advising national and international clients in all matters related to their specific needs. We have built one of the most successful trademark and patent prosecution and enforcement practices in Latin America. In fact, we are the number one patent and trademark filer in Ecuador.

Maria Cecilia Romoleroux and Francisco Gallegos co-head the IP department with decades of experience in intellectual property. Their passion and knowledge in all matters related to IP is exemplified in the relentless commitment to our clients and the industry at large. Clients can rest assured that their matters are handled with the utmost competence.

We are entrusted by Ecuadorian firms and multinationals of all sizes to provide them with comprehensive portfolio management, strategies and solutions to all of their intellectual property challenges in Ecuador and throughout Latin America.

Our firm is also committed to anti-counterfeiting and takes extra measures to monitor and enforce exclusive trademark and patent rights, even going so far as to create robust anti-counterfeiting plans customized for our clients.

We have the largest and most comprehensive regulatory practice in Ecuador, led by partner Felipe Samaniego. The regulatory group advises clients not only in legal matters but in the technical aspects as well, with a team of in-house technicians to meet all our clients needs. When it comes to being able to successfully maneuver your way through the bureaucracy necessary to actually operate, advertise, market and sell in Ecuador, we do that. Our regulatory practice works hand in hand with our IP department making certain that all requirements are met and communicated timely.

The firm, with Xavier Rosales as head, also offers expertise in the Media & Entertainment fields. The media industry is of great importance for CorralRosales, that is why we offer knowledgeable advice on securing permits and authorizations before the relevant entities; CorralRosales also represents clients in administrative procedures, relationship and regulatory management, and contract negotiation.

Data protection is another key area at the firm. The firm has advised national and international companies on the effects of implementing national and international data protection legislation and is continuously training clients regarding the application of data protection laws. This is a new area in Ecuador and CorralRosales is at the forefront!

The key to our firm's achievements stem from our ability to promptly deliver the highest quality results that clients can depend on. We do it with guaranteed response times, accuracy and precision.

BUSINESS

- Trademarks
- Patents & Utility Models
- Industrial Designs
- Copyright
- Anti-counterfeiting
- Regulatory
- Technology
- Media
- Data Protection

OFFICES

- Quito
- Guayaquil

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Xavier Rosales, Partner - Head of Department Media & Entertainment

Ana Samudio, Associate - Media & Entertainment

Rafael Serrano, Associate - Data Protection

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María Rosa Fabara Vera



Pablo Fabara Vera



Mónica Jarrin Naranjo

POSITIONING

Fabara & Cia. Abogados is a prominent Law Firm in Ecuador, with a full-service practice, providing legal services and counsel throughout Ecuador to local and foreign investors and corporations.

Its Intellectual Property boutique practice, **Fabara & Cia. Intellectual Property**, is recognized both nationally and internationally for its profound knowledge, efficiency and effectiveness and renowned for the breadth and depth of its legal expertise, its professionalism, personalized service and accessibility; it is also frequently sought after in cases related to trademarks, patents, copyright, and unfair competition, for its litigation prowess.

The Firm is also acknowledged for having a very active and professional multidisciplinary team specialized in life science matters and patents preparation and litigation, including engineering fields such as bio-chemical, chemical, pharmaceutical among other specialized areas; and, for its relevant experience in technology transfer, negotiation and execution of license and franchising agreements, patents protection, utility models, plant breeders rights, trademarks management and worldwide trademarks protection, e-commerce and data protection.

It relies on its very own proprietary private trademark database, which is the most comprehensive and updated database of local trademark registrations in Ecuador, to monitor potential.

In January, 2019, **Fabara & Cia. Abogados** opened the Sports and Entertainment Law Department that works jointly with the Intellectual Property Area, guaranteeing our clients the security and legal protection that their trademarks, patents and copyrights need; and, thus generating an economic value.

BUSINESS

- Industrial property
- Copyright and Related rights
- New technologies
- Litigation and Conflict resolution
- Plant breeding rights

OFFICES

- Quito
- Guayaquil

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Gonzalo Luzuriaga

POSITIONING

Luzuriaga & Castro Abogados was founded during a moment in Ecuador when Intellectual Property protection was an incipient reality and a pressing need. Luzuriaga & Castro Abogados is a pioneer firm in IP enforcement in Ecuador: the first criminal action in defense of IP rights; the first border action; the first judgment against an IP lawbreaker; the first destruction of illegal goods.

Luzuriaga & Castro Abogados experience translates into a broad development of legal strategies for protection and defense of Intellectual Property Rights, based on an in-depth knowledge of local, Andean and International legislation, and a close relationship with State Institutions, to which Luzuriaga & Castro Abogados permanently trains.

Luzuriaga & Castro Abogados has high-level professionals, forged in Luzuriaga & Castro Abogados, experts in Intellectual Property enforcement. Heirs of the innovation and vanguard tradition that characterizes the firm, they form an efficient and effective team that develops and implement appropriate strategies for each client and each case, providing legal advice and defense that meet the most stringent quality standards and allows its clients to maintain an efficient management and protection of their IP rights.

Specialists in Criminal Protection and Border Actions, Luzuriaga & Castro Abogados provides comprehensive advice on Intellectual Property matters, which includes trademarks registration, patents, protection of copyrights, contracts, licenses, administrative appeals, annulment, cancellation, and related administrative actions. With a comprehensive approach, it complements the practice of IP in response to other corporate matters required by its clients, such as Business Law, Energy Law and Government Contracting and Acquisition.

BUSINESS

- Intellectual Property Law
- Competition
- Data Protection
- Copyright
- Trademark
- Industrial Design
- Patents

CONTACT

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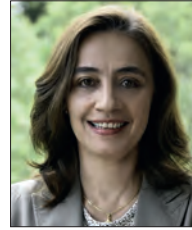
Byron Robayo



Bruce Horowitz



Lorena Sandoval



Monica Cortez



Sofía Cárdenas

POSITIONING

Founded in 1991, Paz Horowitz Abogados delivers practical, ethical and cost-effective legal services. The firm delivers the legal power and understanding needed to fulfill clients' goals; for Paz Horowitz and its clients, this means, 'doing well by doing it right'.

The IP team produces creative and cutting-edge legal and consulting work, principally focused on innovation, patents, technology transfer, recognizing, protecting and negotiating IP assets, and trademark applications and trademark rights. Byron Robayo, who leads the IP team, has advised the World Intellectual Property Organization (WIPO) and the Ecuadorian IP Office.

Paz Horowitz is the first legal firm in the region that created an area specialized in innovation and technology transfer, (PH Innovations) to help companies, universities, and entrepreneurs to add value to their researches and products.

PH Innovations advises and supports organizations to develop products with high added value using cutting edge technology. As it is an innovative service, the advice requires a clear and detailed explanation of the patent system and technology transfer locally and internationally.

In this regard, in recent years the experts in the matter of the IP team have given conferences and training for entrepreneurs, SMEs, universities and various sectors related, to help them understand the value of intangible assets and how to monetize them.

BUSINESS

Among the services:

- Due Diligence, Audits, and management of intellectual property assets.
- Data protection and trade secrets.
- Structuring, design, and training in franchises.
- Licensing agreements.
- Drafting of management and technology transfer agreements.
- Legal Branding (working directly with marketing and design groups within the client companies to develop strong trademarks).
- Negotiation of IP assets with some jurisdictions.
- Analysis of patentability requirements.
- Patent drafting, Innovation analysis.
- State of the art search.
- Research analysis to lead to patent generation.
- Mentoring on intellectual property issues.
- Feasibility Analysis of Innovations.

Competitive advantages:

- The first legal firm in the region that created an area specialized in innovation and technology transfer.
- Innovation accelerators in market calls.
- Analysis and improvement management of procedures and formulations according to technological trends.

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Juan Carlos Solines



Ximena Moreno



Pablo Solines



Andrea Muñoz



Santiago Solines



Sofía Román



Diego Beltrán

POSITIONING

Ever since 1973, and based on the vision of its founding partners, Carlos Solines Coronel y Ximena Moreno Echeverría, **SOLINES & ASOCIADOS Abogados** has been consolidating itself in the country as a comprehensive business-centered law firm for which ethics, knowledge, and innovation are the basis for providing legal counsel at the very highest quality standards. We offer our services throughout the nation's largest cities, with an extensive network of correspondent firms in LATAM, the USA, and Europe.

The firm has been expanding its scope of services to include areas that have seen accelerated growth in the country in recent years; namely, telecommunications and technology, energy, entertainment, compliance, and sports, becoming one of the fastest growing firms in the areas of intellectual property, data protection, and corporate law.

Our Intellectual Property Department has mainly focused its work on the area of brands, copyrights, and related rights.

Technological advances, the pervasive use of the internet, and development of new types of business ventures and services on digital platforms has created a whole new paradigm in social and business relationships, safety, and privacy, impacting banking, how the world does business, communicates, informs, and even exercises rights. We are the leading firm in Ecuador in the area of TICs and Digital Law, providing specialized legal counsel, strategy, and representation in areas that include New Technologies, Telecommunications, Internet Law, Personal Data Protection, Cyber Security, and Electronic Government.

Our Corporate Law Department is one of the firm's largest and fastest growing areas, providing legal counsel to major national companies and multinational corporations, as well as to small and medium enterprises, ventures, and start-ups, providing advising and legal counsel in major mergers and acquisitions, capitalizations, share purchases and bylaws reform.

In the areas of tax, labor and employment, migratory, and commercial law, along with arbitration and mediation, securities law, real estate, and other traditional areas, the firm has become one of the nation's most important firms thanks to its team of highly qualified professionals and the excellence of its services.

BUSINESS

- Intellectual Property
- Technology
- Data Protection & Privacy
- Telecoms
- Internet, Information & Communication
- Corporate
- Tax
- Labor & Employment
- Migratory
- Compliance
- Energy
- Real Estate
- Entertainment & Sports

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Armand Aviges



Pierre Lubet



Jean-Guy de Ruffray



Frank Valentin

POSITIONING

Altana is an independent business law firm, with a strong industry and international approach, founded in 2009 and based in Paris. With almost 80 lawyers, including 22 partners, Altana accompanies French and foreign companies and their executives in the treatment of complex and multi-disciplinary matters in a highly regulated environment.

The IP & digital team has extensive transactional and litigation experience in complex strategic matters centered on innovation. The team's dozen dedicated practitioners work in close cooperation with the firms' other teams.

The team assists French and international clients in all aspects of the protection, appreciation, implementation and defense of their IP assets. It handles all questions related to the management and defense of patents, trademarks, designs and domain names and copyright and assists clients in their digital transformation projects (machine learning, IoT, web platforms, connected houses, smart neighborhoods).

The team advises and accompanies IT solution providers and software companies as well as user companies in a large range of transactional (integration, development, software contracts) and dispute resolution (litigation, expertise, arbitration) matters. It also acts closely with the CNIL (data privacy authority) in all personal data protection issues, particularly the application of GDPR.

BUSINESS

New technologies

- Personal data
- Software
- Internet / Right to information

Media

Life sciences / Biotechnology

Protection of innovation

- Patents and employee inventions
- Supplementary protection certificates (SPC)

Protection of digital creations

- Copyright
- IT and software rights
- Databases

Trademarks law

- Trademarks
- Domain names

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Viviane Azard



Clément Jaffray



Marie-Léa Rols



Bénédicte Chaniot



Paul Demay



Margaux Parmentier

POSITIONING

As one of the largest IP firms in Europe, BARDEHLE PAGENBERG offers full service in all fields of Intellectual Property, including all procedures before the patent and trademark offices as well as litigation before the relevant courts.

Teams of attorneys-at-law and patent attorneys provide services tailored to the clients' particular needs and to the specifics of the matters. Upon the firm's creation in 1977, its founders innovated in launching the concept of interprofessional firm in Germany, that is to say uniting the competences of attorneys-at-law and of patent attorneys within the same firm.

The professionals of BARDEHLE PAGENBERG have many years' experience in safeguarding and enforcing inventions in many fields, ranging from consumer products such as sports products and cosmetics, to sophisticated medical treatments and high-tech industrial methods.

BARDEHLE PAGENBERG combines the professional expert knowledge of attorneys-at-law, patent engineers, trademark-specialized attorneys, technical advisors and qualified legal counsel.

BARDEHLE PAGENBERG has longstanding relationships with many top-level patent attorney firms in the United States as well as in emerging markets in Asia such as China.

BUSINESS

- Patent Litigation
- Patent Prosecution
- Trademarks
- Designs
- Copyright
- Domain Names
- IT Law
- Employee Inventions
- Unfair Competition Law
- Licensing
- Competition/Antitrust

OFFICES

- Paris
- Munich
- Düsseldorf
- Barcelona
- Verona

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 Top Advisors Directory
LAW FIRMS

 Country
FRANCE

Bird & Bird

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Géraldine Arbant



Marion Barbier



Yves Bizollon



Merav Griguer



Cathie-Rosalie Joly



Anne-Charlotte Le Bihan



Stéphane Leriche



Ariane Mole



Alexandre Vuchot

POSITIONING

IP Practice

With the largest IP Group in Europe, numbering over 300 dedicated practitioners, Bird & Bird has established an unsurpassed international reputation for its intellectual property expertise and is consistently rated as a leader in the field.

Bird & Bird's French IP team is itself one of the largest IP teams in France with 3 partners and 13 lawyers dedicated to IP, 3 counsels and 1 paralegal. With two offices in Paris and Lyon, the team's practice covers the full spectrum of IP services from prosecution (with the exception of patent prosecution) to litigation and transactional work. The team's client base encompasses leading multinationals as well as SMEs and start-ups in numerous sectors such as Telecoms, electronics, food & beverage, media, sports, or the pharmaceutical industry.

Tech & Comms & Data Protection Practice

Led by 6 partners, our Tech & Comms Team is organised around key areas, including IT, Data Management, Data protection, Internet, e-commerce, Telecoms, payment services and electronic currency which makes our offering one of the most attractive on the French market.

Bird & Bird also has one of the largest teams of dedicated experts to the personal data protection, which assists its clients in the definition and implementation of their compliance program with European regulation (GDPR), advises on innovative projects in France and abroad and assists its clients in case of complaints, or investigation procedures and litigation before the French Authority ("CNIL").

BUSINESS

IP Practice

- Patents, Trade secrets, Trademarks, Designs, Copyright, Domain names, unfair competition
- Actions before IP Offices
- Brand management
- Transfer of technology and Licensing
- Transfer pricing policy
- Media and online content policy

Tech & Comms Practice

- IT & Telecoms contracts (including SaaS, PaaS, IaaS, agile and cloud computing issues)
- IT and Tech project management (outsourcing, offshoring, near shoring)
- Data management (database, open data, big data)
- E-commerce, electronic signature and cryptography
- Cyber security
- IT disputes
- Payment Services and electronic currency

Data Protection

- Compliance and risk management
- GDPR implementation
- Actions before data protection authorities
- Audits, Policies, Procedures, DP schemes
- Binding corporate rules

CONTACTS

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 Top Advisors Directory
LAW FIRMS

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BISMUTH *intégrateur du droit*
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www.bismuth.fr



Yves Bismuth



Mathieu Martin

POSITIONING

For more than 40 years, Bismuth has been offering advice and assistance across a spectrum of legal disciplines to businesses, public and private sector in all types of transactions or disputes.

The Firm has in particular developed a highly experienced practice in legal issues raised by communication technologies: information technology, including new technologies, as well as telecommunications law. The Firm has also extensive experience in all areas of intellectual property.

Precursor in these legal issues, Bismuth puts its knowledge and expertise to the services of its clients in order to help them choose the adequate legal strategy.

The Firm advises national and international actors in the world of software publishing and digital inclusion. Bismuth has also set up a recognized cross-disciplinary competence relevant to the public and private actors in the area of Telehealth.

OFFICES

• **Lyon**
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• **Paris**
23, rue d'Anjou
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BUSINESS

Computer law, IT Law

- Drafting and negotiating contracts
- IT expertise
- Public Procurement
- Litigation
- Contract manager
- Software asset management

Information and Communication Technologies (ICT)

- Internet
- E-commerce
- Cyber Monitoring / Cyber-crime
- ehealth
- Data protection
- Cross media / Transmedia
- Open data / Big data
- Networks

Intellectual Property Rights

- Legal council – Branding – Litigation
- Copyright – Databases
- Designs and models, Patent, Semi-conductor product, Trademarks

CONTACTS

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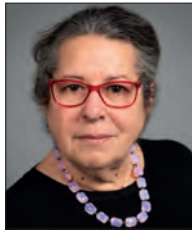


Droit de la propriété intellectuelle

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Michel-Paul Escande



Ghyslaine Rajot



Jean-Christophe Galloux



Diane de Valbray

POSITIONING

Cabinet M-P ESCANDE is a niche firm recognized and specialized in all intellectual property assets (patents, trademarks, designs and models, copyrights, geographical indications and protected designations of origin, protection of patronymic names as distinctive signs). The firm is also involved in unfair and parasitic competition and business secrecy.

The firm advises French and international clients including creators, artists and corporations, with some listed in the CAC 40, in the fields of luxury, cosmetics, car industry, transport, food industry, wine products, glassware, furniture, sports, publishing, mechanical industry, banking and insurance.

The firm assists its clients in the constitution, protection, management and defence of their rights, in administrative and judicial procedures, both civil and criminal, arbitration or mediation, and the negotiation and drafting of agreements.

A department of the firm is specifically dedicated to management of trademark and design portfolios in France and abroad and ensures their monitoring in liaison with the customs services and their defence before the INPI and the EUIPO (oppositions, actions for cancellation, observations from third parties and availability searches).

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BUSINESS

Litigation and advice

- Patents
- Trademarks
- Industrial Designs
- Geographical Indications and Protected designations of origin
- Copyrights
- Defence of the patronymic names
- Art market
- Unfair competition and Parasitism
- Protection of business secrecy

Audit and management of portfolios

- Trademarks
- Designs

Rights monitoring

- Intervention with Customs
- Trademarks

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Patrice de Candé



Julien Blanchard



Claire Herissay-Ducamp



Clarisse Tourneux



Anna Revidi

POSITIONING

CANDÉ-BLANCHARD-DUCAMP (CBD) is a law firm, composed of Attorneys-at-law at the Paris Bar, entirely dedicated to litigation in the field of intellectual and industrial property (trade marks, designs, patents, software, copyright, domain names, etc.).

The three Partners of the firm, Patrice de Candé, Julien Blanchard and Claire Herissay-Ducamp, have numerous years of experience in this field.

We advise and assist French and foreign large-scale Companies, in industries as varied as the luxury industry (textile, leather goods, jewellery, watch-making, cosmetics, etc.), the pharmaceutical, building, insurance, banking and computer industries.

Our team intervenes in all proceedings aimed at defending our Clients' intangible assets (Infringement or Unfair competition actions; Customs or Arbitration proceedings, etc.) with French Courts (Regional Courts, Commercial Courts, Criminal Courts) as well as European Courts (Court of First Instance of the European Communities and Court of Justice of the European Union), and with both the French Office (INPI) and the European Office (EUIPO).

Outside of France, our Law Firm has built up a network of specialized foreign colleagues recognized for their expertise and efficiency.

Our Law Firm places great emphasis on offering the most in-depth and most reactive service possible, while working very closely with our Clients, in a cost-effective manner.

BUSINESS

- Trademarks
- Designs and Models, Copyright
- Internet, Domain names
- Patents
- Litigation, Legal Disputes, Contracts, Consulting
- Industrial Property Rights

CONTACTS

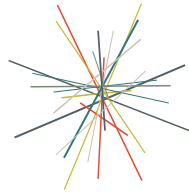
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Constantin Pavleas



Lola Oladunjoye



George Papadopoulos



Aretina Paschaloudi

POSITIONING

The firm was created in 2001 by Constantin Pavleas, a former associate at Skadden Arps, Paris, and in-house counsel with Gemplus (a.k.a. Gemalto) and Sybase. The firm advises tech companies and other industries on intellectual property (IP) strategy and valuation, data protection, business negotiations and mergers & acquisitions.

The firm's DNA is to be dealmakers, taking a pragmatic, business-oriented approach to clients' needs and finding creative, legally sound solutions to close deals. The team assists software and hardware companies in the negotiation of inbound and outbound licenses, technology/IP assignment agreements, research and development agreements, SaaS contracts, OEM agreements, software development agreements, outsourcing agreements, public-founded consortia, patent pools, IP monetization programs and strategic alliances.

Pavleas Avocats also advises companies on all aspects of data protection. The firm assists its clients on strategy and regulatory compliance, including auditing, implementing internal data protection policies, conducting data protection impact assessments, and negotiating agreements with data controllers or data processors for GDPR compliance. Pavleas Avocats has been active in providing presentations, webinars and seminars on GDPR.

Constantin and his team advise as IP counsel on merger & acquisition transactions, including IP due diligence, IP representations and warranties, IP indemnities and relevant disclosure schedules. Recently, the firm advised a French client for the sale of its Silicon-IP business to a US company. The sale completed in December 2019 for 65 million dollars.

BUSINESS

- Information technologies (software, hardware, IoT, AI, big data/open data)
- Data protection
- Mergers and Acquisitions (IP/IT aspects)
- Commercial agreements
- Copyrights
- Trademarks
- Designs
- Patents
- Unfair competition
- Image rights

CONTACTS

Constantin Pavleas, Founder and Managing Director
Lola Oladunjoye, Of counsel
George Papadopoulos, Of counsel
Aretina Paschaloudi, Associate

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David Masson



Isabelle Leroux



Christophe Fichet

POSITIONING

Founded in 1978, the Dentons Paris office is one of the leading law firms in France. Fully integrated into the network of Dentons offices around the world, we support our clients in a wide range of areas, both locally and internationally, by offering them a truly personal working relationship.

You can rely on our Intellectual Property, Technology and Communications group to provide targeted experience in all sectors of intellectual property, information technology, communications and telecommunications, acting as counsel as well as litigator, representing you and defending your interests. A distinguishing feature of our practice is its ability to provide quality legal monitoring on an international scale.

IP

Look to our lawyers' experience in drafting and negotiating all kinds of agreements relating to IP rights, from assignment through coexistence and license agreements to co-ownership and non-disclosure agreements. We participate together with you in the protection and management of your intellectual properties, technical knowledge, know-how and trade secrets. We also assist and represent you before judicial courts as well as in arbitration or mediation proceedings to settle all types of disputes.

Technology

Whether you are an IT supplier or customer in any of the major types of technology-related transactions, or require support in information management compliance, privacy and security issues in a wide range of areas (compliance, audit, registration, database management, for example), we frequently advise on regulatory issues, especially concerning domain names, and also conduct websites audits.

Communications-Media

Depend on our first quality follow-up on your most complex files, both at the local and international level. You will be supported by a team that represents many of the world's best-known broadcasting corporations, advertising agencies, publishers, media operators and entertainment companies, with experience in intervening on all regulatory issues, drafting and negotiating all kinds of media and entertainment business agreements.

Protecting your work to the highest caliber drives our efforts to learn about and promote the latest developments in the intellectual property arena. Our IP&T professionals lecture, teach and publish on intellectual property subjects. Additionally, we participate in committees of related organizations.

CONTACTS

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Christophe Fichet, Partner: christophe.fichet@dentons.com

BUSINESS

- Banking & Finance
- Capital markets
- Competition & Distribution
- Corporate/M&A and Private Equity
- Employment
- Insurance
- Intellectual Property/Technology and Data Protection
- International Arbitration
- Litigation & Dispute Resolution & White Collar Crime
- Public Policy and Regulation
- Real Estate
- Restructuring, Insolvency & Bankruptcy
- Sovereign
- Tax

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Laurent Lévy



Michaël Piquet-Fraysse



Camille Rauzy



Marie Rambault



Ilyes Gharbi

POSITIONING

Created in 2012, EBL LEXINGTON sets itself apart by its pragmatism, dynamism, creativity and international outlook. The firm is part of the Warwick Legal Network (www.warwicklegal.com), which spans 26 countries.

Intellectual Property

EBL LEXINGTON takes action, both as a counsel and litigator, on behalf of French and foreign clients in a wide range of sectors including fashion and luxury goods, high-tech, music, industrial design, cosmetics, automotive, industrial construction, wine and spirit. The firm represents its clients in administrative and judiciary proceedings whether civil, criminal, arbitration or mediation. In addition, the firm has created a specific department dedicated to the protection of trademarks and domain names.

EBL LEXINGTON's expertise is particularly recognized in proceedings relating to patent, trademark and copyright's infringements, both in France and abroad with the assistance of its international network.

EBL LEXINGTON offers a comprehensive service always in line with the economic approach of the right holders and dedicates its work to find the best creative and economic solutions.

Information technologies

EBL LEXINGTON assists its clients for the implementation, development and running of their technological projects, notably as regards to software, Internet and telecommunications.

The firm also has an established practice in the field of regulations and personal data protection.

BUSINESS

Our expertise

- Trademark
- Patent
- Design
- Domain name
- Copyright
- Music
- Press and Media
- Unfair competition
- Data protection
- Distribution and competition law
- Criminal law (IP aspects)

Our services

- Litigation
- Anti-counterfeiting actions both in France and abroad
- Interventions with the Customs authorities
- Audit, valorization and negotiation of IP assets
- Contracts relating to IP rights
- Portfolio management
- International network

CONTACTS

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LAW FIRMS

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Jehan-Philippe Jacquey



Joanne Quirin



Arnaud Lellinger

POSITIONING

Founded in 1992, Paris-based Gilbey Legal has continually provided legal assistance and expertise to clients worldwide for the protection and defence of their industrial property and IP assets (other than patents). Although firm founder Richard Gilbey retired last summer, the unchanged team have been assuming his mantle, and ensuring the continuing quality in services.

Gilbey Legal advises French and international clients and associates, including many multinational corporations in the pharmaceuticals, animal health, tobacco, food and beverages, alcoholic products, cosmetics, electronics, IT and social media, multimedia, consumer products, apparel, design and luxury goods industries in all aspects of management, exploitation and enforcement of industrial property and IP assets.

As a boutique firm, Gilbey Legal is a member of the Paris Bar and provides complete and personalised legal services, encompassing the entire lifecycle of IP rights, including:

- clearance and protection of trademarks, designs, domain names, geographical indications (GIs) and other distinctive signs and enforcement thereof;
- centralised worldwide coordination of IP portfolios and litigation through our extensive network of selected associate firms; and
- expertise in customs surveillance and enforcement, providing both domestic and international clients with strategic anti-counterfeiting solutions.

Gilbey Legal is recognised by its peers and the industry at large in major rating organisations for the quality of its services, its reactivity and its pragmatic, hands-on approach to problem solving. We pride ourselves on our policy of providing high-level services for equitable fees, and we always strive to meet our clients' budgetary and management requirements. renewal, recordal) in France and abroad. The three members of her team hold – or are studying to obtain – the certification for trademark paralegals delivered by the French Trademarks Office.

BUSINESS

- Selection of Intellectual Property Assets
- Protection of Intellectual Property Assets
- Administration of Intellectual Property Assets
- Enforcement of Intellectual Property Assets
- Customs works

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 Top Advisors Directory
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du Sorbier**



Benoît Strowel



Sabine Agé



Sophie Micallef



Marie Georges-Picot



Anne Servoir



Florence Jacquand



Amandine Métier



Caroline Levesque

POSITIONING

HOYNG ROKH MONEGIER VÉRON is a specialised European intellectual property law boutique created in 2015. Today, we have 45 partners and more than 100 IP specialists with offices in Amsterdam, Brussels, Düsseldorf, Lyon, Madrid, Mannheim (branch office), Munich and Paris.

With offices in Paris and Lyon, the French team, HOYNG ROKH MONEGIER VÉRON, counts 24 specialists in intellectual property, life sciences regulatory law and competition law.

The firm specialises in prevention and resolution of disputes, litigation, strategic advice, negotiation, due diligence, arbitration and mediation related to intellectual property rights.

OFFICES

- Amsterdam
- Brussels
- Düsseldorf
- Lyon
- Madrid
- Mannheim (branch office)
- Munich
- Paris

CONTACTS

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Benoît Strowel: benoit.strowel@hoyngrokh.com

BUSINESS

- Arbitration
- Copyright
- CJEU and Supreme Court litigation
- Licensing and technology transfer
- Patents
- Life sciences regulatory
- Trademarks and designs
- Unfair competition and trade secrets

INDUSTRIES

- Aerospace, Automotive and Marine
- Biotechnology and Biologics
- Chemicals
- Electronics, computers, software and semiconductors
- Fashion and luxury goods
- Industrial Equipment and manufacturing
- Media
- Pharmaceuticals
- Medical devices
- Retail and Consumer goods
- Telecommunications and Networks

Top Advisors Directory
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Julie Jacob



Audrey Decima



Valentin Boullier

POSITIONING

The Firm Jacob Avocats offers tailored legal solutions to its customers, but beyond the consulting dimension, the firm also offers strategy and personalized support over time.

Jacob Avocats acts as a true partner for companies and personalities that represents their brand and image. A new type of law firm was born in this world that experience profound and quick changes.

Julie Jacob is a regular contributor on all e-commerce issues, computer law, online games, pre paid cards, litigation regarding computers and networks, media in the digital environment, brands etc.

Internet & e-business

- E-business websites and market-places (B2B and B2C)
- Blogs / podcasts
- E-marketing and E-advertisement
- Personal data protection
- Consumer protection legislation
- User generated contents

Computer Law

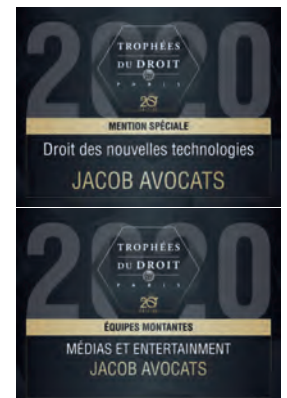
- Sales and services contracts
- Web Affiliation, Web-hosting, outsourcing
- High-tech plate-form
- High-tech storage, data security
- High tech services
- Software

Media / Communication / Telecoms

- Telecommunication networks and services
- Music / Radio
- Video / Television / Cinema (VOD)
- Advertising
- Press
- Access providers

BUSINESS

- New technologies
- Media
- Online gaming
- IP/IT
- E-commerce
- Copyrights & Trademarks
- Litigation
- Data protection & data privacy
- Media entertainment, media, advertising



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Olivier Laude



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Nathalie Karpik



Claire Machureau

POSITIONING

Founded in 2008, our Firm now counts twenty-five lawyers devoted to all aspects of business litigation and arbitration.

Our highly trained team provides expertise in every matter of the law. We accompany and advise our clients at every level by addressing each concern and by exploring all possible implications of a legal issue.

Our strong experience in litigation enables us to analyze the potential risk of any situation. Strategic choices must be based on carefully established parameters and thorough analysis. Our team is fully equipped with the tools necessary for solving all legal matters, whether it be through mediation or if it proves necessary, full litigation. Before engaging in the latter, we systematically carry out audits to evaluate the risks involved. Our knowledge of the judicial process allows us to manage disputes of all natures and to intervene at any stage, from preliminary hearings to judgement enforcement.

We represent our clients before all the different courts (civil courts, criminal courts, European courts and arbitration courts) in France and abroad as well as before the administrative authorities in disciplinary or investigative proceedings (AMF, ACPR, ARCEP, CNIL, etc.).

Our Firm is constantly ranked amongst the top firms for business litigation by Legal 500 Paris, Legal 500 EMEA and Décideurs Stratégie Finance Droit.

BUSINESS

- Arbitration
- Commercial Distribution Consumer Affairs
- Corporate finance and M&A Disputes
- Criminal Law
- Distressed companies
- Employment Law
- Financial Banking and Securities Disputes
- Inheritance Litigation
- Insurance Reinsurance
- Intellectual Property
- Internet Media Telecommunications
- Real Estate Construction Litigation

OFFICES

- Paris
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Yasmine Vivier



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Magali Morlani



Divija Shanmugathas

POSITIONING

“A law firm providing smart complementary services in corporate and IT law”

On the cutting edge of new technology

Lawways has developed sharply honed knowledge and skill sets in negotiating and drafting all types of contracts in the field of new technologies, and more specifically in software, data, open source and information systems for French and international groups.

Sought-after expertise

Lawways' in-depth knowledge of digital technologies is widely recognized in the world of digital experts (Gilles Rouvier has been for many years elected and confirmed by his peers as Vice-President of the Cyberlex association). This expertise enables the law firm to stay a few steps ahead and anticipate what's next. This is why many law firms, French or foreign (USA, Germany, Japan, Canada, Belgium), rely on Lawways' specific know-how in this field.

A clear and growing synergy between Corporate and Digital

The corporate team of the firm, headed by Hortense Rouvier, accompanies its clients in their development projects in the context of corporate activities and acquisitions and equity investment, primarily in the service sector and the new technologies sector.

BUSINESS

Information technology, digitalisation, software and telecoms

- All types of IT-related agreements
- SaaS agreements, facility management, IT outsourcing, ERP, ASP, BPO
- Cloud computing, Big Data, Artificial Intelligence; Fintech
- Data privacy : Data Processing Agreements; Audit
- Trademarks/domain names; licences/IP assignments
- Open source compliance and audit; open source contamination risk assessment

Commercial and intellectual property agreements

- Purchasing/sourcing and procurement/subcontracting agreements
- Distribution/commercial agent agreements
- General terms and conditions:
 - of sale
 - of purchase
 - of use
- Partnership agreements (business brokerage, etc)
- Professional Services agreements; SOW
- Infringement actions: pre-litigation strategy

Mergers and acquisitions

- Purchase and sale transactions of securities or assets, groups and companies restructuring, mergers and universal transmission of assets; letters of intent and MOUs, NDA, legal due diligence work
- Purchase agreements, representations and warranties agreement, call and put option agreement
- Majority/minority shareholders' agreements; managers agreements
- Sale of business; Joint venture

Private equity

- Advisory services to investment funds, business angels, family offices and managers for venture capital transactions, expansion capital transactions and LBOs
- Investment and co-investment agreements, issuance of several complex securities as preferred shares, bonds, etc; management packages, voluntary profit-sharing schemes, good/bad leaver arrangements

CONTACTS

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Hortense Rouvier, Partner : hortense.rouvier@lawways.com

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Pauline Debré



Sonia Cissé



Simon Corbineau-Picci



Bastien Husson



Jean Fau



Jean-François
Merdrignac



Gaëlle Bourout

POSITIONING

In Paris, our team of six lawyers assists its clients in the valuation, exploitation and defense of their intellectual property rights. The team has extensive experience in managing and resolving patent and trademark litigation in a multi-jurisdictional context.

The team has also developed a recognized expertise in litigation that combine competition law and intellectual property issues, particularly in the area of standard essential patents. In coordination with the Competition and Arbitration practices of Linklaters, and with various offices (i.e. London, Frankfurt, New York, Beijing) the team has developed a global offer for negotiating and licensing standard-essential patents. The team is notably involved in French patent litigation involving such standard-essential patents.

We also support our clients in the areas of Technology, Media and Telecommunications and cover the entire spectrum of regulatory and contractual matters to meet the needs of telecommunications and information technology players. In addition, we assist our customers in compliance programs with the new Data Protection Regulations.

The team is eventually renowned for its ability to assist clients in all intellectual property and technology law issues that arise in M&A transactions, capital markets, and complex restructuring by collaborating closely with other departments and offices of the firm.

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- Rome
- Sao Paulo
- Seoul
- Shanghai
- Singapore
- Stockholm
- Tokyo
- Warsaw
- Washington, D.C.

BUSINESS

Areas

- Patents and know-how
- Trademarks
- Copyright
- Designs and models
- Unfair competition and parasitism
- Domain names
- Software
- Dataprivacy
- IT and new technologies
- Telecommunications and media

Expertise

- Infringement Seizure
- Actions in infringement and unfair competition
- National and cross-border litigation
- Actions refer to provisional ban
- Actions in nullity
- IP Rights Ownership Claim
- Negotiation and drafting of IP contracts
- Regulations on the creations and inventions of employees audits
- Protection of personal data
- IT and outsourcing contracts
- Telecom Contracts-Infrastructure Sharing

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“We can indeed agree that PIs are back in France, which could therefore become a preferred jurisdiction for patent holders”



Interview with

PAULINE DEBRÉ
Partner, **LINKLATERS**

Leaders League. Do you agree that preliminary injunctions are back in France?

Pauline Debré. While French courts were usually quite reluctant to grant preliminary injunctions (“PIs”), notably in patent litigation, we indeed observe a trend towards more frequently granted PIs. As a reminder, there is no legal requirement of urgency under French law to grant a PI. The mere conditions are that the patent in suit is not obviously null and that the infringement is likely or imminent. The past months have seen many PIs granted to patent holders, notably in the pharma sector. This trend also goes along with provisional damages which are higher than previously granted provisional damages. It is worth noticing, notably, that the all-time highest provisional damages were granted, along with a PI, by the Paris Civil Court in June 2018 in a patent dispute involving the pharma groups Novartis and Teva. More recently, in the first quarter of 2019, the Paris Civil Court granted PIs in two separate cases involving the alleged infringement of supplementary protection certificates. This trend is not limited to the pharma sector as evidenced by a decision granting a PI based on patents covering construction devices.

Overall, we can indeed agree that PIs are

back in France, which could therefore become a preferred jurisdiction for patent holders seeking to secure their rights and obtain appropriate remedies.

How will FRAND related topics affect other sectors than telecom?

The telecom sector was the first sector affected by FRAND-related topics as telecom standards are very complex, involving thousands of patents, while the need of interoperability and compliance with the standards for the stakeholders is very high. Such FRAND topics are now extending to very different sectors, notably traditional industrial sectors, in two different directions. First, the telecom standards themselves are now implemented by more and more industries through the development of the Internet of Things (IoT) and of connected products and services. Therefore, industries such as the automotive or home appliance industries implement connectivity features involving the use of various telecom standards. Such industries are hence directly affected by the standard-essential patents and related licensing issues. Second, the FRAND principles seem to extend to standardisation processes usually not directly concerned by licensing and FRAND issues. Indeed, in some sectors where standardization is key, notably for safety reasons, patents and licensing issues were generally settled between the various actors without having to resort to FRAND principles, e.g. in the aeronautic sector.

Does the saisie-contrefaçon remain a powerful tool?

The *saisie-contrefaçon* is indeed a very powerful tool and is still very commonly used to start IP infringement proceedings in France and notably patent litigation.

The measure is requested by the owner of a patent *ex parte* and allows a bailiff, accompanied by a patent attorney and an IT expert, to go to the defendant premises and to seize and describe products and/or processes covered by the patent, to have access and seize commercial, financial and technical documents (stock situations, brochures, invoices, extracts from marke-

ting authorisation dossier) related to the alleged infringement.

The order generally allows the bailiff to put the documents under seals should the defendant raise confidentiality issues. In practice it means that the Court will later appoint an expert to sort out the documents, the rule being that the documents confidential but necessary to evidence the infringement should be provided to the claimant. After the *saisie-contrefaçon*, the claimant has to start proceedings on the merits within one month.

By default, the elements seized can be used in parallel proceedings, which can be very useful in the context of European cross border litigation.

The European Parliament recently approved a directive on copyrights, which had been the subject of much debate.

What are your thoughts on that?

After much debates and discussions, the so-called Copyright Directive has been adopted by both the EU Parliament and the EU Council. While the Directive openly aims to adapt copyright rules to the new habits of our society (and notably to music streaming services, video-on-demand platforms, information aggregators and sharing platforms), some of its provisions have stirred a number of controversies.

The most notably one relates to Article 17 (formerly Article 13) which makes online content-sharing service providers responsible for the respect and remuneration of copyrighted material uploaded by their users. While such provisions have been requested – and welcomed – by copyright holders, they have been strongly criticized by majors platforms and well as certain NGOs and individuals fearing the new rules will lead to strict automated filtering and, consequently, to a restriction of fundamental freedoms such as the right of expression. At this stage, it is definitely too soon to tell which impact the Copyright Directive will have on the long term, but it is certain that the industry has to start preparing compliance, as Member States only have 24 months to integrate the newly adopted provisions in their respective national law. ♦

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Garance Mathias

POSITIONING

Independent business-law firm Mathias Avocats has been successfully representing clients for over 15 years, be they French or foreign companies, or public actors of all shapes and sizes both in consulting and litigation.

Mathias Avocats' team aims to promote the emergence of pragmatic, tailor-made solutions for every client, while keeping a lid on costs (fixed-price services), adhering to a co-construction approach in close collaboration with the operational teams.

The firm works with a network of foreign partners to meet the international legal and compliance challenges raised by innovative technologies.

Mathias Avocats' expertise and competence on data-protection issues have been recognized by the Cnil – France's data-protection agency – which awarded the firm their governance and training certificates.

The firm focuses on sharing knowledge and experience. Newsletters, blogs and white papers are made readily available to the public.

BUSINESS

- GDPR & Privacy
- Cyberlaw & Digital
- IP, eCommerce & Media
- Corporate law

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Sandra Cabanne



Alexandre Nappey

POSITIONING

Founded by Sandra Cabanne and Alexandre Nappey, with six associates and an office manager/paralegal, SCAN AVOCATS AARPI ('SCAN AVOCATS') is a specialist IP and IT law firm based in Paris, with branch offices in Lyon, Strasbourg and Bordeaux.

SCAN Avocats' lawyers assist their clients from the protection of their intellectual property assets to the defence and valuation, on a worldwide basis, thanks to its extensive network of correspondents.

The firm represents large and medium-sized domestic and foreign clients in a broad range of industries – including transportation, insurance and pension, agro-food, luxury and jewellery, media, real estate and retail as well as innovative start-ups – before the EU Intellectual Property Office, national trademark offices, the WIPO, civil and criminal courts.

SCAN AVOCATS' lawyers are well-known for their legal advice and representation on:

- Intellectual Property law, prosecution and litigation (including trademarks, designs and models, domain names, authors' rights, copyright and anti-counterfeiting);
- Information Technology and Digital law (including internet and e-commerce, e-reputation);
- Data privacy.

The team offers a modern approach to these areas of law in the best interests of the clients. Quick reactivity is achieved through a combination of readily available technical knowledge and pragmatism.

The partners also run IP/IT law sessions with training institutes and universities (notably the Centre for International Intellectual Property Studies, the European Institute for Enterprise and Intellectual Property, the Bar school and Strasbourg University) and are coaches on the National Industrial Property Institute Master Class program.

SCAN AVOCATS develops strategies and creative solutions. These enable the firm to provide bespoke legal advice to its clients allowing them to meet their business challenges with success.

SCAN AVOCATS also relies on state-of-the-art technology to work efficiently with clients. This technology includes collaboration tools, budget monitoring, an IP rights' database and reporting.

BUSINESS

Intellectual property law

- Trademarks, Designs and Models (prosecution and litigation)
- Authors' Rights and Copyright
- Domain names (management and disputes)
- Civil and criminal litigation & anti-counterfeiting
- Advertising and Communications Law
- Contracts
- Inventions of employees and Patents

Communications and Information Technology & Digital Law

- Internet and E-commerce
- Anti-piracy and online brand protection
- E-reputation
- IT Law and Contracts

Data privacy

- Due diligence
- Contracts
- Ensuring compliance with the GDPR
- Legal consultations on projects concerning personal data;
- CNIL proceedings (regulation and litigation)

OFFICES

- Paris
- Lyon
- Strasbourg
- Bordeaux



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Valérie Perrichon



Sophie Texier-Neyrat



Julie Bianconi

POSITIONING

The firm Valérie Perrichon, whose activity is entirely devoted to intellectual property, is specialized in Trademark law, designs, company names, trade names, domain names, appellations of origin, copyrights, customs, infringement and unfair competition actions.

The firm assists clients in all stages of life of their intellectual property rights, guides and assists them for their protection, promotion and defense, both in France and abroad by providing innovative and customized solutions.

The firm that represents clients before administrative and judicial authorities, is involved in many industries such as fashion and fashion accessories, jewelry, new technologies, tourism and entertainment, consumer goods, food industry, finance, insurance, education and training...

Valérie Perrichon, exercising for almost twenty-five years, offers her clients a specialized and personalized expertise and a cross offer in council and litigation within the same structure.

The firm, attentive to the needs and expectations of its clients, guarantees each of them, whether it be SMEs or large French and international groups, reactivity, creativity, dynamism and tailored advice.

Valérie Perrichon relies on a network of foreign counsels and lawyers of high quality, built over the years.

BUSINESS

- Trademarks
- Designs and models
- Corporate names, trade names
- Domain names
- Appellations of origin
- Copyright
- Internet law
- Unfair competition
- Prosecution and litigation

Member of the ALATIS
network of IP lawyers



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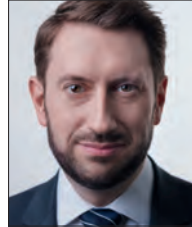
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Alexander Haertel



Miriam Kiefer



Christopher Weber



Sören Dahm

POSITIONING

The firm

Kather Augenstein is a specialist litigation and contentious IP team consisting of six partners, seven associates and one Of Counsel and set for further growth. They bring the experience and know-how of many years of IP litigation practice from firms such as Preu Bohlig, Linklaters and Bird & Bird to the table. Thus, they merge the best from both worlds of boutique firms and big international law firms. All lawyers have many years of expertise acting in international major cases for significant clients. Their nimble size means that they are much more flexible than many large law firms and their international network with like-minded firms gives them an international footprint. This also means that Kather Augenstein gives full attention to each and every one of their clients. This has allowed them to attract some of the largest companies in the world as clients. The firm represents a large share of companies in the German blue-chip share index DAX.

Areas of practice

- Kather Augenstein is representing a leading German chemical company in active and passive patent litigation proceedings regarding methods for manufacturing of different food and pharma supplements.
- Kather Augenstein ist representing several airlines in patent disputes regarding mobile boarding systems against a NPE.
- Kather Augenstein is representing Boston Scientific in four different active proceedings regarding patent infringement for a clip device for causing haemostasis, closely working together with patent attorneys and the IP department of Boston Scientific.
- Kather Augenstein is representing a leading Italian company for 3D printing technology in a series of three patent infringement cases. The dispute is part of an international dispute encompassing litigations in Italy, Germany, Switzerland, Turkey and the US.
- Kather Augenstein is representing a leading international pharmaceutical company in the area of biotechnology. Additionally Kather Augenstein is active in a highly regarded preliminary injunction action concerning Pemetrexed.

BUSINESS

- Patents and utility models
- Trademarks & Designs
- Unfair competition
- Litigation-PR

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Peter von Czettritz



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Axel Oldekop

POSITIONING

Founded in 1959, Preu Bohligh is a leading IP boutique in Germany. We have offices in Munich, Düsseldorf, Berlin, Hamburg and Paris.

In intellectual property law, our work spreads over all relevant areas, from patents to trademarks and further to competition law, including trade secrecy and design law. Pharmaceutical law and Life Science is also one of our core competencies. Besides IP, our work in the field of IT law are constantly growing, which completes our services as a true IP/IT law firm.

We have been advising and representing clients in infringement disputes, product piracy, border seizure proceedings and validity proceedings before German IP courts, the Federal Patent Court and patent offices, such as the EPO on behalf of companies acting in the energy, medical technology, engineering, chemistry, pharmaceuticals, telecommunications and semiconductor technology sectors. With more than 30 attorneys in the field of intellectual property law, we are one of the largest German law firms for IP litigation. With our office in Paris, we were able to make a footprint in the French market.

Our regular customers include both blue chips and large private companies. We traditionally maintain close contacts with German industry. In recent years, our customers include DAX-30, including Germany's largest companies. Our customer base is balanced between German and international customers. While we have gained a number of US-based companies as new clients in recent years, we have now also been able to strengthen our customer base in Asia.

Preu Bohligh has a very good standing in pharmaceutical and life science law with team members of our Munich office. We thus advise in German and European pharma law, medical product law and food supplements. This includes product launches, product design and product advertising as well as regulatory affairs.

Our professional expertise is evidenced by extensive trial practice and distinguished record as lecturers and instructors, as well as by numerous publications.

BUSINESS

- Patents and Utility Models
- Trademarks and Designs
- Pharmaceutical Law
- Competition Law
- Copyright
- Employees' Inventions Act
- Information Technology and E-Business

OFFICES

- Munich
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Marc Wachenhausen



Benjamin Bubendorfer



Thorsten Haslinde

POSITIONING

With the knowledge gained from having worked with highly recognized IP law firms and the flexibility of a modern and dynamic environment, we provide first class service for our clients in every aspect. Frequently praised as IP experts with proactive mindset and a deep economic understanding of clients' needs, we focus on contributing to your success.

Thanks to our fantastic and highly motivated staff of professionals and our network of known expert colleagues, our service will always be exactly tailored to your needs. You will benefit from our well-established and continuous cooperations with selected top notch national and international law firms in all fields of intellectual property. Even if legal advice outside intellectual property law is required, we can rely on a network of known expert colleagues.

All patent attorneys and members of the firm are well experienced in handling patent portfolios for Europe and Germany as well as in coordinating international patent prosecution. The lean organization of the firm according to latest standards allows for cost-efficient prosecution of patent portfolios at highest quality. You can expect particular expertise in patent litigation resulting from our involvement in many national and international patent disputes including nullity actions, infringement actions and entitlement actions in Germany, USA and further European countries.

This expertise is reflected in the firm's patent prosecution practice since we will take responsibility for the whole life cycle of processed patents. In other words, we apply our in-depth litigation knowledge during drafting, prosecuting and maintaining of your patents with the result that your patents are ready for potential litigation. We cover all technical fields in the area of engineering, in particular, mechanical, process and electrical engineering, telecom, medical technology, computer science, software, energy technology, turbomachinery, automotive, tooling machines, printing technology, chemical engineering and Biotechnology.

Due to the continuous growth of the firm over the last years, it is able to handle portfolios of both small and large sizes.

BUSINESS

- IP Prosecution
- Opposition and Appeal Proceedings
- IP Litigation
- IP Due Diligence
- IP Strategy
- Freedom to Operate
- Design Prosecution
- Trademark Prosecution

TECHNICAL FIELDS

- Mechanical
- Process and Electrical engineering
- Telecom
- Medical Technology
- Computer Science
- Software
- Energy Technology
- Turbomachinery
- Automotive
- Tooling Machines
- Printing Technology
- Chemical Engineering
- Biotechnology


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POSITIONING

LexOrbis is a premier and amongst the fastest growing IP firms in India having offices at 3 strategic locations i.e. Delhi, Mumbai and Bengaluru. With a team of over 80 highly reputed lawyers, engineers and scientists we act as a one stop shop and provide practical solutions and services on all Intellectual Property and legal issues faced by technology companies, research institutions, universities, broadcasters, content developers and brand owners. Our services include Indian and global IP (patents/designs/trademark/copyright/GI/plant varieties) portfolio development and management, advisory and documentation services on IP transactions/technology-content transfers and IP enforcement and dispute resolutions at all forums across India. We have a Global reach with trusted partners and associate firms.

Our team of highly accomplished legal professionals is adept at handling all business needs and addressing complex legal and techno-legal issues. We also employ cutting-edge technology systems to improve our processes and efficiency. Our professionals work in the best interests of clients and are known for their clear communication, responsiveness, quick turnaround time and out-of-the-box thinking and solutions.

The firm is widely recognised for its best-in-class IP and legal services and solutions among leading domestic and international companies, governments, members of the judiciary and legal media. We have been repeatedly ranked among the top Indian law firms. Our eminent thought leaders are active speakers and participants in national and international forums and associations. The attorneys at the firm play an important role in India's regulatory policy development with frequent interactions with members of the judiciary, policy makers, industry associations, media and other stakeholders in the regulatory space.

LexOrbis and its Team over the past years have been ranked amongst the top ranked Firms and lawyers by IAM Patent 1000, World Trademark Review 1000, AsiaLaw Leading Lawyer, India Business Law Journal, Managing IP, Chambers Asia Pacific, Asian Patent Lawyers Annual, Corporate INTL.

Associations:

INTA, AIPPI, AIPLA, FICPI, LES, APAA, ECTA, MARQUES, CPHI, Global IP Convention, Confederation of Indian Industries, Federation of Indian Chambers of Commerce & Industry, ASSOCHAM (Associated Chambers of Indian Commerce and Industry)

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BUSINESS

- Patents
- Designs
- Trademarks
- Copyright
- Plant Varieties
- Geographical Indications
- Competition
- Sports
- Media & Entertainment
- Trade Secrets
- Unfair Competition
- E-commerce
- Domain Names
- Data Privacy

OFFICES

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Cesare Galli

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POSITIONING

Placed by all the international Directories at the top of the Italian legal profession, the law firm IP Law Galli was established in 2004 and it is still led by Atty. Professor Cesare Galli, Chair of Industrial Property Law in the Department of Law of the University of Parma, who has been dealing since 1986 with important litigation in Europe regarding all branches of IP Law, often tackling cross-border problems too. In 1999 Professor Galli obtained the first Italian final ruling on biotech patents. In 2004 the firm secured the first Italian ruling on computer-implemented invention patents, and between 2005 and 2020 obtained key decisions on the protection of pharmaceutical patents, designs, renowned trademarks and selective distribution agreements infringements in relation to which some of the highest assessment of damages ever made in Italy were issued.

He is often asked to review and manage the most sensitive IP aspects of M&A transactions, developing creative solutions for the most problematic aspects thereof and delimitation of the respective rights of the parties. He provides legal advice not only to rights holders, but also to civil society organisations dealing with IP rights management and enforcement, like INDICAM (as a permanent guest of the Executive Board), Confindustria (as a member of its IP Board of Experts), AIPPI (as a member of the Italian Executive Committee and coordinator of the Trademark Group) AmCham (as a member of the Life Science Working Group) and Bruno Leoni Institute (as Senior Fellow). As Co-Editor of *Il diritto industriale* (the most important Italian IP Law Review, which comments and analyses enforcement-related case-law) he collects and analyses enforcement-related case-law to monitor trends and identify new developments in intellectual property rights infringements and management strategies

IP Law Galli was established as a law office “of excellence” highly specialised in the IP sector and characterised by the keen distinguishing mark of the founder, Atty. Professor Cesare Galli, and by a market-oriented approach that aims to enhance the procedural instruments in order to reach positive results as quickly as possible. The Law Firm firmly preserves this attitude without neglecting the importance of highly professional and knowledgeable lawyers who team up with the leader with shared goals and methods and proceed in a mainly international context, but at the same time demonstrate a deep rootedness in the most significant areas of the Italian economic life.

BUSINESS

- Patents
- Trademarks
- Design
- Domain names
- Appellation of origin
- Unfair Competition
- Copyright
- Restricted information
- Web forgery
- Advertising & Marketing
- Life Sciences
- New Plant Variety
- Antitrust Law
- Contracts
- Business Law

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Monica Riva

POSITIONING

Legance is an independent law firm with offices in Milan, Rome, London and New York.

Founded in 2007 by a group of acclaimed partners, Legance distinguishes itself in the legal market as a point of reference for both clients and institutions.

It is no coincidence that the name Legance recalls unity and excellence, principles that were at the forefront in the foundation of the firm.

Independent, dynamic, international and institutional are the qualities that most characterise the strength of the firm and have contributed to it becoming a leader in the legal market.

In 2007 there were 84 lawyers at Legance, currently there are over 270.

The value of the group is regarded as a characteristic that amplifies each individual's qualities and skills, the constant attention to clients, the careful evaluation of business objectives and an unconventional approach capable of anticipating legal requirements, 24 hour availability have helped to establish Legance as a recognised leader in domestic and international markets.

BUSINESS

The advice on intellectual property matters that Legance's lawyers provide includes the following:

- Advice in the preliminary stages regarding the most suitable registration strategy, based on the client's needs
- Drafting of contractual agreements required for the exploitation of intellectual and industrial property rights of any kind
- Drafting of legal opinions on any aspect of intellectual and industrial property
- Advice on bringing and defending legal proceedings in Italy and abroad, in relation to any intellectual or industrial property right
- Assistance in litigation cases before all of the competent judicial and administrative authorities, or independent authorities, in proceedings ranging from interim to full-blown proceedings
- Drafting and negotiation of joint venture agreements, technology transfer agreements, contracts with employees inventors or external researchers/ developers, ad hoc confidentiality agreements in the case of experiments to be patented
- Drafting of contracts for the supply, licensing and development of management and customised software, Apps, IT platforms, including those that provide artificial intelligence solutions, as well as the use and profiling of data, including Big Data
- Assistance to IT migration projects to enable the interoperability of IT systems and the processing of data following extraordinary transactions (for example the sale of a company or branch of business)
- Advice and judicial assistance in the management of pharmaceutical patent litigation and strategic advice and coordination between patent litigation and regulatory and tender issues for the supply of medicine.

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“ Big Data and Intellectual Property Rights: a difficult match? ”



Interview with

MONICA RIVA

Senior Counsel, **LEGANCE – AVVOCATI ASSOCIATI**

Leaders League. The relationship between big data and IP is extremely complex. What is your view?

M. R. Big data have features that are not fully compatible with the traditional IP rights of common legal systems. Notwithstanding the legal difficulties, the principle of “technological neutrality” requires that the same rules of IP rights – e.g. copyright, patents, trade secrets – should be applicable to new technologies, regardless of the format in which a piece of work is incorporated and the technical methods with which it is reproduced. The protection, and consequent remuneration, of big data in terms of proprietary rights is an important goal to reach.

This is far from a cut and dried issue though, isn't it?

You are right, the absence of human creativity is the reason why it is often difficult to identify the extremes of copyright protection. However,

it could be argued, that the precise data disposition carried out by technological programs should be considered an “intellectual creation” of software capabilities, since it catalog and correlate data in an original way, different from the one that would ordinarily be made by humans. On the other side, big data collections could be inferred to fall within the scope of art. 102bis of Italian Copyright Law, concerning the “non-creative databases”, providing for sui generis rights, not subject to the creativity/originality requirement. Indeed, this provision reserves to the «maker» of the database, to be understood as «who makes significant investments for the establishment of a database or for its verification or presentation, committing for this purpose financial means, time or work», the right to «preventing the unauthorized extraction and/or re-utilization of all or a substantial part of the contents of that database.»

What about trade secrets?

A different kind of protection could be applied following the provisions of articles 98 and 99 of the Italian Industrial Property Code governing the industrial property right covered by secrecy. Art. 98 IPC provides that those pieces of information (which also includes commercial information) shall be:

- a) secret, in the sense that they are not, as a whole or in the precise configuration and combination of their elements, generally known or easily accessible to experts and operators in their sector;
- b) with an economic value due to their secrecy;
- c) reasonably protected as the state of the art require by those who

supervise their control and management (usually the owner).

With particular reference to the requirement mentioned under letter b), it could be inferred that the economic value exists not only when it is generally known that the data allows, for example, to obtain a profiling of users amounting to an economic interest or to reliably give information on the correlation between different facts, but also when it can be assumed that an economic operator would be interested in purchasing them in the prospect of processing them, having a reasonable expectation of obtaining useful information for his business.

Secrecy with respect to big data could impede the growth of business, could it not?

Data are more significant and rich with higher sharing. It is important to underline that this sharing must always be protected by some sort of confidentiality obligation, which tip the balance towards distinction between protected areas of business and unprotected ones. Nonetheless, what allows for the creation of value around big data is outside IP protection. I make reference to the instrument of contract. Contracts do not provide for a direct proprietary protection as the one granted by IP rights, but only for a protection based on obligations of counterparties. However, they are the favored mechanisms to create constraints and obtain consent from which significant economic revenue can derive. The intelligent use of this instrument must be coordinated with IP Law, shaping the future of a new intellectual property landscape that embraces big data. ♦

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Tankred Thiem

POSITIONING

Founded in 2003 LGV Avvocati has established itself as a leading Italian law boutique, in particular in the fields of IP (patent, copyright, trademark, competition, know-how), IT, privacy & cybersecurity, advertising and business law. Its wide-spread client base is both foreign and Italian. LGV values a dynamic and international professional team environment and has a broad experience in dealing with transborder issues, involving in particular, USA and Asian countries, offering a department dealing with Germany and other German-speaking countries. In litigation LGV offers an unrivalled competence, acquired over the years in relation to enforcement programs concerning both national and international profiles. When it comes to intangible asset protection the multiplicity of services guarantees innovative companies a 360-degree assistance, ranging from the creation and filing of trademarks to the development of brand-building strategies.

Clients appreciate:

"The lawyers are always available, very committed and able to handle complex matters."

"knowledgeable and impressive"

"A very well-run practice. The lawyers know so much about our business that I rarely have to brief them in detail."

BUSINESS

- Patents
- Copyright
- Trademarks
- Know-How
- Design
- Media and Entertainment
- IT, Internet and E-commerce
- Privacy & Cybersecurity
- Corporate and Business
- Advertising
- Competition and Antitrust
- Litigation and Arbitration
- German Desk

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POSITIONING

Orsingher Ortu - Avvocati Associati is an independent law firm which specializes in complex transactions, advisory work and litigation notably in the fields of intellectual property, new media & information technology, corporate & finance, antitrust, competition & trade and labour laws. Our partners have all developed their professional skills in prominent international law firms and have brought those skills to a tailored, client-focused structure.

Our intellectual property, digital & information technology group is regarded within the industry as a leading player:

Creative intellectual works

such as works of literature, music, figurative art, architecture, cinematography, photography and new media, as well as software, databases and designs, all of which are protected by copyright law. Industrial products can also be protected by national and Community exclusive rights in designs if registered, and by unregistered Community exclusive rights in designs (for a shorter time).

Proprietary information

Technical know-how - Proprietary information includes know-how that resolves a technical problem in a new way; it can be protected as a patent, as a utility model or by exclusive rights over secret information.

Business know-how - Marketing information applied to the pursuit of business is one type of information in this category that can be protected as secret information and through competition law.

Personal data of customers, potential customers and employees - The use of the personal data of third parties collected by a business is governed by the provisions of the Data Protection Code, which sets the limits to data processing and the forms permitted.

Competitive positioning tools

Trademarks - All of the distinctive signs of a business, including registered and de facto trademarks, the name or trade name, the firm, signs, domain names, and the packaging and forms of the products are protected against passing off and unwarranted copying by competitors.

Company style - All elements used in crafting the identity of a business in the marketplace including advertising campaigns, slogans, signage, the interior design of sales outlets and marketing strategies are protected individually and as a whole by the provisions of the Industrial Property Code and competition law.

Promotional tools - Web sites and their domain names are protected by the provisions of the Industrial Property Code and competition law. Advertising campaigns, sponsorships, home shopping and prize competitions are regulated and in some cases protected by special rules.

BUSINESS

- E-commerce Internet & New Media
- Publishing
- Industrial Design
- Gaming
- Engineering
- Media & Entertainment
- Pharmaceuticals, Life sciences & Biotech
- Luxury & Fashion
- Advertising & Promotions
- Software & Cloud- deployed services
- Technology, telecommunications

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 **POSITIONING**

NautaDutilh is an international law firm specialising in Luxembourg, Belgian and Dutch law. The firm was founded in 1724 and is one of the largest in the Benelux. More than 400 lawyers, notaries and tax advisors work at the firm's offices in Luxembourg, Brussels, Amsterdam, Rotterdam, London and New York.

NautaDutilh Avocats Luxembourg is a key player on the Luxembourg legal market, providing high-quality advice and services in the areas of banking and finance, corporate, capital markets, investment funds, taxation, insurance and reinsurance, litigation and arbitration, intellectual property and ICT and labour law. Recommended by the world's leading legal directories, the firm's team of 65 lawyers serves a range of national and international clients, from key local players to global market leaders.

Technology Law & Data Protection team

Our Technology Law & Data Protection team combines in-depth knowledge and understanding of its clients, their technology, and the sectors in which they operate, with a pragmatic approach to resolving legal issues. We offer a full range of legal services in the area of technology law. This includes preparing, negotiating, and handling legal proceedings involving ICT contracts for software development, licensing, maintenance and support through to outsourcing, cloud, apps and e-commerce. In recent years, our team has been involved in many corporate deals involving ICT and telecoms companies as well as in many outsourcing arrangements in the financial and insurance sectors.

We also have extensive experience in advising clients on the widest range of data protection and information security issues. These include issues relating to the financial sector (combined with regulatory advice on banking secrecy and internal organisation requirements), the life sciences sector (e.g. clinical trials), privacy statements, international transfers of data, data protection provisions in contracts (IT, cloud...), the monitoring of employee e-mail and internet use, payroll and personnel administration, the recording of telephone calls, notifications to data protection authorities and (direct) marketing activities.

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 **BUSINESS**

- Banking & Finance
- Capital Markets
- Corporate
- Insurance & Reinsurance
- Intellectual Property & ICT
- Investment Funds
- Litigation & Arbitration
- Labour Law
- Taxation

 **OFFICES**

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POSITIONING

It has been four years since the partners of AXKATI decided to embark on a new direction and establish a boutique law firm aiming to offer excellent legal services, without neglecting the human and competitive side of them.

AXKATI is based in Mexico City, specialized in intellectual property, privacy and data protection. We are honored to have some of the most experienced professionals in their respective subject matters, who clearly understand the client's needs in a complex and fast moving business world.

Our partners, associates and staff are committed to provide top-notch legal services, being aware of not compromising cost-effectiveness. Our team is hands-on, proactive and responsive; in AXKATI, clients will find a real business partner who will look after their matters as if they were their own, assured that our advice will be based on solid legal knowledge but practical and applicable to their particular needs.

In AXKATI we will always be committed to our clients and our people, permanently thankful for their trust and compromise.

With the purpose of reinforcing the trademarks and copyrights prosecution and litigation practices, including enforcement and border measures actions, Axkati invited Alfredo Pineda as partner to the firm.

Before joining Axkati, Alfredo lead the intellectual property litigation and enforcement practice of Hogan Lovells in Mexico City.

BUSINESS

- Intellectual Property
- Privacy and Data Protection
- Trademarks
- Patents
- Copyrights
- Anti-Counterfeit and Enforcement
- Personal Data Protection
- Corporate
- Regulatory
- Foreign Trade and Customs
- Franchises
- Licensing
- Plant Breeder's Rights
- Sports Law
- Regulatory
- Domain Names
- Consumer Protection
- Health Law
- Media & Entertainment Law

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POSITIONING

Basham, Ringe y Correa is a full service law firm with strong presence in Latin America. Basham established in Mexico in 1912, has more than 100 years of experience assisting clients in doing business throughout Mexico and abroad.

The firm's large group of lawyers and support staff are committed to maintain the highest professional and ethical standards. In addition, Basham's lawyers actively participate in worldwide associations, as well as in international transactions. This in turn improves the firm's growing capacity to serve its clients by constantly adjusting to the dynamics of the global business environment for over a century.

The firm's clients include financial institutions, individuals, medium-sized companies and prominent international corporations, such as the The Coca-Cola Company, Canon, Volvo, America Móvil, Kia Motors among others.

The intellectual property practice group of Basham is one of the largest and most important in Mexico and is dedicated to the protection of some of the world's most famous trademarks, patents and copyright.

The firm provides legal assistance in connection with patents, industrial models and designs, trademarks and names, slogans, copyright, and all other related legal matters.

The firm's IP services are very broad and encompass all aspects including developing strategies, advising on tax issues, carrying out civil, administrative and criminal litigation, and developing measures to protect IP rights and prevent piracy.

We operate in the Spanish, English, French, German, Portuguese and Chinese languages.

BUSINESS

- Industrial Secrets
- Trademarks and Copyright
- Litigation and Licensing
- Industrial Creations
- Franchising
- Patents
- Information Technologies

OFFICES

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- Querétaro
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POSITIONING

We are BC&B, an international law firm specialized on legal and business consultancy. With more than 50 years of experience and going through a series of transformations, both technological and organizational, we unified the way in which we offer our services, thus positioning ourselves as the first “Law & Business” firm in Mexico.

By upholding ourselves as specialized leaders on Intellectual Property, we have been looking to increase our solutions range in a novel way by developing our abilities and infrastructure, aiming to satisfy our client's needs thanks to the development of unique services which result from our specialists' abilities, knowledge, talent and vision on different legal and business areas.

Within our solutions portfolio, we count with a group of experts on litigation, which covers a great variety of legal services, including corporate, civil, business, family, and commercial arbitration law, in order to provide legal solutions in these areas. We also count with a Business Transformation area, where our specialists are in charge of creating and providing necessary solutions for strategic and business transformation, and systematic innovation of any business, regardless its dimension and/or industry.

Our Technology Transfer office is the result of the knowledge and abilities synergy, focused on supporting entrepreneurs, business men, and emergent and well established companies in creating and implementing business strategies that create economic benefits through their intangible resources, by providing them with the necessary tools to innovate and protect their Intellectual Property rights by means of our philosophy of integrally taking care of their technological creations and developments.

As a result of the continuous quest to strengthen our solutions and scope, as of 2019 we are part of Velae Legal Group, an Ibero-American legal firm of multinational firms with representation in many countries, committed to our clients in offering diverse services and solutions with the highest quality standards and professionalism.

We are sure that the solutions and services that help our clients to protect, transform and lever their business, are found in BC&B.

BUSINESS

- Commercial Litigation
- Corporate Finance/M&A
- Intellectual Property (Patents, Trademarks, Copyrights)
- Litigation
- Media
- Marketing
- Sports & Entertainment
- Technical & Legal Translation
- Internet & Information Technology
- Enforcement of IP Rights
- IP Rights Maintenance
- Licensing & Technology Transfer
- IP Value Extraction

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POSITIONING

Established in 2001, the firm Bello, Gallardo, Bonequi y García, S.C. (BGBG) has become a significant player in the Mexican legal market, meeting the growing need for specialised legal counselling.

The versatility of its members allows BGBG to offer personalised services in each of its areas of practice. Professionalism, quality services and a results-driven culture distinguish BGBG from other major law firms in Mexico. A real global expertise, hands-on experience and an excellent academic background constitute the main assets of its members.

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BUSINESS

- Data Protection/Information Society
- TMT (Telecoms, Media & Technology)
- Sports, e-Sports & Entertainment
- Intellectual Property
- Litigation/Dispute Resolution
- Banking & Finance
- Corporate/M&A
- Energy and Infrastructure
- Government Procurement
- Insurance/Reinsurance
- Real State & Venture Capital
- Compliance

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Leticia Natividad



Jorge Arteaga

POSITIONING

BIP LEGAL specializes in Industrial and Intellectual Property affairs. We are fully committed to provide comprehensive, effective, efficient and valuable counseling to our clients.

Our team has broad experience acquired over more than 25 years of practicing IP Law, representing leading players in each industrial and commercial sector. It is one of our main strengths to translate this experience in providing strategic counseling in all areas of Intellectual Property: Patents, Trademarks, and Copyright; throughout all stages, from the creative process, prosecution and maintenance of IP rights, to licensing, monetization and enforcement, under both Mexican and international regulations.

In response to the need for a comprehensive consultancy, we also extend our practice to other legal areas closely related to IP, including entertainment, advertising, fashion, health, regulatory, antitrust and corporate law.

With a clear vision on business, our goal is to advise on adding value to the technological, industrial, commercial and artistic innovations of our clients, preventing risks and enhancing opportunities.

At all times, we pursue to make alliances with our clients on the basis of our personalized and dedicated attention, continuous support, solutions design based on their specific needs, a great deal of commitment to our client objectives, professional excellence and business trustability.

BUSINESS

- Patents
- Utility Models
- Industrial Designs
- Plant Varieties
- Industrial Secrets
- Technology Transfer
- Trademarks
- Copyright
- Licensing
- Franchising
- Domain Names
- Apellations of Origin
- Geographical Indications
- Entertainment Law
- Advertising Law
- Fashion Law
- Health Law
- Regulatory
- Corporate
- IP Litigation

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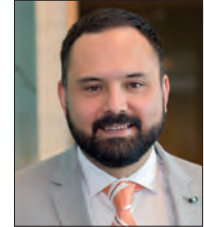
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Areli Méndez Martínez



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POSITIONING

Jáuregui y Del Valle (JDV) was founded in 1975 as a Mexican full service Law Firm specialized in domestic and international business transactions. The Firm is a leader in the practice areas of corporate M&A, banking and finance, tax, competition and antitrust, international trade, energy, oil and gas, environmental, insurance, project finance, infrastructure, real estate, IP, labor, health, litigation and arbitration in tax, administrative, civil and criminal matters. JDV has gathered dedicated professionals with international expertise and capabilities, all widely recognized for their innovative approaches to providing solutions with the highest technical and ethical standards, and for their deep understanding of the business needs of their clients.

JDV represents domestic and foreign clients involved in a wide range of joint ventures, investments and economic activities, including industry, trade and services. The Firm has consistently implemented innovative transactions and it is a market leader in advising highly-regulated entities, as well as in structuring foreign equity investments in Mexican companies. Furthermore, JDV is a major provider of legal services in all kinds of financing, privatizations of government-owned companies of all types and of public bid processes and negotiations of procurement, services, infrastructure and other kinds of agreements with government entities.

Jáuregui y Del Valle understands that the Intellectual Property of a company is sometimes the most relevant asset that belongs. Fortunately, our IP team provides services in all the relevant practices on IP from the trademark and patent registration to the brand protection services and IP litigation of high level.

Our clients trust today in a high level way that we advise them on managing trademark portfolios for all LATAM countries, as well as handling and coordinating for some of them Anti-counterfeiting/piracy campaigns in the whole LATAM.

We are renowned for our strengths in the accurate recording and surveillance of trademark and copyright prosecution and registrations both in Mexico and around the world. Our in-depth strategic advice ensures our clients can implement powerful but cost-effective solutions while avoiding excessive registrations and provide creative solutions to complex litigations.

Moreover, our data protection, privacy & IT is rendering services on privacy notice, national and international data transfer agreements, due diligence, fulfill data subject request, outsource data protection officer, development and drafting privacy policies, advising on GDPR and CCPA, advising on any procedures carry on by the data protection authority to our clients from a wide range of industries.

BUSINESS

- Banking and Finance
- Competition & Antitrust
- Corporate M&A
- Criminal Law
- Energy & Natural Resources
- Environment
- Insurance & Reinsurance
- Intellectual Property
- International Trade & Customs
- Labor and Employment
- Litigation & Arbitration
- Real Estate
- Tax

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Joel Gómez



Omar Soto

POSITIONING

Lex Informática Abogados is recognized as a leading boutique law firm specialized in IT law, e-business and data protection. His founding partner is devoted to the fields of intellectual property and information technology law since 1996. Across time, our members have served as country counsels, legal managers and CPO's of American and British companies in Mexico.

We provide services to quite large national and international companies in the following sectors: manufacture, pharmaceutical, public health system, real estate and tourism development, aviation, automotive, banking and finance, insurance, cybersecurity, software and information technology. Also, we have amongst our clients entrepreneurs and industry associations.

As one of the Mexican most prominent digital intellectual property law firms, we have earned a reputation for recovering several domain names through the UDRP and other dispute resolution mechanisms. Lex Informática provides strategic counseling and legal support to clients facing complex legal challenges posed by the rapid pace of technological progress and changes in the regulation environment.

We are known for crafting innovative legal solutions and developing precedent-setting legal strategies to protect our clients' interests. We consistently deliver the highest standards of quality legal services for the best possible outcomes.

Under the leadership of Mr. Joel Gómez, this law firm rapidly became a driving force in internet and data privacy law. Throughout our history, we have played a central role in developing IT and data privacy law in the country. Our lawyers are also law professors, international speakers and key opinion leaders in their fields.

BUSINESS

- Intellectual Property
- Data Protection
- Internet law
- IT Law



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José-Juan Méndez



Emmanuel G. Cortés

POSITIONING

Mendez + Cortes is an Intellectual Property Firm that initiated its activities in 2014, but with a solid experience and well known reputation gained for more than 25 years of practice of its members, emerging from the law firm Alegria, Méndez & Fernandez Wong, and before that, from the Intellectual Property practice group of Baker & McKenzie Mexico.

Mendez + Cortes is composed by a team of 30 members, including lawyers, engineers, translators and professionals in different areas of knowledge, such as communication, art and design, representing more than 1000 domestic and international companies.

The services provided include all aspects of Intellectual Property, such as: trademarks, patents, industrial designs, domain names, investigations, litigation, mediation, piracy, contracts, licensing, copyright, image rights, information technologies and data protection as well as all commercial and legal activities that are naturally involved with the Intellectual Property area.

Mendez + Cortes has been recognized by clients and pairs for its high-quality levels of service, fast response times and 'reasonable prices.

BUSINESS

- Trademarks
- Patents
- Copyrights
- Litigation
- Corporate
- Migratory

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Agustín Ríos



Fátima Cambrero

POSITIONING

RIOS Abogados is a Boutique law firm specialized in IT Law, privacy and data protection, intellectual property, corporate law, industrial property, copyright and litigation; committed to fully satisfy the legal needs of its customers.

We have managed to consolidate ourselves as one of the leading boutique law firms in the Mexican market, providing a quick and effective response to solve our client's needs, offering current, effective and practical solutions for the development of their business.

BUSINESS

- IT Law
- Internet
- Data Protection
- Privacy
- Industrial Property and Intellectual Property
- E-commerce
- Domain Name
- Corporate Law
- Civil and Commercial Law
- Administrative Law
- Litigation

CONTACTS

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SPECIFIC IP

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Gilberto Sánchez



Eduardo Vázquez



Oscar Ochoa

POSITIONING

SPECIFIC IP is a Law Firm specializing in Intellectual Property. We offer an experienced service tailored to our clients' specific needs, both at the national and at the global levels. We provide a combination of personal and quick response service, making us a boutique Firm with the experience and solidity of a major Law Firm.

The Industrial Property Law is a vital tool for all companies or entities that have the need to protect their creative and/or business assets, which can cover anything from an artistic creation to a new manufacturing process. At SPECIFIC IP, we have a team of specialists in Intellectual Property and full-weight litigants, who turn the complex world of Intellectual Property into something that is easily understandable; we always advise the most effective, practical and useful options in order to make our clients' lives easier.

At SPECIFIC IP we offer a full service: Intellectual Property, Copyrights, Administrative Litigation, Litigation in Industrial Property matters and Amparo proceedings.

With more than twenty years of solid experience in the Intellectual Property and with a team that is on track to be one of the leading boutiques firms in Mexico, we are recognized for the procedures in our client's affairs, for always having a solution and ensuring the best possible way to resolve their issues. Our services guarantee the best result for our clients, primarily due to our creativity to find the most appropriate solutions.

BUSINESS

- Trademarks ®, as well as their monitoring
- Opposition to trademark registration
- Copyrights
- Industrial designs
- Patents
- Technological agreements and licenses
- Franchises
- Trademark protection
- Launching of new brands (national and foreign)

CONTACTS

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Mario Ponce Walraven



Javier Uthhoff-Orive



Ignacio Dominguez-Torrado

POSITIONING

Uthhoff remains as leader of the Intellectual Property forum in Mexico. The firm's vision is to be the most prestigious and recognized law firm with global reach. Its mission is to provide quality services in business law with the highest standard of ethics and values.

The firm was founded in 1905 and since has been filing, maintaining and enforcing patents, trademarks and other mechanisms designed for IP protection.

Now also providing legal counsel in the corporate, business, sports, entertainment and regulatory areas of law the firm collaborates with its clients not only in the acquisition and preservation of their intellectual property rights but also in the defense and enforcement of those rights through IP litigation, anti-counterfeiting and enforcement actions, customs seizures and border measures, thus handling all types of legal actions related to the protection of IP rights before administrative and judicial authorities.

Comprised by 10 partners and 62 associates, the firm has expanded its core IP practice to cover more services with the intention of providing an integral service to clients; in short, the firm handles the A to Z of Intellectual Property but is also involved in other legal areas.

OFFICES

- Mexico City

BUSINESS

- Anti-Counterfeit and Enforcement
- Biotech and Pharma
- Consumer Protection
- Copyrights
- Corporate
- Domain Names
- Environmental Law
- Media and Entertainment Law
- Foreign Trade and Customs
- Franchises
- Health Law
- Information Technology
- Licensing
- Litigation
- Patents
- Personal Data Protection
- Plant Breeder's Rights
- Regulatory
- Sports Law
- Trademarks

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ARTURO DÍAZ & ASOCIADOS

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Arturo O. Díaz



Giovanna Yllanes

POSITIONING

Arturo Díaz & Asociados starts in 2007 of the hand of its founder Arturo O. Díaz specialized in matters of Industrial Property, the same one that has consolidated his prestige across the academic rigor in Peru and other Countries of Latin America, and from 2010, as experience and in response to the need to extend the services to our traditional clients of Intellectual Property from Peru to other countries in Latin America from a regional vision, along with our partners and partners we reinvent the practice to regional level and today we can affirm that our experience have turned us into experts into the region into its set, which today allows us to achieve the total satisfaction of our top-level clients of service in all the areas of practice of Industrial Property of national and foreign clients, besides the Corporate and Commercial Law.

In the firm, the experience has allowed us to know a series of legal instruments available to protect your ideas in matters of Industrial and Intellectual Property; the registration of trademarks, patents, industrial designs, utility models, plant varieties and advice on advertising and entertainment, copyright, consumer protection is a versatile practice in our firm, but especially the protection, monitoring and evaluation of disputes and litigation in matters of trademarks, patents, plant breeder right, copyrights, border measures, unfair competition, advertising, investigation and criminal actions against anti-counterfeiting and reproduction and, how you can make use of the legal instruments to protect your organization, makes us capable today of building, preventing and fighting, to be the case, with effective protection of your Intellectual Property.

Our firm with our own team conducting anti-counterfeiting investigations involves identifying and locating suspected violators. Obtaining the evidence necessary to secure confiscation orders for counterfeit products and other court orders to support compliance with our actions.

BUSINESS

- Fashion & Intellectual Property
- Trademarks
- Patents
- Industrial Designs
- Utility Models
- Anti Counterfeiting Actions
- Anti Piracy
- Enforcement
- Plant Breeder Right
- Advertising and Entertainment
- Copyright
- Consumer Protection
- Unfair Competition - Internet

CONTACTS

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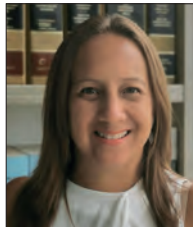
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Adriana Barrera



María Inés Herrera



Medalith Albarracín



Andrea Chunga

POSITIONING

BARLAW – Barrera & Asociados arises from the experience gained by its members in activities related to the protection of Intellectual Property of national and foreign clients, as well as the fieldwork carried out in application of legal measures against product piracy and counterfeiting, which its founding members have performed for over 20 years. This experience is embodied in a broad knowledge of protection and defense of IP in Peru, and also of the legal procedures that this specialty requires before different public entities.

Professionals in BARLAW provide legal advice and defense that meet the highest quality standards, with a personalized approach in an opportune and efficient manner, acting coordinately with the design, implementation, and execution of strategies that allow our clients to maintain efficient management of issues related to IP in business. Currently, our practice includes a wide spectrum of services such as:

- Clearance, registration, maintenance/monitoring of trademarks in Peru and other countries.
- Legal advice and proceedings: Patents, utility models, industrial designs and plant varieties matters.
- Software and copyright protection.
- Trademark and other IP rights surveillance.
- Legal advice and recordal of licenses, assignments, mergers, demergers and acquisitions.
- Defense of IP rights, as oppositions, appeals, infringement actions, cancellations, nullities.
- Integral brand protection strategies against piracy and counterfeiting including IP rights recordal before Customs, investigations, market surveys, test purchases, raids, trainings, online monitoring.
- Dissuasive strategies to cease illicit activities such as cease and desist letters, negotiations, settlement agreements and undertakings.
- Litigation and dispute resolution in civil and criminal cases related to IP matters.
- Franchising and licensing agreements, technology transfer and all IP related contracts.
- Legal advice in e-commerce and internet issues. Domain name registration and disputes.
- Defense and legal advice in unfair competition, legal advice in marketing and advertising.
- Defense in consumer protection matters.
- Regulatory affairs; sanitary registrations: food & beverages, drugs/pharmaceutical products, cosmetics, veterinary products, agricultural products (pesticides, herbicides).
- Data privacy

IP practice is performed altogether with corporate affairs required by our clients, which include commercial contracts, incorporation of companies and its internal and legal management and other related affairs that are connected to corporate matters, and therefore, take part in the permanent practice of BARLAW.

BARLAW has been recognized as a leader IP firm by different international rankings as The Global IP Awards – Peruvian trademark firm of the year 2020, Managing IP – Peruvian IP firm of the year 2020, Legal 500, Chambers & Partners, WTR 1000, MIP Latin America Firm to watch 2019, Latin Lawyer – Specialist firm leader, IP Stars, Leaders League, Managing IP- Top 250 Women in IP 2019, Women in Business Law, Global Law Experts, WIPR – Influential Women in IP 2019 and Women in Business Law Expert Guide.

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BUSINESS

- Trademarks
- Copyrights
- Patents
- Anti Piracy
- Anti Counterfeiting
- Enforcement
- E-commerce and domain names
- Data protection
- Life sciences regulatory
- Media and entertainment law
- Fashion and design law
- Advertising law

SOCIAL MEDIA

- Facebook: <https://www.facebook.com/BarlawPeru>
- Twitter: <https://twitter.com/BARLAWIP>
- LinkedIn: <https://www.linkedin.com/company/barlaw---barrera-&-asociados/>

 Top Advisors Directory
LAW FIRMS

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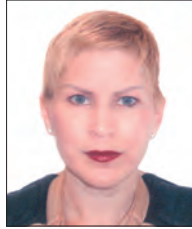
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Alfredo Barreda



Fernando Barreda



Micaela Mujica



Marcela Escobar



Carlos Auza

POSITIONING

Barreda Moller is a first class law firm in Latin America. Our organization has consolidated solid prestige exercising law with ethics and academic rigor. We assure total satisfaction to our clients and the highest level possible in our law practice. We can fulfill all kinds of legal needs for Peruvian and foreign clients. Our firm has reached an outstanding level due to the professional efficiency of its members, making us highly competitive in the market.

Our business partners and associates participate actively in Peruvian and international institutions of Intellectual Property such as INTA, AIPPI, AIPLA, IACC, ECTA, PTMG, MARQUES, FICPI, APPA and ASIPI.

Two of our partners were appointed presidents of ASIPI, as well as of the Peruvian chapter of AIPPI and LES. Our associates have also held positions of secretaries and treasurers in national and international associations.

Our firm was established in 1940 and has grown over the last eight decades into the leading Peruvian IP law firm. We remain committed to a philosophy of professional, cost-effective representation and quality service. We provide personalized, partner-level attention to our clients with resources, expertise and staff support to advice on a wide range of intellectual property matters. The Firm's partners are veteran practitioners in the region.

BUSINESS

- Trademarks, trade names and slogans
- Patents, utility models and industrial designs
- Copyright
- Litigation
- Unfair competition and violations
- Licenses
- Consumer rights
- Sanitary regulation
- Personal Data Protection
- Brand Protection, Anticountefeiting, Customs and Border Enforcement
- Fashion Law

CONTACTS

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Carolina Ore Gomez & Asociados
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Alexander Trujillo

POSITIONING

Carolina Ore Gomez & Asociados is an Intellectual Property strategist firm with an efficient way to render qualified services on the procedures and suitable management. Our team is comprised of multi-disciplinary professionals which use innovation and technology on the building of solid and cutting-edge companies.

Likewise, our team aims to revolutionize society and industry by focusing and betting on the development of startups, industrial parks, smart cities, technological cities and others. Thus, we do dare to design the way for our clients in the public and private sectors. In addition, we also take part of events of entrepreneurs, challenges, lecturers and exhibitions of inventions.

The capitalization of our clients' needs is the perfect input to find suitable solutions that allow us to discover the most convenient strategy. In a dynamic fast-changing industry, we transform your problems into knowledge that can be protected and valued.

BUSINESS

- Patents, Utility Models and Industrial Designs.
- Plant Varieties
- Know-how and Trade Secrets
- Trademarks
- Copyright
- IP Litigation
- Unfair Competition
- Internet & E-commerce
- Licensing & Technology Transfer
- Strategic portfolio management
- IT contract
- Data protection
- IP Strategy

OFFICES

- Lima
- Iquitos

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Javier Duany



Jessica Ortiz



Gloria Cadillo

POSITIONING

At Casahierro Abogados, our clients' needs require us to get involved in more sophisticated aspects of Intellectual Property and Competition, preparing ourselves to move forward with them, towards new trends, in order to always provide a suitable and timely legal advice that allows them to compete successfully in the market.

The synergy generated allows us to manage the different elements that affect the interests of our clients, such as anti-piracy actions, registration, administration and protection of a portfolio of trademarks, patents, copyrights and new technologies at the national and international level, and the different litigations in the area of Intellectual Property.

In addition, our Firm has advised clients from different industry sectors on the proper implementation of the legal framework for the protection of personal data, through data collection, cross-border data transfers and audits in order to avoid regulatory violations. Likewise, we provide preventive advice and litigation advice in the areas of free competition, unfair competition, consumer, elimination of market access barriers, dumping and subsidies, and at the regulatory level in the different business sectors.

Finally, our Firm develops its practice with the objective of providing services aimed not only to the defense of the general interests of the commercial activity in such aspects, but also to the anticipation of undesired contingencies generated by the development of individuals and collective relations.

BUSINESS

- Anti Counterfeiting
- Enforcement
- Brand protection
- Trademark
- Copyright
- Patents
- Domain names
- Data Protection
- Sanitary regulation
- Competition & Antitrust
- Consumer Protection
- Regulatory Matters

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Clarke Modet +

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Alvaro Arias



Ana Teresa Barreto



Claude García



Cynthia Huamán



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Jimena Ugarte

POSITIONING

ClarkeModet is the largest group specialized in Intellectual Property in Spanish and Portuguese speaking countries, founded in Spain in 1879.

It was created as a company to manage patents and perform Intellectual Property services. Since the 1960s, the company has made a bid for expanding internationally by opening subsidiaries in Venezuela, Brazil, Argentina, Portugal and Mexico. Thirty years later, we continued our deployment with the incorporation of the companies in Colombia, Chile, Peru and Uruguay.

Today we have a unique structure that combines direct presence through our own companies in the 10 main Spanish and Portuguese speaking countries with more than 500 professional experts and an international network of experts serving the whole world.

ClarkeModet Peru is operating in Lima since 2002 and relies on a highly qualified and multidisciplinary team composed of lawyers, chemists, engineers and expert industrial property agents working together to offer a wide range of Intellectual Property services.

We also render comprehensive innovation consultancy to provide tailor-made services to our clients. We have implemented a quality management system based on ISO 9001:2015 standard, and our processes are annually certified through an external audit carried out by an independent firm.

Our methodology includes the constant adaptation and anticipation of market needs to become a strategic ally for our customers, anticipating their needs through our own innovative solutions placing us at the avant-garde of Intellectual Property.

BUSINESS

- Innovation, Technology & Intellectual Property practice
- Trademarks and Copyright
- Patents and utility models
- Industrial designs
- Plant Varieties
- Know-how and trade secrets
- Litigation
- Enforcement and Anti-Counterfeiting
- IP Contracts and Negotiation
- Unfair competition
- Domain names disputes
- Technology and Strategic Consultancy


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**Francisco Espinosa
Bellido**



**Francisco Espinosa
Reboa**



**Carolina Martinez
Hoepelman**



Ana Cecilia Sotelo



Alessandra Caballero

POSITIONING

With an experience of more than 75 years providing IP counseling to local and international clients, the main assets of our legal practice are our deep specialization as a key for our competitive development, and the personal dedication of all partners and attorneys to each of our clients and cases, no matter its size. We pride in our direct and personal involvement in our client's matters, and in that sense we relate more to a law "workshop" than to a law "factory".

The added value provided by partners getting personally and effectively involved in clients issues is complemented by the experience, professionalism and expertise of the team, which is composed of professionals with youth but also with years of experience and expertise in the areas they manage.

We have seen an increase in the needs of our clients whom initially needed assistance in the trademark filings and representation in litigation in the early 1940s to the new conditions required by the current status of the protection of inventions, new technologies and digital culture, taking into account the complex dynamics of global business and high end technology that currently exist and determine the needs of our customers.

We specialize in strategy and counseling, registration and litigation of trademarks, trade names and slogans, appellations of origin, domain names, patents, utility models, industrial designs, copyrights, unfair competition, consumer protection, advertising and other areas relevant or related to IP.

BUSINESS

- Trademarks
- Patents
- Copyrights
- Modifications to the registry and licenses
- Unfair Competition
- Litigation
- Advertising
- Consumers Law

CONTACTS

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SINCE 1904

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Luis Gayoso Frayssinet



Carmen Arana



Carla Noriega



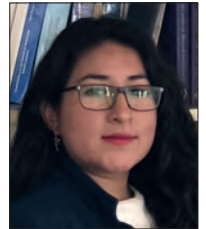
Guillermo Melgarejo



Federico Gaviria



Luis Antayhua



Nazareth Carigga

POSITIONING

Estudio Colmenares & Asociados, established in 1904, has been devoted exclusively in IP protection, advice, surveillance and litigation. Our legal department is capable of handling oppositions, defenses, cancellations, litigation in court, conciliations, infringement and nullity actions and all kind of services related to the IP field. With more than 40 people working together with the single aim of offering the best Intellectual Property service in Peru, maintaining the optimum level of professional ethics.

Our services are focused on multinational firms. Our expertise is based on mayor international clients and agents around the world. Our clients are mainly within the pharmaceutical field, fashion designers, cosmetics, agrochemicals, lubricants, automotive, machinery, food industry, liquors as well as digital services.

Although our services are offered in Peru, we have arrangements with colleagues in other Latin American countries (Colombia, Ecuador, Argentina, Brazil, Uruguay and Chile) allowing us to offer very competitive costs in those countries.

Trademarks

With 8 lawyers, 4 paralegals and a total staff of 25 professionals, our Trademark Department is capable to handle:

- Immediate searches with official information and legal opinion. This service is free of cost for intend to register the corresponding mark.
- Applications, multiclass or single class, same day online applications (if requested) at no extra charge
- Registrations with monitoring system
- Trademark renewals with very special rates.
- Modification of records, limitation of goods, licenses, assignments, changes of name and address, etc.
- Litigations, infringement actions, domain names and digital actions, conciliations, cancellations and nullity actions, oppositions, defenses, court actions and all kind of IP legal matter with the PTO and in court.

Patents and Designs

With 3 patent lawyers, 2 paralegals, 2 biologists, 1 bio scientist and a total of 14 professionals our Patent and Design Department is capable to handle:

- Patent searches
- Patent applications either PCT or convention application
- Patent analysis after receiving a technical report
- Modification of records, licenses, assignments, changes of name and address, etc.
- Any legal Action related to Patents at the PTO or court
- Annuity services

We have been considered as the No.1 patent agent in 2017, 2018 and 2019. We also have been ranked in the top tier for trademark and patent prosecution by Managing IP and Leaders League.

BUSINESS

- Trademark and Patent Searches
- Trademark and Patent Registrations
- Trademark and Patent Litigations
- Trademark and Patent Modifications
- Trademark Renewals
- Annuities
- Industrial designs and Utility Models registrations
- Domain name registrations and litigation
- Infringement actions at Customs
- Litigation in court

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Pierino Stucchi



José Antonio Bezada

POSITIONING

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera Abogados was founded in 1981. Our team is composed of highly specialized experts in the different fields of the law who are thoroughly familiar with the economic sectors in which they work, thus making our legal services fit perfectly our clients' interests and business strategies.

Mission

Offer high quality, timely services at competitive prices. Due to the combination of these three factors, our clients are greatly satisfied with the counseling we provide, which in turn allows us to build a long-lasting relationship.

Vision

Continue playing a leading role in the legal market, both in Peru and Latin America, by taking preventive action and thoroughly understanding the business of each client, which allows us to provide added value services.

Our firm's Telecommunications, Media and Privacy, headed by Pierino Stucchi, a senior partner, is composed of lawyers with sound knowledge of and extensive experience in telecommunications, information technology, communications, mass media (TV, radio, movies, etc.), e-commerce, Internet and personal data protection (privacy). Our counseling focuses on obtaining the regulatory authorizations required to operate (if required) and providing strategic advice to prevent and mitigate regulatory risks related to the media, information technology, communications, including the digital field. We also provide comprehensive advice on privacy law compliance, including due diligence reports and advice during the authority's enforcement procedures.

BUSINESS

- IT, Internet and E-commerce
- Data Protection
- Start-ups
- Fintech
- Crowdfunding
- TMT
- Media (Radio y TV)

CONTACTS

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Baldo Kresalja



Rosa María Kresalja



Marcela Robles

POSITIONING

We are well-known professionals in matters of defense and protection of the Intellectual Property thanks to our trajectory. We know the economic and business reality of the market, which allows us to offer the best alternatives and strategies to protect your investments.

Our team is formed by professional leaders in the field of defense of Intellectual Property with more than 45 years of experience.

We are recognized for our active editorial production on issues of legal doctrine. Our lawyers have been trained professionally in Intellectual Property regulatory organizations.

We are members of various national and international organizations related to Competition Law and Intellectual Property (INTA, ASIPI, APPI, among others).

Due to our trajectory in the defense of IP rights, we act as a hub for companies at a regional and global level.

BUSINESS

- IP Strategy
- Patents
- Utility Models
- Industrial Designs
- Trademarks
- Copyrights - Author Rights
- Enforcement
- IP Litigation
- Antitrust/Competition
- Advertising
- Consumers Law
- Food and Beverages Labeling
- Data protection
- Domain Names
- Contracts and agreements
- IP Commercialization
- Corporate Law
- Litigation

CONTACTS

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Oscar Montezuma

POSITIONING

Niubox was born inspired around the principles of “New Law” with a strong commitment to continuous innovation (“NIU”). On the other hand it aims to become a place to think outside the box, change paradigms and test new methodologies and services similar to a sandbox environment (“BOX”). Niubox aims to disrupt the way legal services are provided through a purpose driven mindset that challenges the traditional organizational structure and delivery of legal services through a client centric approach that has placed them as a leading technology, media and communications law company.

Oscar Montezuma, Director and founder, has been recognized as top practitioner in technology law for his local and international track record and experience in this field. Niubox’s privacy and cybersecurity practice has been acknowledged as the leading practice in the market including gap-analysis and implementation of data protection legal framework, privacy by design assesments, data breach advice, support in data governance and big data and compliance audits.

The firm provides support to its clients achieving regulatory strategies by combining legal, political insights and policy expertise through deep knowledge and understanding of the digital ecosystem, the legal framework and its key stakeholders.

Niubox has developed strong expertise in addressing the legal challenges imposed by digital platforms, e-commerce and sharing economy in the fields of consumer protection, competition and intellectual property law as well as providing legal advice to clients in different industries in their digital transformation projects. The firm’s clients range from multinational technology companies to emerging start-ups developing cutting edge technologies.

More recently Niubox launched its innovation and design practice aimed to train Legal Departments in the use of design thinking methodologies and teamwork strategies that would lead them to generate disruptive business oriented solutions them to generate disruptive business oriented solutions and strengthen soft skills aligned with their organization’s purpose.

BUSINESS

- Privacy and cibersecurity
- Public policy and regulation in technology
- Consumer protection, competition and intellectual property.
- Digital transformation
- Innovation and legal design
- Telecommunications

CONTACTS

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POSITIONING

Porto Legal is a leading telecommunications, technology and media boutique law firm. The firm's outstanding practitioners have subject matter expertise and in-depth knowledge in regulatory, corporate and commercial matters. The Porto Legal staff collaborates with their clients to jointly achieve their goals and objectives by combining corporate, commercial and regulatory advice with a personalized client experience. The firm's clients range from multinational companies to emerging startups developing industry- leading technologies.

The firm has extensive experience with national and cross-border dealings with major and complex telecom and technology transactions; including (a) in the telecommunications industry; mergers, acquisitions, financings, built to suit, tower sale-leaseback, collocation, sharing, roaming, and outsourcing arrangements, among others; and (b) in the technology industry; IT and technology related transactions; advice in the procurement of infrastructure, hardware, software, devices and services; for the development, integration, testing, implementation and training of new systems; software customizations, configurations and installation; hosting and portal agreements, among others.

Porto Legal has a robust and unique startup and venture capital practice, supporting startups, from incorporation through investments rounds, growth and exit, and investor, including venture capital funds and corporate clients in pursuing corporate venturing strategies and investments.

José Miguel Porto leads the firm, he is a seasoned attorney and recognized industry practitioner. Having worked as in-house counsel (reporting to the General Counsel of a Fortune 500), he is focused in providing a first class service through sound legal advice and achieving customer's objectives and key results.

BUSINESS

- Telecommunications
- Technology Transactions & Regulations
- Startups and Venture Capital
- Entertainment and Media

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www.zysabogados.pe



Diego Zegarra Valdivia

POSITIONING

Peruvian law firm Zegarra & Schipper specializes in administrative law issues.

In 2015, led by its founding partner, Diego Zegarra Valdivia, began the provision of its legal services to public and private entities, mainly in the area of personal data protection.

Throughout the years, thanks to the efficiency and excellence of their team, they have a broad portfolio of clients in the private sector (in banking and finance, public service providers, security companies, department stores, fishing, construction, bureaus risk centers, call centers) as well as entities of the Public Administration (Ministries, Regulatory Agencies, state saving banks) .

What distinguishes the professionals that make up the Zegarra & Schipper team is their solid academic background and their knowledge of economic activities in which legal advice is provided and the activity of the Public Administration.

BUSINESS

- Protection of Personal Data.
- Administrative Law.
- Arbitration.
- Public Employment.
- Training.
- Regulated Sector.
- Consulting for the State.

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Tiago Reis Nobre



Vitor Palmela Fidalgo



Vera Albino



Inês Monteiro Alves



João Pereira Cabral



João Francisco Sá

POSITIONING

Inventa International is an Intellectual Property Law Firm, specializing in the protection and internationalization of trademarks, patents, industrial designs, copyright and domain names. With almost 50 years of experience in Portugal, the European Union and all the African jurisdictions, International has served thousands of clients holding large trademark and patent portfolios, and other entities dealing with R&D on a daily basis. Furthermore, our experience allows us to understand the caveats of the different industries since we maintain relationships with clients from different sectors, including food and beverages companies, communications, IT, pharmaceuticals, manufacturers, oil & gas companies, financial institutions, business services companies and more.

Our head offices are based in Lisbon, Portugal, and we also have offices in Angola, Mozambique, Nigeria, Cape Verde, São Tomé and a large network of representatives all across the African region, including representation before the ARIPO and OAPI regional organizations committed to delivering global coverage with local experience. Inventa International also has representatives in East Timor and Macau.

Due to our large network of contacts and associate level, we offer our clients a vast team of highly specialized professionals in the Intellectual Property field and related strategic sectors. Our professionals guarantee highly personalized and efficient accompaniment of all our services.

BUSINESS

- Strategic advice
- Trademarks
- Patents
- Domain names
- Copyright
- Anti-Counterfeiting
- IP Assets Valuation
- IP Contracts & Licenses
- IP Due Diligence
- IP Litigation
- Plant Variety Protection
- Trade Secrets

OFFICES

PORTUGAL

- Lisbon

ANGOLA

- Luanda

MOZAMBIQUE

- Maputo

NIGERIA

- Lagos



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Patricia Rodrigues



Pedro Alves Moreira



Cláudia Amorim



Elsa Canhao



Jorge Faustino



João Jorge



António Trigueiros de
Aragão

POSITIONING

Welcome to RCF – Protecting Innovation S.A. is a company which has been rendering industrial property services since 1929.

RCF– Protecting Innovation, S.A. is a leading IP Firm in Portugal, with more than 90 years old of activity and a total of 40 employees, RCF PI is one of the largest, oldest and most prestigious IP Law Firms operating in Portugal, with a strong international component and a reference partner for IP matters in Portugal.

We are also represented in Angola, Cape Verde Islands, Macao, Mozambique, São Tomé and Príncipe and East Timor.

BUSINESS

- Applications
- Arbitrages
- Disputes
- Specialized Surveillance
- Technical Analysis
- Technical Translations
- Trademark searches
- Analysis and follow-up of R&D
- Support for internationalization
- Searches of the state of art in Technological related Rights and Distinctive Trade Signs Rights
- Management, maintenance and monitoring of portfolios, trademarks and designs
- Representation (preparation of applications and prosecution) near the relevant Institutes: INPI – PT, EUIPO – European Union Intellectual Property Institute, EPO – European Patent Office, WIPO – World Intellectual Property Organization and with the local Register Offices in countries considered relevant, in particular, Portugal, Macau, Angola, Mozambique, Brazil, Cape Verde, São Tomé and Príncipe and cautionary notices in East Timor.
- Analysis (including “freedom to operate”, patentability and validity opinions) and technical and strategic follow-up.

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Ana Rita Paíinho

POSITIONING

SÉRVULO is a Portuguese full-service law firm with 20 years of existence, which occupies a leading position in the Portuguese legal market. Recognized for the quality of its legal services in all relevant areas of law and strategic sectors, SÉRVULO has a highly competent multidisciplinary team of more than 100 lawyers, motivated by a single purpose: to transform academic research and accumulated knowledge in the design of sound legal solutions, thus creating added-value for its clients. SÉRVULO is trusted by a vast number of the main private and public entities, both domestic and international, in the Portuguese-speaking legal markets and in all the most significant economic sectors. It houses a roster of lawyers that are fully capable of facing all of the challenges that may arise at any time and in any field of the Law.

At the global level, SÉRVULO is a member of three international networks of law firms (Legalink, Cathay Associates and Roxin Alliance) and it has a presence in Brazil, Angola, Mozambique, Guinea-Bissau, Cape Verde, São Tomé and Príncipe, Macao, East-Timor, Madeira and Azores through its own multilateral network of leading law firms in Portuguese-speaking jurisdictions (SÉRVULO LATITUDE).

INDUSTRIAL PROPERTY

SÉRVULO regularly provides legal assistance in trademarks, patents, industrial models and unfair competition, including evaluation of trademarks and patents (national and European) in order to assess its validity and / or infringement and the strategy to be carried out before a possible lawsuit.

The firm advises several international clients holding reference brands in the automotive, catering and clothing sectors, providing legal assistance in the preparation, analysis and follow-up of negotiations regarding agency, distribution and franchise contracts.

TMT

SÉRVULO provides legal and strategic advice on all types of contracts from the software industry, e-commerce, internet and all matters related to new technologies, as well as in regulatory issues in the telecommunications sector. We also provide advisory services in media, publicity and image rights. In data protection, SÉRVULO's TMT team has extensive experience, including legal advice under the GDPR, comprising the preparation of risk reports and corrective measures (DPIAS), comprehensive review of corporate privacy policies, organization and internal records in compliance with the GDPR obligations. We also provide GDPR training for companies.

BUSINESS

- Public Law
- Corporate, Commercial and M&A
- Finance and Governance
- Restructuring and Insolvency
- Employment Law
- Tax
- Corporate Crime and Regulatory Compliance
- European and Competition Law
- Real Estate, Tourism and Urban Planning
- Litigation
- Arbitration
- Intellectual Property
- Life Sciences
- TMT
- Privacy and Personal Data Protection
- Sports Law

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Dmitry Markanov



Mikhail Shurshilin



Evgenia Levina

POSITIONING

Founded in Moscow in 2006, PATENTUS has established itself as a Russian full-service intellectual property firm. It provides clients with advice in all areas of IP law, including trademarks, patents, utility models, designs, domain names and geographic indications.

Mission

Effective protection of our clients' investments in marketing and innovation.

One stop IP boutique with global IP network

PATENTUS experts have established longstanding relationships with reputable law firms across Europe, Asia and the USA. Such partnerships allow PATENTUS provide to its clients both a unique global perspective and comprehensive local knowledge.

Clients

PATENTUS experts work with clients ranging from small and mid-size firms to the most ambitious international corporations from all over the world and all over Russia. The company's professionals represent clients in a wide variety of industries, such as Automobiles & Parts, Chemicals, Finance, Health Care, Construction & Materials, Food & Drink, Retail, Technology and Telecommunications.

Why we may be useful to your company?

PATENTUS team represents a unique combination of knowledge and experience of the best specialists in the field of intellectual property. It allows the company:

- Hold the **2nd place in Russia by the number of IP litigation matters**.

Being in charge of hundred IP dispute resolution cases every year, PATENTUS lawyers conduct a large number of cases not only in Moscow, but also in other cities and regions of Russia and CIS. From year to year has been growing the number of foreign clients who turn to PATENTUS for solving issues related to intellectual property (the Netherlands, France, Germany, the Republic of Korea, Sweden, etc.).

Hold the **2nd place by the number of trademark applications filed**. PATENTUS strong team of professionals comprises ex-PTO attorneys who have an unrivaled hands-on experience. More and more companies have been entrusting us with the filing and prosecution of trademarks applications, conducting IP searches and managing domain names.

- In regards to patents, have **in-depth expertise in chemistry & life sciences**, including biotech where we offer the top-notch quality at both enforcement and nullification proceedings.
- **To be one of the best IP companies in anti-counterfeiting activities**. For the years of work, a clear and effective system of fighting counterfeit products was built up, including monitoring of counterfeit products on the Internet, and strong and reliable relationships with law enforcement agencies were established. This allows PATENTUS lawyers to quickly and effectively achieve the destruction of counterfeit goods.

Recognition

PATENTUS is consistently recognized by authoritative international and Russian legal rankings. We strongly believe that such recognition is the result of our high quality work, unique experience and the experts' dedication.

BUSINESS

- Trademarks
- Patents
- Litigation
- Transactions



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 **SojuzPATENT**
Since 1922

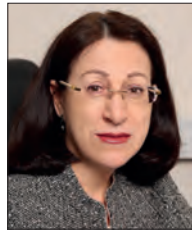
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POSITIONING

Sojuzpatent is the oldest leading law firm providing IP protection services in Russia and the former Soviet Union.

Sojuzpatent's team of over 160 qualified specialists includes 50 registered Russian and Eurasian patent and trademark attorneys and litigation lawyers offering incisive and highly practical expertise in all disciplines of science and technology.

The firm originated with the establishment of its predecessor, the Patent Bureau, which was a structure of the Soviet Chamber of Commerce and Industry. For many years, Sojuzpatent was the only patent and trademark law firm in the Soviet Union that was authorised to deal with IP protection and assist Soviet inventors in obtaining protection for their inventions, industrial designs and trademarks on exported goods. It also rendered IP services to foreign entities. After the dissolution of the Soviet Union, Sojuzpatent became a limited liability partnership owned by its attorneys. Sojuzpatent is proud of its history. Our team members consistently bring the successes of the past into their daily work routines while confidently preparing for the future.

Sojuzpatent provides client services within and outside the Russian Federation on patenting inventions, utility models, industrial designs, selection achievements, trademark registration (service marks), appeals (origin of goods), selection achievements, domain names, software, databases and integrated circuits.

Sojuzpatent attorneys file between 2,000 and 3,000 patent applications and between 1,000 and 2,000 trademark and design applications each year. It pays annuities for more than 50,000 patents and renews about 1,500 trademarks each year.

Sojuzpatent uses customised software, has strictly defined the workflow rules of documents in circulation and fine-tuned the necessary internal procedures – all of which helps to process large volumes of data. Sojuzpatent's professional liability is covered by a policy issued by one of the world's top insurers. Sojuzpatent's lawyers successfully represent their clients before the Russian Chamber for Patent Disputes and all Russian courts, as well as before some foreign courts.

The firm's professionals have extensive experience in trademark, patent and design prosecution and enforcement, including opposition proceedings, cancellations, infringement, anti-counterfeiting and parallel import cases, and advise on IP commercialisation, including drafting licences and other IP agreements.

BUSINESS

- Inventions And Utility Models
- Industrial Designs
- Trademarks, Appellations Of
- Origin Of Goods
- Selection Achievements
- Patent Search
- Legal Services
- Technology Transfer & License
- Agreements
- Computer Software & Databases
- Domain Names

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Vicente Arias Máiz



José Mariano Cruz

POSITIONING

As a global top 15 law practice, Eversheds Sutherland provides legal advice and solutions to a global client base ranging from small and mid-sized businesses to the largest multinationals. Our teams of lawyers around the world operate seamlessly to deliver the legal know-how and strategic alignment that clients need from their advisors to help further their business interests. Clients describe us as creative and well-versed in cutting edge legal work – we listen well in order to understand how and where we can be most effective and add the greatest value. We shape our advice to the unique circumstances and challenges of each project, and ensure the right people are in the right places to offer insight and certainty – from the day-to-day to the most complex, multijurisdictional matters.

Entertainment, Media and IT

The Entertainment and IT Law Department is widely recognised in international legal directories. It advises audiovisual and music producers, information technology companies, telecommunications operators and, in general, companies that work in the entertainment industry. Advice provided covers all matters relating to the production and exploitation of protected contents, from the preparation, drafting and negotiation of contracts to litigation.

Our entertainment team has international experience and vast knowledge of EU law and international treaties, which is essential in a globalised world and a digital environment in which attention to such matters is vital to achieve the effective protection and exploitation of intellectual property rights.

Our services:

- Advice and representation in court proceedings (civil, criminal, administrative and contentious administrative proceedings) concerning all types of intellectual property, including copyright and the like
- Contracting of contents: publishing contracts, production of phonograms, audiovisual production, assignment of formats and acquisition of contents, rights assignment and licence agreements
- Advice in relation to the licences of intellectual property collective management entities
- Advice in relation to defamation, privacy and publicity rights

BUSINESS

- Commercial & IT
- Competition, EU & trade
- Construction & engineering
- Consulting
- Corporate: M&A
- Corporate counsel program
- Corporate crime / white collar crime & investigations
- Employment law
- Energy & infrastructure
- Entity management
- Finance, financial services regulation & investment products
- Intellectual property
- Litigation & dispute management
- Private Equity
- Public Law
- Real estate and planning
- Tax

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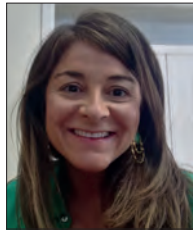
Eleonora Carrillo



Maria Luisa Arce
Torrecilla



Pedro Castiñeira



Patricia Revuelta



Carlos González

POSITIONING

Jacobacci & Partners was founded in Turin, in 1872 and today is one of the leading European firms. In Spain, it opened its first office in 1994, currently being a reference for national and international companies even in other Spanish-speaking territories thanks to its solid Latam Desk.

Abril Abogados was founded in Madrid, in 2001 and during its almost 20 years of experience become a well-known “ IP boutique” in the Spanish market, working for local and international clients at both prosecution and litigation levels, being recognized by numerous rankings and directories that placed it as First level office in Industrial, Intellectual Property and New Technologies.

On February 12, 2020 Abril Abogados and Jacobacci & Partners agreed to integrate their respective offices in Spain. This alliance will allow both firms to continue growing as a highly qualified firm, having now a European network of sixteen own offices, a team of more than one hundred professionals and more than 400 employees in total. The union will gradually materialize throughout the second half of the year 2020, which will allow a solid and coherent integration of both teams, always prioritizing the needs of the clients and professionals that make up the group.

Specifically, the firm has recently created a specialised desk dedicated to Latin America. This LATAM desk provides specific assistance to our European clients with their business needs in Latin American countries, while building and strengthening the firm's relationship with a network of local associates in the region. The LATAM desk also acts as a hub for managing the intellectual property work in Latin America, especially for companies and law firms located in Asia and the United States.

BUSINESS

- Trademarks
- Patents
- Designs
- Online brand protection
- Anti-Counterfeiting
- Litigation
- Advertising
- Copyright
- Data Protection
- New technologies

OFFICES EUROPE

- Torino
- Milano
- Roma
- Madrid
- Alicante
- Paris
- Lugano
- Brescia
- Padova
- Bologna
- Kilometro Rosso
- Grand Lyon
- Nantes
- Murcia
- Valencia

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We have major expertise in the management of IP matters in the Latam region



©Jacobacci & Partners

Interview with

ELEONORA CARRILLO
Managing Partner, **JACOBACCI & PARTNERS**

Jacobacci & Partners, created in 1872, is one of Europe's foremost IP Agencies. We interviewed Eleonora Carrillo, managing partner at Jacobacci Spain and Co-head of Jacobacci & Partners' Latam desk.

Leaders League. When and how did the idea of a Latin America desk emerge?

E. C. The idea of a LATAM desk specifically emerged from the further development of the Spanish practice of Jacobacci in Madrid. I was previously an attorney at Jacobacci Italy, and then joined the Madrid team in 2012, which I started managing in 2017. My new experience in Spain made us realize just how much stronger and closer the relationship with Latin America is with Spain, rather than Italy or, indeed, other European countries. I am also half Latin American, which is extremely helpful when it comes to understanding cultural differences. Since 2012, Pedro

Castiñeira (heading our patent division in Madrid) and I started progressively increasing the flow of work and strengthening the relationships with LATAM clients and firms.

Furthermore, following the merger of Jacobacci with Coralys Harle et Phelip in France, we were able to count on a new and valuable member of our team, María Luisa Arce-Torrecilla (trademark attorney at our office in Paris) who is also Latin American and has a significant network of contacts in the region.

At that point, we believed we had all the necessary pieces in place to create a LATAM desk, which we formally launched in January 2017 with the following advantages: a Spanish office working actively and closely with Latin American clients/firms, major expertise in the management of IP matters in the region and members who are Latin Americans and/or native Spanish-speaking.

How does Jacobacci's long-lasting experience contribute to helping clients with their portfolios in Latin America?

Our project has been made possible and is successful by virtue of the long-lasting practice in the IP sector and outstanding flow of work managed by the Jacobacci group at international level.

Specifically, through this desk, we can handle the filing and prosecution of trademarks, designs and patents in any LATAM jurisdiction, which provides many valuable advantages.

First, assistance is provided through only one European firm instead of various local ones, which would require a separate handling of each file and dealing with different agents that may not result in a beneficial strategy for reciprocity purposes.

We can apply reasonable fees by virtue

of special cost agreements between our firm and our local associates. At the same time, we can offer high-quality services in this region, by working only with a select network of reliable and responsive partners.

Furthermore, we guarantee quick action avoiding any delay in the handling of the files, while our intermediary role is particularly advantageous in the event of office actions, oppositions or complex matters, as communicating in Spanish with the local agents and reporting to the client the translated information accurately, is generally very helpful for an appropriate review of the matter.

Jacobacci already has an office in Madrid but recently merged with Abril Abogados. What is the thinking behind this merger?

Since the opening of Jacobacci's Spanish office in Madrid in 1994, our practice has grown thanks to our clients' trust and support, together with our other offices in Italy, Switzerland and France.

The recent union with Abril Abogados, a Spanish firm of reference in the IP and new technologies areas, will allow us to continue growing as a highly qualified firm and to deliver our clientele the best services in this sector.

We are also enthusiastic about having two new members in our LATAM Desk, Patricia Revuelta and Carlos González, both of whom joined from Abril Abogados. Each has a long history of exemplary IP experience, including in litigation matters, and an extended network of contacts in the region, which in itself will further support and increase the activity of our desk. ♦

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Georg Rauber



Gregor Bühler



Luca Dal Molin

POSITIONING

Technology & Digital Economy

Curiosity in working with new technology and connected legal expertise characterize our practice area Technology and Digital Economy. With our interdisciplinary Homburger TechGroup encompassing tech-savvy and experienced lawyers, we support clients who digitize their business models in a global and competitive environment, implement new technology and prepare their offerings for the future.

Data-Driven, Digitized Business Models and Platform Solutions

- Structuring of data-driven, digitized business models and platform solutions in regulated and non-regulated markets
- Development of strategies and implementation of measures to protect digital business models, in particular with regard to data and interface ownership, protection against replication and misappropriation

Infrastructure for the Global, Digitized Economy (Cloud, XaaS, Digital Marketplaces, etc.)

- Structuring and implementation of infrastructure solutions for the global, digitized economy in particular in regulated industries in accordance with regulatory requirements

FinTech | InsurTech

- Advising financial service providers, insurance companies and start-ups on the structuring and implementation of innovative, digitized products, e.g. in the fields of investment management, platform and crowd funding, financial analytics, open banking, identity and security management, payment systems and insurance solutions
- Coordination with supervisory authorities obtaining licenses and no action letters as well as leveraging networks with third parties

Blockchain | Distributed Ledger Technology (DLT)

- Advice on blockchain | DLT projects, e.g. in relation to smart contracts and decentralized applications, in the financial industry and in other industries, in particular also regarding the tokenization of securities (shares | bonds | derivatives) and other financial instruments as well as regarding initial coin offerings (ICOs) | token generating events (TGE)
- Structuring of trading platforms and custody solutions for tokens as well as advice on primary and secondary market activities regarding crypto assets (payment | utility | asset or security tokens)

Cybersecurity and Cyber Incident Response

- Advice on contingency planning for possible cyber attacks (regulatory requirements, insurance aspects, security measures, etc.)
- Provision of immediate legal assistance in the event of a cyber incident
- Support with regard to communication and cooperation with Swiss and foreign authorities, affected persons and the public

TECH BUSINESS

Our Technology and Digital Economy practice focuses on the following areas:

- Data-Driven, Digitized Business Models and Platform Solutions
- Infrastructure for the Global, Digitized Economy (Cloud, XaaS, IoT, Digital Marketplaces, etc.)
- Digitized Capital Market | Crypto-Finance
- FinTech | InsurTech
- CorpTech
- Blockchain | Distributed Ledger Technology (DLT)
- Artificial Intelligence | Machine Learning | Autonomous Systems
- Cybersecurity and Cyber Incident Response

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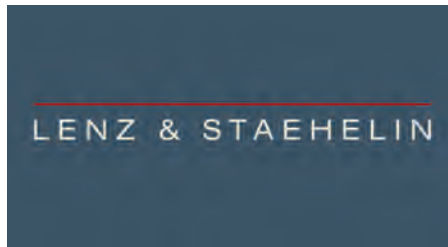
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POSITIONING

TMT and Outsourcing

Lenz & Staehelin's TMT and Outsourcing practice is closely linked to the firm's Corporate and M&A, Intellectual Property and Competition groups. Transactional expertise and legal knowhow in protecting and enforcing IP rights is crucial for advising our clients on technology and business sourcing and the creation, allocation and exploitation of property rights in the relevant industries. Our expertise is aimed at advising, negotiating and implementing transactional structures and practical solutions that effectively address our clients' goals.

This practice group offers a wide range of transactional and regulatory work in technology, media and telecom matters, including outsourcing, hosting and ASP, online services, mobile entertainment, broadcasting, media and convergence issues, digital transformation, e-commerce, telecoms regulatory and transactional work, international roaming and MVNO (mobile virtual network operator) agreements, ICT contracts, complex IT projects, public procurement, software development, licensing and distribution structures, strategic business alliances and joint ventures.

Intellectual Property

Our Intellectual Property group is renowned for its longstanding practice and excellent track record in every field of intellectual property (patent law, trademark and design law, and copyright law), including related areas such as unfair competition. We offer full services in trademark and design prosecution, represent clients in IP litigation (before the Swiss Federal Supreme Court, the Federal Patent Court, the Federal Administrative Court and cantonal courts across the country), and in IP-related international arbitration. In addition, we advise on complex commercial transactions such as licensing, franchising, joint ventures, R&D cooperations, all kind of technology transfer issues, and IP due diligence in M&A matters.

Lenz & Staehelin has a transaction-oriented approach to intellectual property, and always focuses on immediate client benefit. The breadth and depth of expertise available in-house translates into higher productivity and better services for clients. Because, unlike most other law firms, we also offer administrative services such as trademark and design applications and portfolio management, we can provide a one-stop shop for all IP-related matters (excluding patent applications).

BUSINESS

- Asset Management
- Banking and Finance
- Capital Markets
- Commercial and Contracts
- Competition
- Corporate and M&A
- Employment, Pensions and Immigration
- Insolvency and Restructuring
- Intellectual Property
- Investigations
- Litigation and Arbitration
- Private Clients
- Real Estate
- Tax
- Technology Media Telecoms (TMT) and Outsourcing

OFFICES

- Zürich
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- Lausanne

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POSITIONING

Established in 1936, law firm Niederer Kraft Frey has a proven track record of leading excellence and innovation in Swiss law. With a strong domestic and international client base in Switzerland, together with an established reputation for efficient collaboration with international law firms, NKF continues to build on its history of quality, commercial pragmatism and innovation.

In the legal industry, we are one of the few recognised “solution providers” in the fields of Technology. We do not only provide legal solutions for our clients but, being knowledgeable of the Technology market, we are also a recognised point of contact for business and complex project-related matters during project implementation phases. Years of practical experience and a global network of recognised specialists enable us to offer our clients holistic and comprehensive advice on both domestic and international projects.

We advise numerous companies from various industries concerning the definition and implementation of national and global strategies for the protection and defence of intellectual assets. Our experts on intellectual property law provide advice, conduct due diligence audits and represent Swiss and foreign companies in contentious and non-contentious proceedings. Our extensive experience and long-standing commitment with regard to all aspects and current developments of intellectual property law enable us to prepare efficient and practical solutions that are optimally tailored to the specific requirements and the business strategy of our clients.

BUSINESS

- Antitrust/Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Corporate/M&A
- Dispute Resolution
- Employment
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Social Security and Pensions
- Sports
- Tax
- Technology

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Michèle Burnier



Thomas Legler

POSITIONING

Pestalozzi is a multicultural Swiss business law firm focusing on high-end work for domestic and international clients since 1911. Pestalozzi lawyers are strong and empathic personalities who single-out by a truly independent approach in their advice and representation of their clients' interests.

The firm guides and supports its clients in their strategic business decisions, anticipate their future challenges and help them solve their critical issues. Being fully integrated, Pestalozzi encounters no internal limits in shaping the most adequate and efficient teams for the clients' needs.

With over 100 professionals in Zurich and Geneva, the firm is at home in Switzerland's two main commercial hubs – and have developed a wealth of experience in their key industries of Banking, Life Sciences, Commodity Trading and Insurance. While being locally embedded, Pestalozzi has also developed a sought-after expertise in dealing with multi-jurisdictional transactions and disputes.

BUSINESS

- Corporate/Mergers & Acquisitions
- Litigation & Arbitration
- Banking & Finance
- White Collar Crime
- Capital Markets
- Restructuring & Insolvency
- Life Sciences
- Private Clients
- Intellectual Property & TMT
- Tax
- Blockchain & Crypto Assets
- Competition & Trade
- Employment, Executive Compensation & Pension
- Real Estate & Environment

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Managing Partner



Okan Can
Partner

POSITIONING

Deris, since 1912, has been one-stop shop for IP services with one of the largest and internationally regarded IP prosecution and advisory team in Turkey.

The firm has been a pioneer in shaping the IP landscape by obtaining the precedent decisions and participating the preparation of the IP legislation upon the invitation of the legislative bodies. Deris provides a wide spectrum of high-quality services that are essential for securing, maintaining and enforcing IP rights.

The firm's services and counseling are supported by the trademark attorneys and technical experts, who are national and European patent attorneys, under a unique service approach combining long-standing enforcement experience with prosecution-technical expertise. The firm's goal is to secure enforceable IP rights in the market so that they can be transformed into sustainable commercial values.

Today, Deris consists of two legal entities: Deris Patents & Trademarks Agency A.S., which counsels, files, prosecutes, registers and manages IP rights worldwide; and Deris Attorney-At-Law Partnership, which provides legal counseling in contentious and non-contentious matters and representation for litigation before IP, civil and commercial courts.

The Team consists of 20 attorneys at law and 18 registered trademark and patent attorneys, six European Patent attorneys. With the administrative and support staff in the trademark, search, design patent, patent and litigation departments, the firm has more than 70 collaborators.

Areas of practice

Deris Attorney-At-Law Partnership is specialized to exclusively handle IP, IT and media-related cases for contentious or non-contentious matters. The partnership has an agile and cost-conscious approach in pragmatically combining and coordinating a tailor-made solution in complex matters consisting of developing IP awareness and enforcement strategies, conducting investigations on counterfeits and evaluating their results, preparing and organizing the seizure before Customs against counterfeit goods, serving cease and desist letters for prevention of infringing acts, conducting negotiations for settlement agreement and instituting civil and criminal court action.

Deris also has a very strong patent litigation team led by its founding partner Aydın Deris, working in cooperation with the in-house Turkish, European and US patent attorneys of the prosecution firm. Besides being highly active in litigation, the Deris team also implements alternative dispute resolution policies before or during litigation. In this respect, the team is in contact with the World Intellectual Property Organization (WIPO) Alternative Dispute Resolution Centre and actively participates in arbitration and mediation training. Kerim Yardımcı has been appointed as a panelist and arbitrator before WIPO for Uniform Domain Name Dispute Resolution Policy matters. Okan Can and two other members of the team have been appointed as chartered mediators before the Ministry of Justice in Turkey.

Deris provides services such as drafting, preparing, filing and prosecuting of the application of industrial property rights in Turkey and through the firm's top-level worldwide collaborators.

BUSINESS

- Intellectual Property
- Patent Litigation
- Trademark Litigation
- Trademark & Patent Prosecution
- Anti-Counterfeiting
- IP & IT Transactions
- IP Due Diligence
- Technology Licensing
- Copyright and Anti Piracy
- Unfair Competition
- Trade Secrets
- Protection of Plant Breeder's Rights
- Personal Data Protection
- Media & Entertainment Law
- Consumer Law
- IT Law
- Reputation Management

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Virginia Cervieri



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Diego Cervieri



Andrea Oliva



Lucía Cantera

POSITIONING

CERVIERI MONSUÁREZ is a full-service IP law firm.

Each partner or senior associate leads a different area in which he is highly specialized. Each area has its own team of senior lawyers, junior lawyers and paralegals, which is repeated in each one of the offices. This allows a wide specialization in each area and the client receives a very specific treatment according to the subject matter. All partners actively participate as speakers in events (in the region and in the rest of the world).

CM is the only law firm that has developed its own software that allows the monitoring of its clients' brands and products, in the main platforms and social networks, allowing online research, product removal, market studies, etc.

CM is in charge of the most representative cases in IP matters, with international notoriety, which position the firm as a reference in IP litigation. It also has a Brand Protection department, which represents world brands in Latin America. We are the representatives of several brands, defending their IP rights in all that territory, representing them in seminars, training authorities and assisting in the coordination of the global work.

We take care of it.

BUSINESS

We work in the following areas, which are in charge of:

- IP strategy and global anti-counterfeiting in charge of Dr. Virginia Cervieri
- Litigation, by Dr. Pablo Monsuárez
- Anticounterfeiting, by Anabel Frachia
- Trademarks, patents and copyrights, by Natalia Paladino
- Online monitoring and international brands, by Diego Cervieri
- Corporate Law, by Andrea Oliva
- IP trials and commercial agreements, by Lucía Cantera
- Regulatory, by Viviana Cervieri
- Brand Protection in Latin America, by María Laura Perna

OFFICES

- URUGUAY
- Montevideo
 - Free Trade Zone
- PARAGUAY
- Asunción
- BOLIVIA
- La Paz
 - Santa Cruz

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