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Intelligence Report & Directory Series

2016-2017  
EDITION

# LITIGATION & INTERNATIONAL ARBITRATION

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## THE CHANGING FACE OF DISPUTE RESOLUTION

For decades, in many jurisdictions in the far corners of the planet, it's been Groundhog Day in dispute resolution. National courts witness the same issues over and over again: dispute resolution is too slow, not always trustworthy and sometimes even corrupt. It comes as no surprise then that resorting to alternative dispute resolution (ADR) is regarded as a viable alternative. Yet ADR faces its share of problems. The arbitration community is often seen as a small club, with a limited number of overstretched practitioners, and therefore prone to conflicts of interest.

### **New challenges, new solutions**

What to do to broaden the scope? New challenges call for new solutions. In insurance, for example, arbitrators have tended to be underwriters or brokers. However, drawing from a wider pool could bear significant fruit. Initiatives aimed at fighting the subconscious biases which still exist are flourishing. Everywhere you look arbitration is being democratized, with a larger number of young professionals, women and people with a broader spectrum of backgrounds breaking into the practice. New seats and institutions have been gaining more attention, reflecting the success of this on-going process.

Solutions also lie in financing dispute resolution. Third-party funding, now commonplace in both arbitration and litigation, has developed recently but for some it still lacks regulation and others believe the criteria in relation to fees and what to finance – among other things – need to be standardized.

The high cost of arbitration is also hindering development, but here too solutions are being found. In the dispute resolution arena, technology is helping gain time, improve efficiency and, therefore, save money. Litigation has an equal opportunity to benefit from it. Virtual hearings and the use of specialized software to collect data and review documentation are just two ways in which technology is transforming the scene. In addition, litigation support and legal crisis communication specialists aggregate and help define legal strategy efficiently. Of course, high standards of ethics and transparency must be applied because without them other conflicts will arise. Disputes are getting more complex, numerous and cross-border. These new human and technological solutions allow us to manage today's litigations and arbitrations. Let's make the most of them.





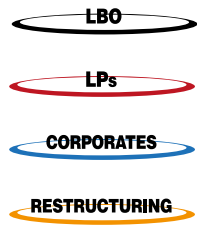
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EXECUTIVE

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**SUMMARY**





The increasing prevalence of technology in an ever more inter-connected world continues to drive the evolution of dispute resolution, towards a new milieu.

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# DISPUTE REVOLUTION

THE LEGAL FIELD IS A TRADITIONAL ONE, BUT EVEN THIS SECTOR CANNOT ESCAPE THE RISING PREVALENCE OF TECHNOLOGY. TOUCHING EVERY ASPECT OF DISPUTE RESOLUTION, THE CHALLENGES PRESENTED BY TECHNOLOGY ARE NUMEROUS BUT WITH IT COME NEW OPPORTUNITIES AND THE POTENTIAL TO REVOLUTIONIZE DISPUTE RESOLUTION. THE USE OF ARBITRATION, AND OTHER FORMS OF ALTERNATIVE DISPUTE RESOLUTION (ADR), CONTINUES TO GROW, BUT THERE REMAIN ISSUES TO BE IRONED OUT AND WHILST IT IS APPARENT THAT THIRD-PARTY FUNDING IS MUCH MORE THAN A PASSING FAD, IT IS STILL IN ITS INFANCY. DISPUTE RESOLUTION IS EVOLVING, BUT WHAT DOES THE FUTURE LOOK LIKE?



## The Map of Arbitration Institutions: Spotlight on Asia

Dispute resolution is big business. The global arbitration map is littered with ambitious new international arbitral centers that are developing a sustainable business. Arbitration cases around the world continue to grow as is shown by the number of cases handled by the eleven leading arbitration centers – as selected by Global Arbitration News. CIETAC and ICDR continue to be the two dominant arbitration institutions as far as the numbers are concerned. The eleven selected arbitration centers registered a total of 5,207 new arbitration cases in 2015, compared to 4,737 cases during 2014, an increase of almost 10%. Only three of the chosen institutions posted declining numbers. The Arbitration Institute of the Stockholm Chamber of Commerce, after years consolidating a strong reputation especially in east/west disputes, saw activity fall for two



years in a row. The Swiss Chambers' Arbitration Institution registered a slight slowdown compared to 2015, and the Vienna International Arbitral Centre saw a steady reduction in the number of new registered cases for the third year in a row.

### The rise of Asian arbitration

As Asia begins to dominate the global economy, major arbitral venues are competing for an increasing number of disputes. The table on the following page underscores the growing importance of Asia in the field, showing that the number of new CIETAC cases have almost doubled in three years. As cross-border transactions within the Asia Pacific region intensify, a subsequent wave of disputes is arriving. The success of CIETAC, SIAC and the HKIAC has overshadowed the rest of the arbitral venues in the Asia Pacific

region, such as Malaysia or Sydney, which are nevertheless pushing their arbitration status. The Korean Commercial Arbitration Board (KCAB) is also increasing its number of arbitration cases and becoming a major international player thanks to a concerted effort by the state.

**“As cross-border transactions within the Asia Pacific region intensify a subsequent wave of disputes is arriving”**

Aside from common law jurisdictions such as India, Malaysia and Hong Kong, litigation is generally less present than in Europe or the United States. But with clashes between companies on the rise, arbitration has sated the desire for an acceptable form of dispute resolution. ♦

Global arbitration cases from 2012 to 2015					
Institution	Country	2012	2013	2014	2015
CIETAC (China International Economic and Trade Arbitration Commission)		1060	1256	1610	1968
DIS (German Institution of Arbitration)		121	121	132	134
HKIAC (Hong Kong International Arbitration Centre)		293	260	251	271
ICC (International Chamber of Commerce)		759	767	791	801
ICDR (International Centre for Dispute Resolution)		996	1165	1052	1063
ICSID (International Centre for Settlement of Investment Disputes)		50	40	38	52
LCIA (London Court of International Arbitration)		277	301	296	326
SCAI (Swiss Chamber's Arbitration Institution)		92	68	105	100
SCC (Stockholm Chamber of Commerce)		177	203	183	181
SIAC (Singapore International Arbitration Centre)		235	259	222	271
VIAC (Vienna International Arbitral Centre)		70	56	56	40

© Source: Compiled by Leaders League from institutions' websites



## Investment Treaty Arbitration (ITA): Thriving or Threatened?

As a mechanism included in international investment agreements to ensure the respect of commitments and the protection of mutual investments, investor-state dispute settlement (ISDS) – or investment treaty arbitration (ITA) – has been developing steadily over the past twelve months. However, mounting political criticism of ISDS clauses in multilateral trade deals has created dark clouds on the horizon.

### Numbers on the rise

According to the United Nations Conference on Trade and Development (UNCTAD)'s investment dispute settlement navigator, updated in August 2016, the number of ITA cases filed in 2015 reached a record high of 72, and during the first seven months of 2016, investors brought 37 claims, which brings the total number of publicly known ISDS arbitrations to 739.

### An uncertain future

Recently, the regionalization of investment treaty standards, with such prominent examples as the investment treaty chapters in the Trans-Pacific Partnership (TPP) and the Transatlantic Trade and Investment Partnership (TTIP), has triggered heated public and political debate (see image on next page).

In response to such concerns, the various parties have reacted differently. Philippe Pinsolle, a partner at Quinn Emanuel Urquhart & Sullivan, for instance, suggested setting up a permanent investment court that could enjoy legitimacy and operate in a more transparent way so as to silence the ideological attack on arbitration. The European Commission has included such an arrangement in trade deals with Vietnam and Canada and is attempting to do so with the US. Opposing voices are not lacking though: Pierre Mayer, a

well reputed arbitrator, criticized “the idea of replacing arbitrators with judges” as “simply absurd” because it deprives the parties of the freedom to choose their arbitrators and the selection could not guarantee judges’ competency.

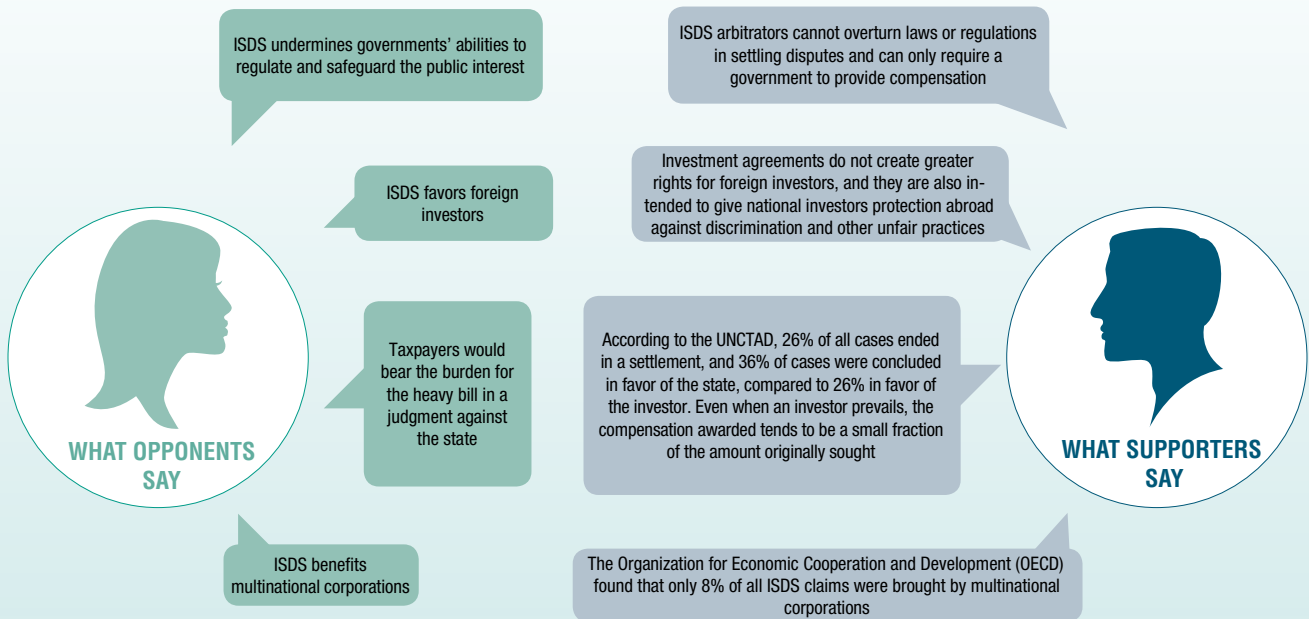
### Calls for reform

No matter what direction this public debate goes in, at least it educates the public on ITA, a subject that would otherwise remain obscure to most of them. On a more general note, the IBA subcommittee on investment treaty arbitration issued a report in May 2016 identifying four main areas that continually call for reform: transparency; arbitrator independence and impartiality; predictability; and consistency of interpretation, which would result in consistency and correctness of awards, as well as efficiency of costs and proceedings. The current criticisms may be a by-product of political instability, but more efforts should be made in the four areas mentioned above, so as to ensure the sound and healthy development of ITA. ►



## OPPONENTS & SUPPORTERS HOLD DIFFERENT ARGUMENTS ON THE ISDS REGIME

• A summary of each side's key points



© Source: Compiled by Leaders League



## Arbitration Clauses & the Specifics of Insurance Disputes

In insurance disputes, many legal practitioners favor arbitration over litigation, depending on the nature of the case. However, it is still important to pay attention to arbitration clauses during the signatory and contractual phases of an insurance agreement from the corporate policyholder's perspective. Too often, the process is skewed in favor of insurance companies.

Many policyholders sign away their right to litigate by accepting offers of discounts on their premiums if they agree to settle any future disputes via arbitration.

**“Corporate policyholders and insurance brokers must seek to negotiate the arbitration clauses to their fair benefit before a claim is made during the signing phase of the contract”**

Often policyholders don't realize the implications of this choice. (Source: Daic Law, 2016). As the Chairman of ARIAS (UK), Sir Bernard Eder, puts it, *“The world consists of policy holders on one side and insurers on the other, leaving a great risk for arbitrators to regard themselves as one or the other.”*

According to Peter Halprin and Finley Harckham, partners at Anderson Kill, in their article entitled, *Arbitration Clauses Can Make Dispute Resolution Arbitrary*, provisions like requiring arbitrators to be active or retired executive officers of insurance

companies forces policyholders to present their cases to arbitrators who may or may not be sympathetic to their cause. They explain how it can *“contain wrinkles that radically alter the manner in which the dispute is resolved.”* And in order to address these provisions, corporate policyholders and insurance brokers must seek to negotiate the arbitration clauses to a fair benefit before a claim is made during the signing phase of the contract. In this context, why would insurance disputes lean towards arbitration rather than the courts? *“Most insurance disputes fall into two main categories. First, there are disputes concerning the proper construction of the policy. Second, there are factual disputes which raise issues, for*

example, as to whether the policyholder can bring itself within the terms of cover; whether the insurer can bring itself within a relevant exception; or whether the insurer can avoid the policy,” as Sir Eder points out. The specifics of these disputes explains why parties would favor arbitration. They need legal proceedings to be confidential, quicker and cheaper than complex, long-lasting litigations, which is the case when you have an experienced tribunal. And guess when this happens? It happens when the parties choose their arbitrator “with specific expertise of particular types of insurance or reinsurance.” ♦



## Insurance

“Requiring arbitrators to be active or retired executive officers of insurance companies forces policyholders to present their cases to arbitrators who may or may not be sympathetic to their cause”

Peter Halprin and Finley Harckham partners at insurance recovery specialists Anderson Kill.



## The Challenge of Creating the Necessary Collaboration Between Courts and Arbitration Tribunals

National courts play a collaborative role in executing arbitral awards, but sometimes they do not agree with the arbitral decision and so the enforcement of these awards is affected. This is becoming a central issue in arbitration because it is occurring more and more frequently. According to an IBA report released in 2015 entitled *The Current State and Future of International Arbitration*, in Europe and Asia-Pacific in particular, arbitration tribunals face

“National courts have set their sights on re-establishing or introducing cross-border dispute resolution”

increased competition from national courts that have set their sights on re-establishing or introducing cross-border dispute resolution. The number of judges with specialization and international expertise is increasing, legislative amendments allowing for wider jurisdiction to hear cross-border disputes are being introduced, commercial courts are being set up, the use of foreign languages is becoming more commonplace and the

### PARTIES SIGNED UP TO THE HAGUE CONVENTION ON CHOICE OF COURT AGREEMENTS, WHICH PROVIDES INCENTIVE TO SEEK DISPUTE RESOLUTION IN NATIONAL COURTS

• Mexico was the first to sign the agreement followed by the EU and most recently Singapore

Country	Signature	Entry into Force
	April 1st 2009	October 1st 2015
	September 26th 2007	October 1st 2015
	March 25th 2015	October 1st 2016
	March 21st 2016	TBD
	January 19th 2009	TBD

► simplification of court procedures is well underway. Then there's the Hague Convention on Choice of Court Agreements, concluded in 2005 in an effort to bring about judicial co-operation between different states. It is believed *“that such co-operation can be enhanced by uniform rules on jurisdiction and on recognition and enforcement of foreign judgements in civil or commercial matters”* (source: Convention on Choice of Court Agreements). According to the convention, when a judgment is made

by the chosen court, it must be recognized and enforced in the other signatory states. The agreement is useful where there are difficulties in getting national courts to enforce an award. Yet given that not many states have ratified the agreement (see table on previous page), it is not necessarily viewed as a game-changer in the international enforceability of arbitral awards. Indeed, unless a larger number of states become signatories, it will have no significant impact on the enforcement of arbitral

awards and, therefore, on arbitration in general. However, the real transformation in the world of arbitration in 2017 could come from the Judgements Project. If ratified by a significant number of states, it would establish uniform rules on the recognition and enforcement of judgments. Parties would follow a simple, efficient, and predictable process, ensuring a higher level of certainty and fewer costs in the context of cross-border exchanges through neutral enforcement. ♦



## The Rising Threat of Class Actions

A long established concept in the US, class actions are being adopted by an increasing number of countries worldwide. France and the UK are just some of the countries which have recently joined the global trend, introducing mechanisms for class actions in order to promote access to justice as well as minimizing court costs by grouping like cases together. Cases which, individually, might not be financially viable to litigate can subsequently result in a substantial collective claim against a

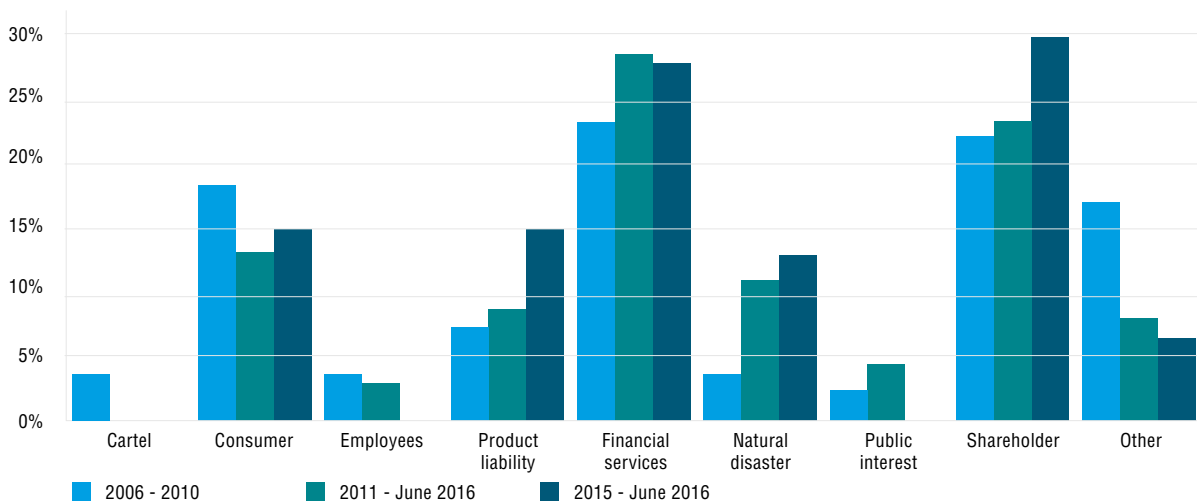
**“The rise in social connectivity has created an easy platform through which a group of potential claimants can be assembled”**

company causing significant financial ramifications.

The broadening scope for bringing class actions is not the only reason for the increasing number of these lawsuits. Class actions are being more frequently utilized, even in countries where the system has been in operation for several years, and are further fueled by the rise in social connectivity which has created an easy platform for a group of potential claimants to assemble. Even companies registered in jurisdictions in which there is no system for bringing class action claims are not

### THE NATURE OF CLASS ACTIONS

• The percentage of filings by type in Australian class actions



© Source: Allens Linklaters - Class Action Risk 2016

in the clear because the threat remains in other countries in which they operate. Germany, for example, has no general class action mechanism, but this has not prevented Volkswagen (VW) from facing a class action in the US following the recent emissions scandal. A settlement which includes \$10bn to compensate the 500,000 US car owners affected has been agreed. If a similar action were to be brought by the 8.5 million Volkswagen owners in Europe, the consequences for the company could be catastrophic. A recent study found that class action lawsuits accounted for 9% of litigation, with 17% of companies rating lawsuits of this nature as one of their top concerns (Source: Norton Rose Fulbright's Litigation Trends Survey 2016).

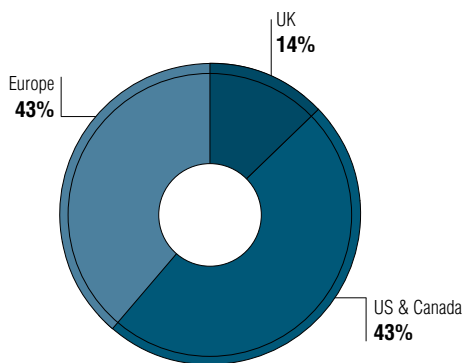
Research into the type of action filed further demonstrates that no industry is immune from class actions. Recent trends show an increase in shareholder class actions and product liability across a range of industries. Claims within the financial industry remain at persistently high levels, perhaps reflective of public dissatisfaction with the banking industry following the economic crisis. Of more note, however, are the rocketing number of claims in other industries such as insurance and construction. The growing number of class actions, and their potential for high costs mean that they are an issue which those in litigation neither can, nor should, ignore – regardless of the industry in which they operate. ♦

“Class action litigation can drive up costs to breaking point fairly quickly...as class actions spread around the world there’s huge risk”

Ed Nusbaum, head of the world’s sixth-largest audit firm, Grant Thornton International.

### CLASS ACTIONS BY LOCATION

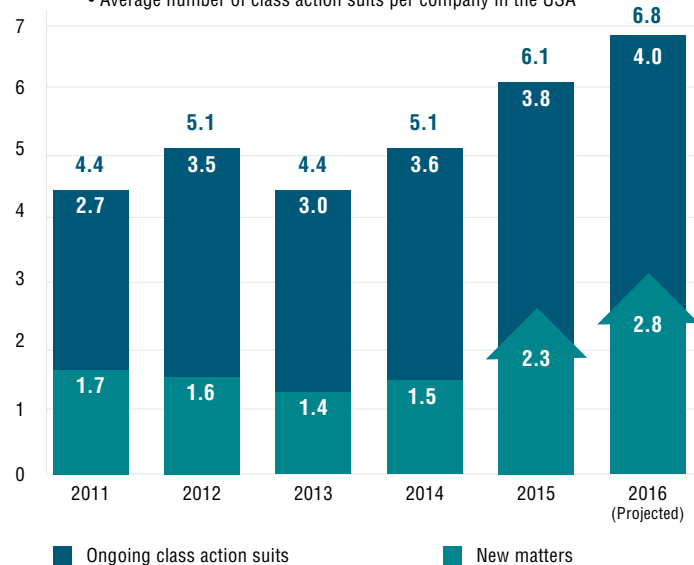
• Class actions are no longer just a matter of concern in the US



© Source: Cornerstone Research - Commercial Dispute Resolution Survey 2015

### CURRENT AND FUTURE CLASS ACTION SUITS

• Average number of class action suits per company in the USA



© Source: The 2016 Carlton Fields Class Action Survey



© Steven Frame



## Third-Party Funding (TPF): Here to Stay, but Headed Where?

Going back around two decades, third-party funding (TPF) is still a relatively nascent notion in dispute resolution, but the activity is experiencing such exponential growth that it's starting to demonstrate signs of market segmentation. Prominent funds such as IMF Bentham, Burford Capital and Harbour are quickly expanding and establishing their name in the market, smaller players such as La Française IC Fund are finding their place, and this smaller cap market is also attracting new entrants. As in any other emerging industry, firms are finding new solutions. Seeking to diversify investments and mitigate risks, some funds have started to finance portfolios of claims instead of carrying out refined analysis of individual cases, and this trend is expected to grow. As firms mature, they also tend to extend offers

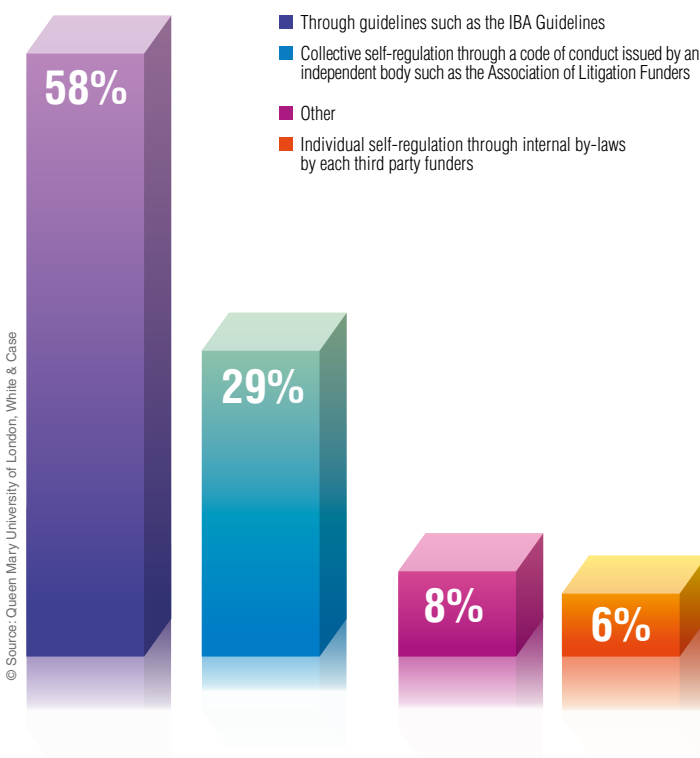
**“Third-party funding is experiencing such exponential growth that it’s starting to demonstrate signs of market segmentation”**

along the whole value chain: for instance, Burford Capital acquired UK-based asset recovery firm Focus in January 2015, expanding its capacity to assist clients in collecting on judgments and awards. La Française IC Fund and Omni Bridgeway also provide recovery services. Yet some initiatives can be controversial. Some funds mix dispute financing and business financing, which allows them to control a company's working capital, but raises concerns that a blurring of the line between TPF and traditional financing is taking place. A famous fund recently launched two campaigns calling for shareholders who suffered losses resulting from a car giant's emissions-rigging scandal to join its filing of legal claims. Some might consider this as self-creating conditions of legal claims to finance.

Among the issues arising, regulation is a hot topic. With legislatures in many jurisdictions remaining silent as to the legality of TPF, guidelines are considered the most effective way of regulating TPF (see chart below). More and more institutions are weighing in on the issue, though. In October 2016, the Hong Kong Law Reform Commission called for the expansion of the use of TPF in the territory, and one month later its neighbor Singapore submitted a bill to Parliament for approval that would permit TPF in arbitration and lay the groundwork for further expansions. It's not all rosy. In November 2015, the demise of London Stock Exchange AIM-listed Juridica was announced after it experienced a 60% slump in its share price that year. As a natural result of industry development, there will no doubt be more shakeouts. According to Selwyn Seidel, founder & CEO of Fulbrook, an independent expert advisory company, firms need to have experience, relationships and integration to remain competitive. ♦

### GUIDELINES ARE CONSIDERED THE MOST EFFECTIVE WAY TO REGULATE TPF

• How should TPF be regulated? (2015 International Arbitration Survey)



© SHVW



THE MARKET IS DEVELOPING WITH NEW FUNDERS ENTERING ALL THE TIME

• Major third-party funders around the world

Fund	Founded	Location	Main funding activities				
			Litigation	Arbitration	Class action	Law firm financing	Insolvency
American Legal Funding	2003		✓		✓	✓	
Augusta Ventures	2013		✓				
Burford Capital	2009		✓	✓		✓	✓
Galunius Capital	2006		✓	✓			
Foris	1996		✓	✓			
Fulbrook Capital Management	2011		✓	✓			✓
Gerchen Keller Capital*	2013		✓	✓	✓	✓	
Harbour Litigation Funding	2002		✓	✓	✓		
IMF Bentham	2001		✓	✓	✓		
Juridica Investments	2007		✓	✓			
La Française International Claims Collection	2009			✓			
Legial	2000		✓	✓			
Lex Finance	2015		✓	✓			✓
Litigation Lending	1999		✓		✓		✓
Omni Bridgeway	1988		✓	✓	✓		✓
Parabellum Capital	2012		✓	✓		✓	
Redress Solutions	2014		✓	✓			✓
Roland ProzessFinanz	2010		✓	✓			
Therium	2009		✓	✓	✓	✓	
Vannin Capital	2010		✓	✓			
Woodsford Litigation Funding	2010		✓	✓	✓	✓	

\*Acquired by Burford Capital in December 2016  
© Source: Compiled by Leaders League



## The Digital Revolution in Dispute Resolution

Can online dispute resolution (ODR) really help courts and provide access to justice? Colin Rule, founder and chairman of Modria, provider of the world's leading online dispute resolution platform (or online program) explains that *“unlike the medical and financial sectors, the legal sector has been slow to join the digital revolution. Client demand, however, is opening up new possibilities for justice systems and case management worldwide.”*

(Source: Lawyers Weekly). Modria settles roughly 60 million disputes per year. In Rule's view, the key reasons for judicial systems to reimagine themselves as part virtual platforms include the need for a resolution

**“Some may perceive electronic arbitration as a new ADR method”**

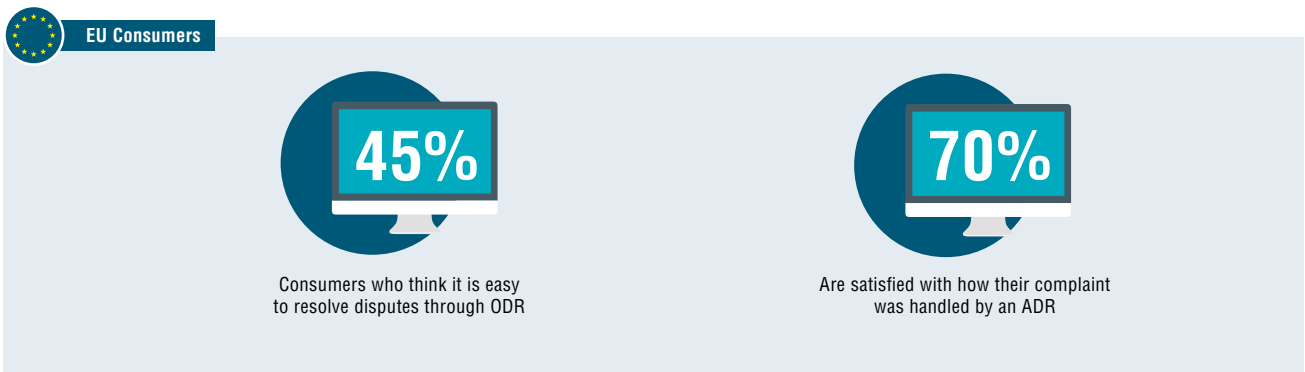
process free of jurisdictional limits and to relieve courts of what has become an unmanageable volume of cases.

The ODR platform was developed so that parties would be able to resolve their contractual disputes out of court at a low cost in a simple and fast way. ODR has two major forms that are being developed, online mediation and electronic arbitration. A typical model for the process of online mediation starts when an email is sent to the parties containing the basic information on proceedings. In February 2015, the European Commission launched a new online platform for consumers and traders to resolve disputes over purchases made online. This platform

is gaining popularity (see table below). Meetings are conducted in so-called “chat rooms,” which constitute virtual versions of meeting rooms. These can be carried out separately with each party or simultaneously with all parties. The above-mentioned online tools used in communication procedures improve on the classic form of ADR and enable an increased flexibility in negotiating resolutions in real time across different locations. (Bellucci & Zeleznikow in Karolina Mania's Online Dispute Resolution: The Future of Justice, 2015). According to Mira Fayad and Habib Kazzi writing in the European Scientific Journal in 2015, in electronic arbitration each party submits evidence to the arbitrator via information and communication technology (mostly by email or filling out a standard online application on virtual platforms) and

### THE 2015 CONFIDENCE CONDITIONS SCOREBOARD FIGURES SHOW WHAT CONSUMERS AND TRADERS THINK OF ODR IN THE EU AS A MEANS OF SETTLING THEIR DISPUTES FOR BOTH DOMESTIC AND CROSS-BORDER ONLINE PURCHASES

• Figures indicate that ADR/ODR will contribute to developing a new culture of out-of-court dispute resolution between consumers and traders in the EU



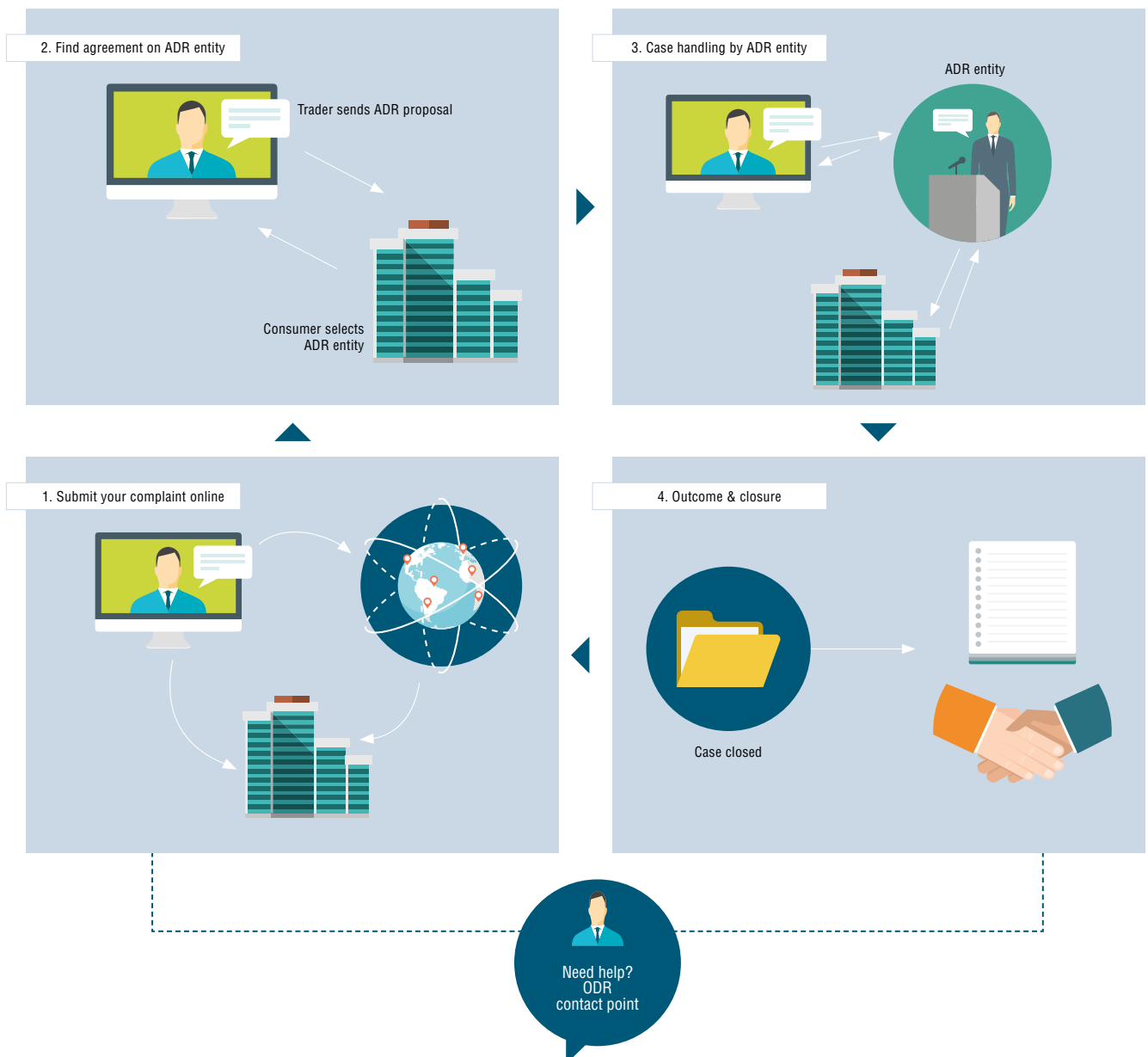
then the arbitrator, or arbitrators, decides the outcome. Today many even perceive electronic arbitration as a new ADR method, although it remains an arbitration service which, while conducted online, follows the arbitration rules and regulations relevant to each case. In fact, some institutions such as the AAA, the CIArb, the ICC, CIETAC, WIPO, the Czech Arbitration Court, and the HKIAC provide expedited online proceedings (Source: Mohamed S. Abdel Wahab, Online Dispute Resolution Theory and Practice, 2013). Of these, the AAA has

**“The use of the online platform in the legal sector is becoming more prevalent and is in fact expanding geographically”**

now conducted more than 200,000 disputes online. The use of the online platform in the legal sector is becoming more prevalent and expanding geographically. ABA announced a partnership with Rocket Lawyer in 2014 to help find ways of bringing affordable online legal services to potential clients. Lastly, since February 2016, it has been possible for online disputes that are filed through the European Commission to be initiated and worked on in any of the EU’s 23 official languages, making life easier for European citizens. ♦

**NEW EU-WIDE ONLINE DISPUTE RESOLUTION (ODR) PLATFORM MAKES IT EASIER FOR CONSUMERS AND TRADERS TO RESOLVE ONLINE DISPUTES**

- The settlements occur through an independent third party alternative dispute resolution (ADR) body





## Big Data: The New Frontier of Competition Law?

In May 2016 the French *Autorité de la Concurrence* and the German *Bundeskartellamt* published a joint study on competition law and the collection and use of data, with a specific focus on big data. The study is the first comprehensive analysis of data related issues from a competition law perspective, and it provides guidance on how to approach this topic in the future. The Franco-German joint venture also has the merit of giving a clear definition to the term big data and what it refers to as its “Four Vs”; velocity, variety, volume and of course value. It is important to note that the issues go well beyond social networks or online advertising to sectors including energy, telecommunications, insurance, banking, transport and manufacturing industries, all increasingly involved in the Internet of Everything.

Whilst data protection is traditionally outside the scope of competition law, the importance of data and the competi-

**“Whilst data protection is traditionally outside the scope of competition law the importance of data and the competitive advantage it can give to companies is becoming hard to ignore in the digital age”**

tive advantage it can give to companies is becoming hard to ignore in the digital age, particularly in the context of mergers such as Facebook/WhatsApp.

As it relates to merger control, the role of big data is ambiguous. On the one hand, the combination of the merging parties databases can give rise to horizontal issues (i.e., where competitors are unable to replicate the merged company’s database) and vertical issues (i.e., where the merged company may be able to use its databases to negate upstream or downstream competitors). On the other hand, the ability of a merged company to generate value from a larger database may give rise to efficiencies that could justify an otherwise anti-competitive merger.

In the past, the European Commission has analyzed data issues in a number of merger control cases. In Google/DoubleClick, the Commission assessed whether the combination of the parties’

databases would harm competition. Privacy issues were raised too, but did not play a decisive role in the Commission’s decision. In TomTom/TeleAtlas, the Commission considered the risk that the data accumulated could lead to a lowering of the level of protection of confidential data. More recently, in Facebook/WhatsApp, the Commission analyzed whether Facebook could use WhatsApp as a potential source of user data to improve its advertising, but concluded this was not the case to the extent that it could prevent competition. For competition law practitioners, big data is still a dilemma because it promises to open up markets and introduce previously undreamed of levels of competitive force but could also bring new challenges and concerns about markets, competitiveness, and about how they are to operate in this new environment. These new developments have not gone unnoticed by regulators who are analyzing both the risks and the potential. The future of big data is not just about technology, it is also about protection, competition and consumer rights. ♦





## Technology and Litigation Support – A Burden or a Blessing?

Litigation support provides assistance to legal practitioners throughout the litigation process. From document review, interviewing witnesses, and case preparation before the trial, to assisting in the determination of damages post trial, litigation support alleviates the overwhelming workload associated with the activity.

Technological developments have created additional complexities in litigation support. With many offices becoming almost entirely paperless, e-discovery – the practice of searching for data from hard drives and other data storage locations – has become an integral part of litigation preparation. Likewise, the use of computer forensics to discover deleted files is also becoming commonplace. Research by the Cowen Group shows 65% of respondents noted an increase in the workload associated with e-discovery in the previous 12 months and this trend has been apparent since 2013.

**“Thirty-six percent of law firms feel their investigation strategy is challenged by the cost of processing and hosting data”**

Not only does this create a burden in the quantity of work required to locate the relevant information, it naturally leads to rising costs. In fact, most firms spend the majority of their corporate counsel budget on e-discovery, with 44% of corporate operations leaders noting the cost of discovery impacted their litigation strategy. The immense quantity of data provided further adds to the cost,

with 36% of law firms indicating that their investigation strategy is challenged by the cost of processing and hosting data.

There is, however, some good news. An increasing amount of technology can be employed in order to simplify the discovery process. Forty-four percent of law firms have utilized computer assisted technology to sift through large quantities of information in order to locate those which are relevant. With the review of documents accounting for the biggest expense in e-discovery, this can also help minimize costs – for both law firms and their clients. ♦

### UNDERSTANDING THE JARGON

#### Computer Forensics

Method of retrieving lost or deleted electronic files.

#### De-duplication

Identifying identical or near identical documents.

#### E-discovery

The preservation, collection, review and production of data which is stored digitally.

#### Predictive Coding

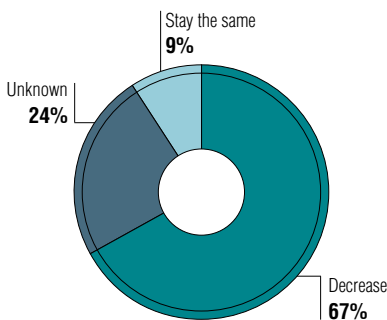
Predictive coding involves a machine-learning process and a combination of different algorithmic tools to identify documents that are relevant to a case or issue.

#### Technology Assisted Review

An umbrella term for various methods of prioritizing or coding a set of documents, from simple ‘keyword search’ methods to predictive coding.

### PREDICTIVE CODING'S IMPACT ON LITIGATION COSTS

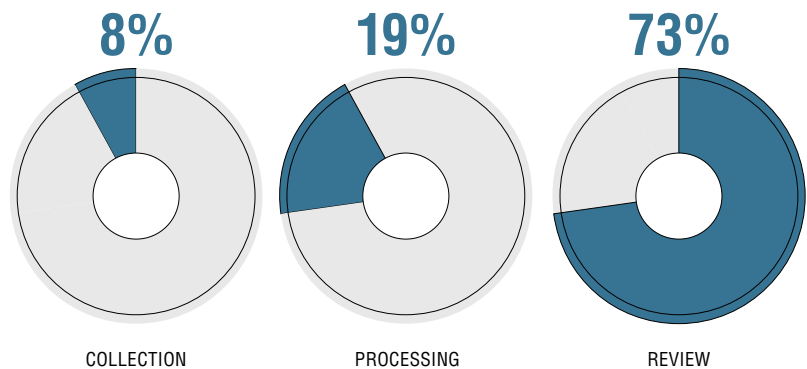
- Utilizing technology can help reduce costs



© Source: Cowen Group - Quarterly Trends Report 2013

### WHERE THE MONEY GOES IN E-DISCOVERY

- Review is by far the biggest cost in e-discovery



© Source: DSIcovery Infographic - The Basics of Technology Assisted Review



SOME OF THE MAIN LITIGATION SUPPORT COMPANIES AROUND THE WORLD

• Companies are listed alphabetically

Company	Locations	International Arbitration	Coporate/M&A Lit	Investigation + Fraud	Area of Expertise
Accuracy		✓	✓		Financial consultancy
Advanced Discovery			✓	✓	E-discovery and forensic investigations
AlixPartners		✓	✓	✓	Corporate turnaround and restructuring
Axiom Law			✓		
Baker Tilly		✓	✓	✓	Business advisory
BDO		✓	✓	✓	Business advisory
BM&A			✓	✓	Financial services, audit and consultancy
Charles River Associates		✓	✓	✓	
Clutch Group			✓	✓	
Compass Lexecon		✓	✓	✓	Antitrust and competition
Control Risks		✓	✓	✓	Risk
Corporation Service Company			✓	✓	Digital brand services
CornerStone		✓	✓	✓	
Deloitte		✓	✓	✓	
Driver Group		✓	✓		Construction and engineering sector
DTI			✓		Discovery, court reporting
Eight Advisory		✓	✓	✓	
Elevate Services Inc.				✓	
Ernst and Young		✓	✓	✓	
Fair Links		✓	✓		
Forensic Risk Alliance		✓	✓	✓	
FTI Consulting			✓	✓	
Integreon Managed Solutions			✓		
KPMG		✓	✓	✓	
Kroll				x	Risk solutions, investigations
Mazars		✓	✓	✓	
Mindcrest			✓		
Navigant			✓	✓	
NERA		✓	✓	✓	
NG Finance			✓		Financial valuation and advisory
PWC		✓	✓	✓	
Quislex			✓		Document review
RGL Forensics				✓	Corporate consulting, forensic investigation, transaction advisory
UnitedLex			✓		

© Source: Compiled by Leaders League



## Crisis Communication & the Delicate Question of Confidentiality

Litigation public relations (PR), the process prior to and during the course of any legal dispute or adjudicatory processing so as to affect the outcome or its impact on the client's overall reputation, has seen a sharp acceleration with the rise of social media, as information goes viral extremely quickly, in 28% of cases, within one hour only.

This situation has led to crisis communication PR bursting onto the scene. The management of communication helps in protecting the client facing litigation or arbitration, before and during the judicial or arbitral proceedings. Together with the legal team, the PR team help decide how to handle the pending case, and how best to communicate it, to both internal and external stakeholders.

Why is it so crucial to anticipate problems and work hand-in-hand with the client's other representation? Because both strategies absolutely need

to be well-planned. When this is the case, the integrated approach leads to better protection of the client company's reputation, and also maximizes the chance of reaching a successful outcome. This is because confidentiality in the proceedings does not necessarily equal immunity from media attention. The media won't

necessarily play by the same rules and may sometimes take a position on the on-going dispute.

It's important to note that while attorney-client privilege is the rule in both the judicial and arbitral processes, it may be somewhat different for the PR team, whenever it is engaged in crisis communication.

In order to avoid any lack of confidentiality, there are a few guidelines which need to be followed. First things first, the lawyer should be the one hiring the public relations agent, not the client. That way, the litigation PR agent reports

directly to the law firm. Also, it should be specified in the engagement letter that all communication between the PR firm and the lawyer is carried out for the purpose of assisting legal counsel in representing the client, and shall therefore remain confidential. The same goes for documents prepared by the PR firm.

Furthermore, in order to ensure the proper functioning of the relationship between lawyers and PR throughout, it is important that the latter should not talk alone with the client.

And there is one other reason why the lawyer has to play a pivotal role between the two parties, which is that the communication strategy should always facilitate the legal proceedings.

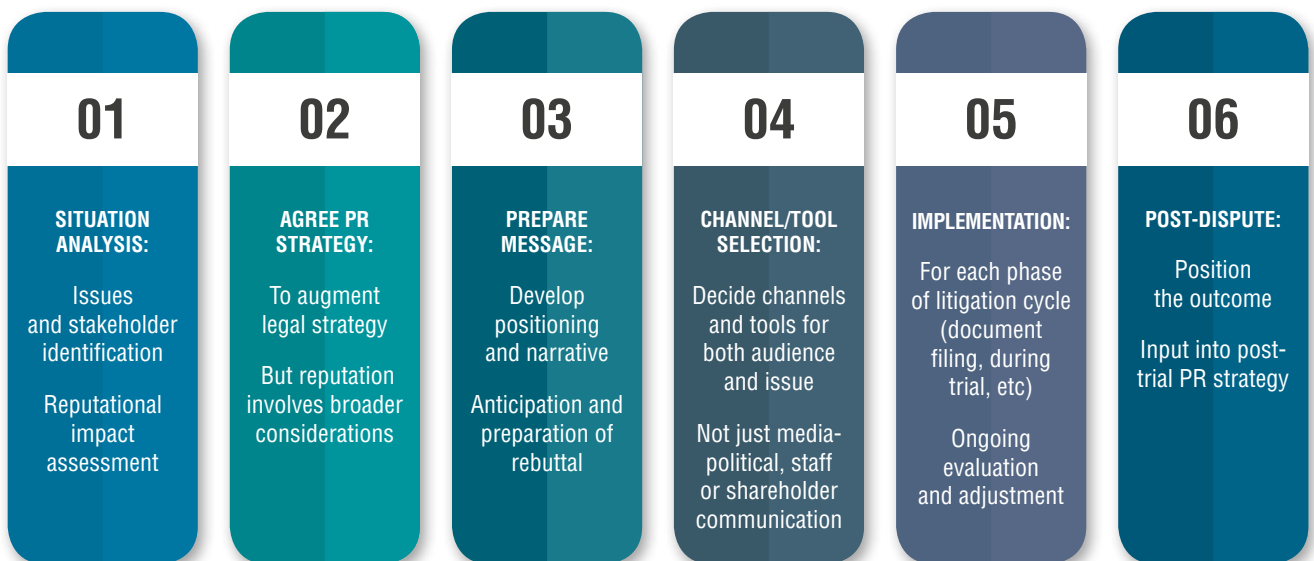
In other words, it should advance the legal strategy. It's important the lawyer bear this in mind. Another simple yet efficient tool consists of labelling all documents "Attorney-Client Privilege/Work Product Communications."

Better to anticipate problems than to be faced with a troublesome breach of confidentiality. ♦

**"An integrated approach between the legal and PR teams maximizes the chances of reaching a successful outcome"**

### CRISIS COMMUNICATION PROCESS: HOW DOES IT WORK?

- Six steps to efficient crisis communication



© Source: Hellerman Baretz Communications

**AIM: to steer the communication process systematically, aligned to the legal process and client objectives, rather than leaving reputation to chance or as an afterthought.**

**30**

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LEADERS



Leaders League has identified 30 impactful leaders and experts from around the globe, whose ambitions and achievements are reshaping the world of dispute resolution. Leading general counsel, women in dispute resolution, those guiding the new generation of arbitrators, creating the latest innovations in dispute resolution and running arbitral centers. Dialogues, insights, and inspirations.



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**INSTITUTIONS &  
ARBITRATION CENTERS**

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# “Arbitration has been growing in Brazil and all over South America”



© CAM-CCBC

Interview with

**CARLOS FORBES,**  
President, **CENTER FOR  
ARBITRATION AND MEDIATION  
OF THE CHAMBER OF  
COMMERCE BRAZIL-CANADA  
(CAM-CCBC)**

Since 2000, Carlos Forbes has been engaged in arbitration as a partner at Mundie Advogados. He is currently the president of the CAM-CCBC, one of the most widely recognized arbitration institutions in Latin America. He shares his views on the growth of arbitration in the region.

**LEADERS LEAGUE. How has the practice of arbitration developed in Brazil?**

**Carlos Forbes.** Up until 1979, our Civil Procedure Code had only a brief reference to arbitration: that any arbitral sentence had to be brought before the national judicial system to be validated. Because of this particularity, arbitration was, at that time, very time-consuming and risky. So it wasn't a popular choice among parties. In 1979, a group of recognized scholars got together and established a study group with the aim of making arbitration more popular. They were thinking ahead, of how legal relations were to be (re)constructed in a more globalized, connected world. The CCBC offered the institutional support the group needed, which helped many of its advances. Then, in 1996, the Law of Arbitration was finally enacted, which led to a growth in Brazilian enthusiasm towards arbitration as an alternative dispute resolution method. Another landmark came in 2001, when the constitutionality of the law was finally approved by the Supreme Court and the practice has been growing ever since.

**What makes CAM a leading Brazilian arbitration center? Do you have plans to go international?**

We have taken some strategic decisions over the years that really made the center stand out as a leading arbitration institution in the country. For instance, the decision to appoint a case manager to every arbitral procedure was made. These individuals are normally accompanied by four assistants plus several interns, which allows for a very complete and personal analysis of all the procedures. We have already achieved a decent level of internationalization.

CAM has been increasingly involved with arbitration procedures in which the parties are not Brazilian but rather South American and I would say our current strategy revolves around this: to become the arbitration hub of South and Latin American procedures. Nevertheless, as our name suggests, we have strong ties with Canada, so I believe we will follow the parallel paths of trying an approach with the North American country as well.

**“Our aim is to become the arbitration hub of Latin America”**

**As president, what are some of your main roles?**

The president of the CAM-CCBC has basically three main missions. The first one is to manage the business, to deal with the staff and finances as if the CAM-CCBC were a company and I were its CEO. Secondly, there's the judicial role that the president takes, which involves making careful decisions regarding all the legal aspects of our arbitration procedures. This mission forces the president to constantly study and stay up to date. Finally, there is the mission of promoting CAM's activities: guaranteeing its sponsorship and participation in relevant events, etc. I tend to say that my administration is very transparency oriented. Even though arbitration procedures are undisclosed, our rules mustn't be. Under my presidency, the CAM-CCBC adopted measures such as the publication of regulations that explain and confirm every rule to which our procedures are submitted. ♦



© MCIA

**Madhukeshwar Desai**  
CEO, MUMBAI CENTRE FOR INTERNATIONAL  
ARBITRATION (MCIA)

- The MCIA was established in October 2016
- Mr. Desai advises the Government of Maharashtra on matters of law and policy
- Youngest ever vice-president of the Bharatiya Janata Party at the age of 29

Prior to founding the MCIA, Mr. Desai studied law at Christ College, Bangalore and practiced for four years at PXV Law Partners. The MCIA is a first-of-its-kind arbitral institution in India, a joint initiative between the Government of Maharashtra and the domestic and international business and legal communities to provide a platform for settling commercial disputes. The MCIA offers transcription services and premises with fully equipped, hi-tech, secure, hearing rooms whose rates are less than those of business rooms in prominent hotels in India. In the next year the MCIA will introduce its Young MCIA program to help younger arbitral practitioners from different jurisdictions understand the rules and benefits of the MCIA.



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**Chengjie Wang**  
Secretary-General and President of the Arbitration Court,  
CIETAC

- 2016 marks the twentieth anniversary of CIETAC
- It registered 1,968 arbitration case filings worth 42.5 billion RMB (\$6.3bn) in 2015
- Mr. Wang previously worked at China Patent Agent and CMS Cameron McKenna

On July 28th 2016, Chengjie Wang was appointed the new secretary-general and president of the Arbitration Court of China International Economic and Trade Arbitration Commission (CIETAC). Well acquainted with the commission, he worked there for 18 consecutive years as the head of different divisions and then as deputy secretary-general from 2007 to 2009, before becoming deputy director-general of the commercial legal service center of CCPIT from 2009 and then director-general six years later. He also headed the Mediation Center of China Chamber of International Commerce from 2009 to 2016. With over 30 years' experience in dispute resolution, Mr. Wang has the confidence to lead CIETAC on the road to modernization and internationalization.



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“There is a great risk for arbitrators to regard themselves as either policyholders or insurers”

Interview with

**SIR BERNARD EDER**  
Chairman, ARIAS UK

**LEADERS LEAGUE.** In what context was ARIAS (UK) created?

**Sir Bernard Eder.** ARIAS (UK) was created in the early 90s when the insurance industry was very different from today. It was largely unregulated. Most reinsurance contracts had arbitration clauses and most of the arbitrators consisted of either active or retired underwriters, sometimes brokers. There was a huge desire at that stage to improve the overall standard of the whole process so the outcome of arbitrations would be more certain and have a greater degree of professionalism with a three person tribunal generally consisting of two market arbitrators and a lawyer as chair.

Disputes related to insurance and reinsurance are growing. What are the challenges for arbitrators?

There was a concern in the 80s that the outcome of arbitration cases were too unpredictable and that often the tribunal would simply “split the baby.” Standards have since improved hugely, leading to greater confidence in the arbitral process. The result is that arbitrations in London are, I believe, of the highest quality. Today, arbitrators' biggest challenges are speed and cost. In addition, I think it is very important that the tribunal keeps an open mind and listens to the argument on both sides – as every case is different. The world consists of policy holders on one side and insurers on the other, leaving a great risk for arbitrators to regard themselves as one or the other.

What is specific about insurance and reinsurance disputes?

Most insurance disputes fall into two main categories – disputes concerning the proper construction of the policy, and factual disputes which raise issues, for example, as to whether the policyholder can bring itself within the terms of cover; whether the insurer can bring itself within a relevant exception; or whether the insurer can avoid the policy. There are many reasons why insurance disputes tend to lean towards arbitration rather than court. Confidentiality is often an important factor. In addition, the parties are able to choose an arbitrator with specific expertise; and with an experienced tribunal, arbitration will often be cheaper and quicker than litigation if, as in many cases, any right of appeal is excluded. ♦

# “Mauritius has all the factors needed to succeed as an arbitration center”



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Interview with

**SALIM MOOLLAN QC,**  
Chairman, **LCIA-MIAC BOARD**  
**OF DIRECTORS**

Vice-chairman, **UNCITRAL**

Salim Moollan QC, a leading barrister in international and commercial arbitration in the UK and Mauritius, was one of the principal draftsmen for the Mauritian Arbitration Act 2008. He is striving to promote Mauritius as an international center for arbitration.

**LEADERS LEAGUE.** What led to your work on the Mauritian International Arbitration Act and how has international arbitration in Mauritius developed since then?

Salim Moollan. As a practitioner in arbitration, it became apparent that there was a deficit of voices in the field from Africa – at the level of counsel but also more worryingly at the level of arbitrators. Thus, many African disputes are being heard in Europe and the US. This can foster a perception of international arbitration as a foreign form of dispute resolution, disconnected from the culture and needs of the relevant African countries. There was much talk of this deficit in legitimacy, but not much concrete action.

In 2006 I began a conversation with the government about seeking to turn Mauritius into the equivalent of Singapore for the African region. The aim was to have a neutral center for arbitration which could be used by the whole of Africa, and be a credible alternative. The law we have enacted is based on the UNCITRAL Model Law, with improvements designed to further disconnect the arbitral process from the national court system.

We have signed a host country agreement with the Permanent Court of Arbitration (PCA) at The Hague, which, for the first time in its history, has established a permanent presence outside The Hague. We also created an arbitration center in joint venture, the LCIA-MIAC. This center exists to service the needs of those who want a wholly integrated Mauritian international arbitration. However Mauritius as a safe African seat has been created and exists for all forms of institutional and ad hoc arbitration.

**What makes Mauritius a safe seat?**

Mauritius is a neutral, stable and democratic country with a dual system of common and civil law. These assets,

alongside the government's and the judiciary's unwavering support, make Mauritius a safe seat.

Mauritius being selected to host the ICCA Congress in 2016 is evidence of the potential of Mauritius as a center for arbitration. It was very successful and the secretary general of the UN attended – which was a first in ICCA's history. With arbitration facing new levels of criticism stemming in particular from negative perceptions of investment arbitration, I hope that this project has injected some real momentum in the quest for increased legitimacy in Africa and the developing world more generally.

**“We are seeking to turn Mauritius into the equivalent of Singapore for the African region”**

**Tell us more about your work at UNCITRAL.**

There is currently a lot of public scrutiny with regard to investment arbitration. The need to address such negative perceptions from civil society has been at the core of UNCITRAL's work on transparency in investment arbitration, which I chaired. This then led to the creation of the Mauritius Convention, an instrument designed to make transparency applicable to existing investment treaties. That has now led to consideration of the possibility of using the mechanism of the Mauritius Convention for wider reform, such as the creation of a permanent multilateral investment court, a project that has so far attracted interest from the EU and from a great number of developing countries. The idea is being followed up on by UNCITRAL, and work could start on this project late 2017 if it receives the support of UN member states. ♦



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**WOMEN IN**  
DISPUTE RESOLUTION



# “Female arbitrators are still susceptible to subconscious bias”



© University of Miami

Interview with

**MARIKE PAULSSON,**  
Director, **INTERNATIONAL  
ARBITRATION INSTITUTE AT  
THE UNIVERSITY OF MIAMI  
SCHOOL OF LAW**

An expert in international litigation and arbitration, Marike Paulsson is the director of the International Arbitration Institute at the University of Miami. She shared her views on gender, regional bias, and how to improve the arbitration community.

**LEADERS LEAGUE.** What are the goals of the International Arbitration Institute?

**Marike Paulsson.** At the institute, we want to make sure students are conceptualizing and doing research on important issues like subconscious bias and transparency, for instance. For that, we collaborate with the International Chamber of Commerce and work with analysts and make our conclusions thorough empirical research. We are the first academic institution to have this kind of relationship with arbitral institutions. We also work with the students on how to define new ideas of international public policies and ethics. Our biggest advantage is that we are not linked to any law firm and we are not an institution administering arbitration, so we do not have any conflict of interest.

**What is the extent of bias towards women in arbitration? How can this issue be tackled?**

Although we have made tremendous progress in this area, women are still held to double standards and are susceptible to subconscious bias all the time. At the institute, we work on several issues of this type, such as whether arbitrators are biased against females and how you can tackle subconscious bias. We must give women a very strong sense of reality and at the same time, find ways to bolster their self-esteem because they often lack self-confidence. It looks as if some of us are not aware that we can contribute to arbitration the same way men do. There is a successful gender equality pledge that was created by the London arbitration community to increase the number of arbitrator appointments for women. As the founder of Young ICCA, I have not signed this pledge, though, because we focus on minorities and regional diversity and inclusion.

**What are some of the advantages and drawbacks of the Miami arbitration seat in comparison to more traditional ones, like New York or London?**

Miami has a lot of elements that really make one think it is going to be the next big center for arbitration. It has strong institutions, experienced practitioners and offers a unique multi-cultural environment that facilitates international procedures, especially when it comes to Latin America. An increasing number of parties have been choosing Miami as the seat for their procedures and we expect this number to grow. One recent example of a case that took place there that drew a lot of attention was the Panama Canal case. However, if

**“Our biggest advantage is that we are not linked to any law firm”**

you look at the lawyers involved in the case, you notice that among the thirty parties – and that includes lawyers from both sides plus arbitrators – none were from Miami. We need to acknowledge the fact that, although it has been the seat for an increasing number of arbitration procedures, local lawyers aren't participating in them as much as they could be. We need to find ways to promote our legal community, which, in fact, is very big and diverse. Miami also hosted the ICCA congress in 2014, which was an event that turned out really well: the most prominent legal practitioners participated in it. Although the city is still behind places like Washington and London in terms of mobilization of the arbitration community, the potential is there and we can make up the ground. ♦





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**Teresa Cheng,**  
Chair, **HONG KONG INTERNATIONAL ARBITRATION CENTRE (HKIAC)**

- The first Asian woman elected as president of the CI Arb in 2008
- Awarded the Gold Bauhinia Star in 2011, the highest rank in the Hong Kong honors system
- Past vice-president of ICCA and the ICC Court of International Arbitration

In dispute resolution, Ms. Cheng wears many hats: counsel, mediator/conciliator and arbitrator in a number of cross-border disputes; leadership roles in different international arbitration organizations; deputy judge in the Court of First Instance of the Hong Kong High Court; professor. At the HKIAC, Ms. Cheng's priority is to promote Hong Kong as a leading international dispute resolution center. Faced with growing competition from other equally ambitious players, beginning 2013, she led the center on several occasions to review existing rules and introduce new guidelines. The effort paid off: in 2015 the HKIAC was recognized as the third-most preferred arbitral institution in the world and the most preferred outside of Europe.



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**Funke Adekoya**  
Partner, **ÆLEX**, Vice-president, **ICC COURT OF ARBITRATION**

- Chartered Institute of Arbitrators approved tutor
- Life member of the International Federation of Women Lawyers
- In 2001, was the fifth woman to rise to the rank of Senior Advocate of Nigeria

With 40 years' experience in dispute resolution, Funke Adekoya boasts an impressive CV. Currently heading the dispute resolution practice group at Nigerian law firm ÆLEX, she is also a vice-president of the ICC Court of Arbitration, a member of the governing council of ICCA and a board member of the Lagos Court of Arbitration. In addition to this, the Harvard-educated lawyer is a chartered arbitrator who is frequently appointed to tribunals. Adekoya recently acted as co-counsel on the high profile case of *The Shell Petroleum Development Company of Nigeria Limited & Others V Crestar Integrated Natural Resources Limited*, a billion-dollar case which raised the issue of arbitrability in the Nigerian courts.



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Interview with

**MARIA BEATRICE DELI**  
Secretary General, **ITALIAN ASSOCIATION FOR ARBITRATION**  
Secretary General, **ICC ITALY**

**LEADERS LEAGUE.** What are AIA's most important initiatives?

**Maria Beatrice Deli.** The main focus of AIA, since its foundation in 1958, has been the promotion of arbitration both at international and domestic level. To this end, in the last five years we have organized international conferences and seminars – often in conjunction with other arbitral institutions – on several topics (third-party funding, construction, arbitration and bankruptcy etc). Moreover, every December AIA holds its annual conference, one of the most important gatherings for

“In Italy the powers of arbitrators are still too narrow”

the Italian arbitration community. We solicit the development of arbitration through workshops and training courses and promote its practice through *Rivista dell'Arbitrato*, the only Italian review of arbitration. AIA acts as an arbitral institution, mostly for domestic disputes. It administers proceedings through the application of the 2016 AIA Arbitration Rules.

**What needs to be done to improve the development of arbitration in Italy?**

In Italy there is still a general skepticism about international arbitration, which inevitably affects its development. Therefore, it is important to trigger a cultural shift amongst Italian parties and legal counsel, promoting arbitration as an efficient dispute resolution mechanism. We also encourage a reform of Italian

arbitration law, particularly with regard to the powers of arbitrators, which are still too narrow.

**What are the main challenges for women practicing international arbitration?**

Although women have made great strides in the legal field over the past few decades, it is still true that female professionals need to be more talented and hardworking to have the same success as their male counterparts, even in the arbitration field. Gender diversity is still not seen as an issue by many, but efforts are being made to raise awareness about the under-representation of women on arbitral tribunals. I have recently gotten involved with ArbitralWomen, which promotes women in ADR and campaigns for gender equality with the aim of bringing more women onto the stage. ♦

# “Women are as much a part of the playing field as men”



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Interview with

**ANNE VÉRONIQUE SCHLAEPFER**

Partner, **WHITE & CASE (GENEVA)**

Senior Co-chair, **ARBITRATION COMMITTEE OF THE IBA**

International arbitration practitioner Anne-Véronique Schlaepfer is a name to watch in the Swiss legal sphere. As senior co-chair of the arbitration committee of the IBA, she is well placed to assess the progress women have made in this traditionally male-dominated field.

**LEADERS LEAGUE.** You act as co-chair of the IBA arbitration committee. As such, can you say the arbitration profession as a whole is undergoing a phase of feminization?

**Anne-Véronique Schlaepfer.** It is a fact that more women are present in the arbitration field, as counsel, as arbitrators, representing institutions and as speakers and conference organizers. I do not think that it is a feminization of the profession but we are undoubtedly going towards an equal number between male and female practitioners. In the past, women were seen as an oddity in this field of activity, or, more charitably, as something nice to have; women, probably as a result of this perception, often tried to mimic men (notably in the way they dressed). These times are definitely over. Women are part of the playing field, like men; their level of expertise and their professional qualities match those of male practitioners. This is now an acknowledged fact, not only among practitioners, but also among clients. There are of course some exceptions; some nostalgic individuals, who continue to think (if not openly speak) differently. They have, however, become a minority and I do not think that they can change the course of history.

**What is different about being a woman in the arbitration world, as counsel and as arbitrator? Is the approach different when dealing with cases compared to presiding tribunals?**

I do not think that women, as a group, have a different approach to men when it comes to defining a strategy as counsel, or when presiding a tribunal. The idea that women would have a softer approach because they are women is simply baseless and, behind the apparent compliment, one clearly perceives the idea that women are unsuited for the job, when a tougher approach is needed. In reality, individuals

are all different and the way in which these various activities are performed rather depends on the person in charge and, also, on the circumstances of each case.

**What is your take on international arbitration today?**

In my opinion, international arbitration will continue to develop and to be more and more diversified. With the expansion of the practice of international arbitration, it is probably illusory to consider that arbitration can be handled in a similar fashion throughout the globe. This is why it is important to define minimum standards of conduct and basic rules (notably regarding the taking of evidence), leaving room for parties and tribunals to then craft the procedure they deem fit for their case.

**“It is important for outside counsel to team up with the in-house team”**

**Arbitration is fundamentally an international practice and, with that, comes enhanced competition. What is the best way to remain competitive both as a firm and as an individual?**

For a firm it is important to have renowned practitioners, whom clients trust, and teams of specialized lawyers able to handle the work. For an individual, competence, efficiency and work-rate will remain the most important features to resist competition. It is also to be noted that large companies now have teams of in-house lawyers who have significant experience in international arbitration. They are thus able to determine whether their outside lawyer is the right person for a given case. It is also important for outside counsel to team up with the in-house team. ♦



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**Georgia Quick**  
Vice-president, **AUSTRALIAN CENTRE FOR INTERNATIONAL COMMERCIAL ARBITRATION (ACICA)**, Partner, **Ashurst**

- First female executive of ACICA
- Australian ADR Awards' Female ADR Practitioner of the Year 2016
- Keen skier and a regular participant in the LawSki event for lawyers

Georgia Quick has been a partner in global law firm Ashurst's litigation and dispute resolution group in Sydney since 2008, as well as a co-head of their international arbitration practice. Quick also sits as one of the vice-presidents on the executive board of the Australian Centre for International Commercial Arbitration. ACICA is an independent and not-for-profit organization, promoting and facilitating alternative methods of dispute resolution such as mediation and arbitration. ACICA are the co-hosts of the 24th ICCA congress, to be held in 2018.

The Australian National University educated lawyer spent seven years in London in Pinsent Mason's construction and energy dispute practice where she primarily worked in international arbitration for energy clients. Prior to joining Ashurst, Quick was special counsel in Clayton Utz's construction and major projects group. Having also studied at the School of Nuclear Law in Paris, the Australian lawyer is well versed in matters of energy law and as such sits as a director of AMPLA (the Resources & Energy Law Association). Georgia has also been involved in several high-profile construction and infrastructure matters in the New South Wales Supreme Court, Court of Appeal and High Court.

A fellow and a councilor of the Chartered Institute of Arbitrators, Quick also possesses a diploma in international commercial arbitration. Throughout her career, Quick has worked in numerous jurisdictions across three continents and has extensive experience of ICC, LCIA, HKIAC & UNCITRAL rules.



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**Vera van Houtte,**  
International Arbitrator, **Independent**

- Has been vice-president of the ICC Court of Arbitration since 2009
- Vice-chair of the arbitration committee of the IBA
- Member of the board of directors of the American Arbitration Association

Vera van Houtte is highly regarded as a prominent arbitrator, in Belgium and abroad. Since leaving Benelux law firm Stibbe, she has acted exclusively as an arbitrator (ICC, ICSID, LCIA, DIAC, UNCITRAL, ad hoc). From 1989 to the end of 2012, she was a partner at the Brussels office of Stibbe, where she headed the construction and industrial law department. She was involved in major construction and renovation projects in Belgium and abroad, acting as counsel and litigator for engineering firms, contractors, developers and their clients, both private enterprises and public authorities. From international construction work, she moved into international arbitration, first as counsel, later as an arbitrator. As an expert in the field of international arbitration, in recent years she took part in discussions concerning the most contentious point in the TTIP negotiations and the rejection of the extra-judicial arbitration mechanism. "*Investor-state dispute settlement (ISDS) cannot be dead, as there will always be investment-state disputes and someone will have to settle them,*" she said. Critics have spent months arguing that the EU and the US already had mature legal systems and didn't need arbitration, since their national courts offered a perfectly appropriate framework to resolve disputes. Vera van Houtte has spent her long career promoting international arbitration and has also published various articles in Dutch, French and English on Belgian and European construction law and on international arbitration. In 2007 she was ranked fourth in an international list of the top 30 female arbitrators.



**Rashda Rana,**  
President, **ARBITRAL WOMEN**

- Formerly adjunct professor in international commercial arbitration at Sydney University
- Holds a bachelor's in philosophy from Cambridge University
- Valued for being incredibly innovative in her approach to arbitration

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The legal world is dominated by men, and it may be especially true in arbitration. Arbitral Women (AW), a NGO with the primary objective of advancing the interests of women and promoting female practitioners in international dispute resolution was created in 1993 by Louise Barrington and Mirèze Philippe to offset this trend. With more than a thousand members from over 40 countries, AW's aim is to bring together a network of women with a dispute resolution background in roles, ranging from arbitrator, mediator, expert and lawyer to forensic consultant. The organization now enjoys observer status at UNCITRAL working group sessions. Rashda Rana, current president of AW, has been practising law for more than 20 years, both in the UK and Australia. The British-Australian could serve as a symbol for women aspiring to work in dispute resolution: she has worked in

many jurisdictions in London and in various states in Australia but also in South East Asia – including Malaysia, Singapore, Hong Kong and Seoul, where she advised on and conducted major cases in commercial, banking, maritime, insurance, oil & energy, infrastructure and construction, among others. She also has advised and acted for the Australian government in relation to various defence contracts, including one for Collins Class 1 submarines. A CEDR accredited mediator and an arbitrator, Rashda has been appointed to domestic arbitrations in Australia and international arbitrations, primarily in the Asia Pacific region. She has held the role of general counsel at Bovis Lend Lease, one of the most prominent project management, design and construction companies in the world. A true inspiration to young female lawyers.

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**GENERAL  
COUNSEL**

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# “Data preservation in litigation is a massive and costly issue”



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Interview with

**ALEX PONCE DE LEON,**  
Counsel, **GOOGLE**

Alex Ponce de Leon is a discovery counsel at Google. He develops innovative and efficient discovery strategies. His practice includes patent, trade secret and complex commercial litigation. Alex shares his views on e-discovery trends and confidentiality.

**LEADERS LEAGUE.** What has Google done to reduce costs linked to e-discovery?

Alex Ponce de Leon. Discovery remains exceedingly expensive and challenging. It's essential to address discovery costs while meeting our obligations. Automation helps, but it can only go so far. It requires good legal work and also working collaboratively with our opponents to address issues early. Litigation is an adversarial process, but attorneys still need to communicate effectively with their opponents to meet the obligations without spending disproportionate amounts of time, effort, and money. US litigation has been helped by the adoption of recent amendments to our Federal Rules of Civil Procedure. Every litigant should leverage these and consider whether the materials being sought are reasonable, proportionate, and necessary for the claims and defenses of the case.

**What are the most useful protective orders and mechanisms for defending corporate information in arbitration?**

Arbitration is private, but it is not always automatically confidential. Every party needs a good protective order in place to safeguard the underlying sensitive materials. It's important to consider how data will be transferred, how source code is protected, and how materials will be destroyed at the end of the arbitration. You should consider carefully which experts, in-house counsel, outside counsel, and executives get access to the documents. Arbitration is meant to resolve an immediate business dispute. It should not be a fishing expedition. The best time to ensure confidentiality is at the time you are drafting the controlling arbitration clause. If the subject matter is sufficiently complex, you should consider the need to bind third parties such as witnesses, experts, and consultants.

**What are the best practices in dealing with the burden of data preservation that you can share with us?**

Data preservation in litigation is a massive and costly issue. The new amendments to the rules of federal procedure help you if you are in federal court. I think communicating early with an opponent about preservation issues can be effective. Storage is not free, that's a myth. Large companies are handling massive amounts of data every day and they cannot keep it all just for the sake of a case. Some big-data systems require constant maintenance and a litigation hold can require significant engineering time to implement. It is necessary to collaborate and address those issues early in the case. Sometimes it's the requesting party that will need to pay for those expensive endeavors.

**“Lawyers need increased technical proficiency to adequately advocate”**

**You have had a diverse working life in different professions. What drives you to search for this diversity?**

I am fortunate to work at the intersection of technology and law. Litigation has gotten incredibly complex over the past decade. Fortunately, my project management skills and my previous work experience have prepared me to litigate these large cases and address the technical and legal issues that accompany them. I am of the opinion that lawyers need increased technical proficiency to adequately advocate for their clients. Data types have exploded, information sources are everywhere, and business deals are getting done over a multiplicity of platforms. All these are important elements to the story. ♦



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**CLAIRE MITSURU CHINO**  
General Counsel, **ITOCHU**

- Joined Fortune Global 500 company Itochu in 2000 as corporate counsel
- Named Young Global Leader by the World Economic Forum in 2005
- Classically trained singer

Claire Mitsuru Chino broke the glass ceiling in Japan when, in 2013, she became the first female executive at a major Japanese trading company – as well as the youngest. She currently sits as general counsel and executive officer for the Itochu Corporation, having joined them in 2000. As corporate counsel for Itochu, Chino has negotiated and overseen numerous billion dollar international projects. She has worked to promote women's interests in corporate Japan, pioneering a diversity program with Itochu in 2004. Formerly a partner at San Francisco-based Graham & James, Chino has numerous accolades including making the Financial Times' Asia Pacific Innovative Lawyer of the Year and Global General Counsel 30 lists.



© Twitter

**Vijaya Gadde**  
General Counsel, **TWITTER**

- Oversaw Twitter's \$31 billion IPO launch on the New York Stock Exchange in 2014
- Featured in the 2014 Fortune 40 under 40 list of most influential young people in business
- Finalist in the Rising Star category of the 2014 Corporate Counsel Awards

Vijaya Gadde and her team at Twitter focus on balancing the importance of giving freedom of expression to some 271 million users with respecting local laws and government demands for user information. In 2016, Gadde addressed the issue of harassment by introducing an updated harassment button that did away with the need to file complaints on a tweet-by-tweet basis to prove allegations. Before becoming Twitter's general counsel in 2011, she served as the social-media company's legal director and managed the international and corporate legal teams. After receiving a BSc. in Industrial and Labor Relations from Cornell University and a JD from New York University School of Law, she worked at Wilson Sonsini Goodrich & Rosati for 10 years.



© Clemens Heusch

Interview with

**CLEMENS HEUSCH**,  
Head of European Litigation, **NOKIA**

**LEADERS LEAGUE.** What is the pre-managing disputes strategy at Nokia?

**Clemens Heusch.** We always try to solve disputes in an amicable way and only litigate if we have to. There are various ways to avoid litigation, like dispute resolution mechanisms which we have in many agreements. These can include some negotiation phases, followed by certain escalation procedures. If this does not lead to settlement, there are further preferred options like agreeing on an expert to evaluate certain issues, or agreeing on mediation or arbitration.

**How do you see the patent wars between smartphone manufacturers going?**

The smartphone wars will go on for a few simple reasons: there are companies which invested tens of billions in research and development and basically invented the entire system, and others make use of that technology. Standardization means that the technology to build a smartphone is easily available, there are low market entrance barriers, and we frequently see new companies joining the market. However, the newcomers have to take licenses from those who did the R&D. Some employ delaying tactics to avoid paying, others are in principle willing, but cannot come to an agreement on the license rate.

With more companies on the market, but also participating in standardization and bringing in their technology, the smartphone wars will most likely continue.

**How do you navigate uncertainty in today's Europe?**

We permanently monitor developments in legislation/case law and try to be as well prepared as possible. Regarding the Unified Patent Court for example, we have certainly been preparing for both scenarios, that it gets ratified in a few months and starts operating, or we keep the national system as it is. We have to decide which patents we want to opt in or opt out of. These are certainly decisions which cannot wait until the system starts. ♦

“The smartphone wars will most likely continue”



**Dan Fitz**  
General Counsel, **BT GROUP PLC**

- During Fitz's tenure, BT's commercial external legal spend has dropped 90%
- Fitz was the chair of the Association of Corporate Counsel (ACC) in 2009
- 2013 winner of the LGBT Out and Proud Award

Currently serving as group general counsel and company secretary for BT, Dan Fitz heads a 440-strong in-house legal team. The former executive vice-president, general counsel and company secretary of Misys PLC joined BT following a difficult period in which the company had to let go of 20% of their workforce. From his arrival in 2010, Fitz overhauled the legal department, restructuring it to operate more akin to a law firm than a typical in-house legal department – organizing the team by the function they had as opposed to whom they worked for. He has also promoted the outsourcing of high-volume, low-value work, to maximize his team's potential and value. Fitz has subsequently been credited with transforming the view of in-house legal teams beyond merely providing a support function. BT Group also became one of the first companies to obtain a license to implement an alternative business structure (ABS) in 2013, and launched BT Legal.

As a family man who took a year out of his career to care for aging relatives, encouraging a work life balance is very important to Fitz. His team are offered flexible working as a matter of course. Fitz is a strong advocate of workplace equality and diversity and has been recognized by the Financial Times OUTstanding list of top influential LGBT executives. His team also has a noteworthy number of women in senior roles. In 2014, Fitz oversaw the 'Your Voice' initiative – an accreditation scheme of coaching and mentoring for senior lawyers to help with career development.



**Breno de Oliveira,**  
General Counsel, **TELEFÔNICA BRASIL**

- Holds a law degree from Universidade do Vale do Rio dos Sinos – Unisinos.
- Was senior tax consultant at Coopers & Lybrand from 1994 until 1999.
- Joined Brazilian telecoms company Vivo in 2000

Breno de Oliveira is the general counsel at Telefônica Brasil, the Brazilian branch of Spanish telecoms giant Telefónica. He joined the company in 2011 after a successful six-year stint as general secretary and executive legal officer of Vivo S.A. and Vivo Participações S.A. Regarding the responsibility of managing the legal department of such a big company, Oliveira points to the importance of keeping a flexible and supportive structure where other areas can rely on the legal department to help deal with difficult situations. According to him, this would allow for the whole team's easy adaptation to new realities and, consequently, for the development of the company's activities. Besides having greater flexibility, challenging current perspectives must also be part of day-to-day life in the legal department: *"We have to question and challenge ourselves to identify opportunities and achieve better results. This, in most cases, involves having the courage to change our own way of working."* Oliveira argues that the main challenges for any general counsel are usually related to quick identification of a problem: *"Sometimes the solution to a problem is not the hardest part, but rather its quick and correct identification."* As for the future of the legal profession, he adds that it will be fundamental for lawyers to rely on technology. This way, both firms and legal departments will be able to identify and pursue their goals in the most efficient and effective manner.



**Noreen Krall**  
Vice-president & Chief Litigation Counsel, **APPLE**

- Made the Top 100 In-house Counsel list in 2013 and Top 50 Women in Tech Law list in 2013, 2014 & 2015
- Co-founded ChiPs, an organization dedicated to advancing women at the confluence of law, technology and regulatory policy
- Widely recognized qualities include intellect, energy and business acumen

Noreen Krall joined Apple in 2010, at a time when the company was strengthening its patent protection in response to the growing threat of Android. Described by Bloomberg as the "field marshal" for Steve Job's "thermonuclear war" in the smartphone space, Ms. Krall heads a team that handles one of the largest litigation dockets in the industry, overseeing all aspects of Apple's global commercial and intellectual property litigation, understanding the patent rules and court procedures in various jurisdictions and making sure arguments are consistent across the globe.

Holding a master's in Computer Information Systems, Ms. Krall started her career as an engineer at IBM and held different positions in both the engineering and legal departments over a 12 year period, before working as vice-president and chief IP counsel

at Sun Microsystems for over a decade. Her strong technical background allows her to go beyond purely legal reasoning and truly understand each piece of technology and product.

There has been glory along the way – 2012 saw a huge victory with a landmark ruling in California that ordered Samsung to pay Apple more than \$1 billion for patent infringement. But there have been setbacks, too – some of the damages awarded were reduced on appeal, and a hearing at the US Supreme Court in October 2016 may yet overturn the initial ruling. However, this is merely a small part of her fight, as Samsung is not her only adversary, and her battlefield isn't limited to the US. And she is not afraid to take up the challenge.



**INNOVATION IN  
DISPUTE RESOLUTION**

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# “It is crucial to have more alliances between counsel and funders”



© Hausfeld

Interview with

**MICHAEL D. HAUSFELD**  
Chairman, **HAUSFELD**

Hausfeld has been in the news lately for acting as an innovative law firm involved in some of the most high profile matters of the last couple of years. Michael Hausfeld, the firm’s chairman, talks to Leaders League about their global strategy for growth and development.

**LEADERS LEAGUE.** Last year it was announced Hausfeld were to expand into Germany in collaboration with Burford Capital. What were the reasons behind this collaboration?

**Michael Hausfeld.** Up until we introduced the concept of private enforcement in competition infringement in litigation, litigation funders were principally in the market for companies that were insolvent and that would assume their claims. We changed that market and litigation funders began looking at the merits of competition infringement cases on behalf of medium to large companies acting as claimants, because the expenses alone for conducting that litigation could be so large that it made sense to have another entity other than the company in question to devote resources for the case. Burford’s alignment with our German office is a partnership where they have invested in the work of the Berlin office, funding it on cases it recommends to Burford.

**Given that litigation funds have been gaining a lot of attention recently, do you foresee many more third party litigation funds working with legal firms in the future?**

Yes. Initially, changes in the European Commission competition directives created follow on actions on the private side. This evolved into opt out collective devices in the competition field in the United Kingdom as well as recommendations for opt in collector procedures throughout the member states of the European Union. That was just in the competition field. An example of such a case was Volkswagen selling 8.5 million diesel vehicles to the European market and denying any right of release to affected owners of those vehicles or to the affected populations that were being exposed to continued environmental assaults. In our view it is crucial to have more alliances between counsel and funders.

**You are currently working on the Volkswagen case and settling claims regarding the use of so-called defeat devices. Do you see this case changing the future of class action law suits?**

Absolutely! I think this is already happening. Investigations by European parliamentarians that would revolutionize European practice with regard to the effectiveness of consumer rights and will probably recommend the adoption of a collective process for consumer claims. There has got to be a confluence of elements. In the Volkswagen case, it was the existence of the collective device on the private side, it was the presence of more stringent environmental regulations as well as more aggressive enforcement agencies. In other consumer areas it is not necessary to have all three elements but it would be necessary to have a collective process and strong consumer rights laws.

**“Burford’s alignment with our German office is a partnership where they have invested in the work of the Berlin office funding it on cases it recommends to Burford”**

**How is software influencing the management structure and strategies at your firm?**

Software has made very doable that which a small law firm would have more complexity doing. It is now possible to correlate projected expenses with projected revenue; it has allowed us to have a better understanding of our client base and to reach our client base through technological avenues that did not exist before; and in a more cost-efficient manner. And for us in particular, it has enabled us to integrate firms on two continents and four different countries. ♦





**Frédéric Duponchel,**  
CEO and Co-founder,  
**ACCURACY**

- Promotes a demanding, but caring ethos in his company. *Exigence bienveillante* in French.
- Formerly a partner at Arthur Anderson and EY in Paris

Frédéric Duponchel is a caring CEO. What may be seen as an oxymoron by many is truly part of the management philosophy at Accuracy, one of the leading corporate finance advisors. In 2004, a few partners at Arthur Andersen decided to step outside the “Big Four” to create their own independent firm, which has since been awarded “Best Place to Work” on a couple of occasions. As he puts it, his job consists of giving a meaning to figures. The firm now has four main lines of business (counsel to transactions, litigation and disputes support, decision-making and companies in difficulty). It has seen a rapid and impressive international development and now has 12 offices in ten countries. A sign, perhaps, of a correlation between good relationships and company performance.



**Colin Rule**  
Founder & COO,  
**MODRIA**

- Nicknamed the Mark Zuckerberg of online dispute resolution
- Co-founded the Online Public Disputes Project in 2002

Colin Rule has been working at the intersection of conflict resolution and technology for more than two decades. Back in 1999, he co-founded Online Resolution, one of the first ever online dispute resolution (ODR) providers. Beginning 2003, he served as eBay and PayPal’s first ever director of online dispute resolution, designing and implementing systems that process 60 million cases annually. He then teamed up with Chittu Nagarajan in 2011 to launch Modria, an online dispute resolution service provider designed to help companies resolve customer complaints. The company’s track record includes partnering the American Arbitration Association to build a resolution center to support the New York no fault insurance caseload.



**Bill Slate**  
Chairman & CEO, **DISPUTE  
RESOLUTION DATA (DRD)**

- Former president and chief executive officer of the American Arbitration Association
- Founded CAMCA (Commercial Arbitration and Mediation Center for the Americas)

Prior to founding DRD, Mr. Slate led the AAA/ICDR for 19 years. A former member of the UNCITRAL arbitration working group, he has delivered no less than 80 keynotes on arbitration and mediation at major conferences worldwide and is an elected member of the ICCA Governing Council. DRD is an online program that enables users to discover arbitration and mediation stats through the listing of cumulative international case data from over 136 nations. DRD provides users with costs, times, and other information to formulate strategies that transform their level of service. Mr. Slate is a visiting senior fellow at Duke University Law School and a visiting professor at several renowned law schools throughout the United States.



Interview with

**FLÁVIA BITTAR NEVES &  
GIOVANNI ETORE NANNI,**  
President and Vice-President,  
**BRAZILIAN ARBITRATION  
COMMITTEE (CBAr)**

**LEADERS LEAGUE.** What is the main role of the Brazilian Arbitration Committee?

Flávia Bittar Neves. The Brazilian Arbitration Committee is an academic institution whose main goals are the study and promotion of arbitration and other ADRs in the country. We constantly hold local and international conferences, seminars and research groups, among other projects. The CBAr is also responsible for the publication and

“We should avoid the judicialization of arbitration”

distribution of the Brazilian Arbitration Journal and for providing guidance to proposals for amendments to rules or new laws governing arbitration in Brazil. It basically ensures that the critical issues concerning Brazilian arbitration practice are being debated at a high-quality level.

**What kinds of innovation would contribute to a more efficient, less costly arbitration process?**

Giovanni Ettore Nanni. It is common knowledge that the longer the arbitration lasts, the more expensive it will be. Thus, the parties and the arbitrators should cooperate to design a tailor-made proceeding for each arbitration, adapting it to the specifics of the case at hand. At the initial stage of the procedure, the

parties should provide the arbitrators with detailed information and relevant documents. This will enable the drafting of a reasonable schedule and the adoption of necessary measures to produce evidence. Arbitration practitioners must also understand that they should not litigate in arbitration using the same practices that are common in courts. Avoiding the so-called “judicialization” of arbitration will result in a cost-efficient procedure and allow the arbitrators to focus on the important issues related to the substance of the case. The use of electronic proceedings, including hearings and production of evidence, should be considered for less complex arbitrations, providing fast-track resolution for these kinds of disputes. ♦

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CONFIRMED SPEAKERS 2017



**RICARDO ANZALDUA**  
*General Counsel*  
 METLIFE



**AUGUSTO LIMA**  
*Global Legal Director, M&A*  
 ANHEUSER-BUSCH INBEV



**ERICH ANDERSEN**  
*Chief IP Counsel*  
 MICROSOFT



**JAMIE STERN**  
*Senior Litigation Counsel*  
 UBS



**PATRICK CARTY**  
*General Counsel*  
 ZURICH INSURANCE



**BUSE PINAR KARÇAR**  
*Chief Legal and Corporate Affairs Officer*  
 YORSAN



**ALEX PONCE DE LEON**  
*Corporate Counsel Litigation*  
 GOOGLE



**RON PEPPE**  
*General Counsel*  
 CANAM



**JOSE GONZALEZ**  
*Chief Legal Officer*  
 QBE

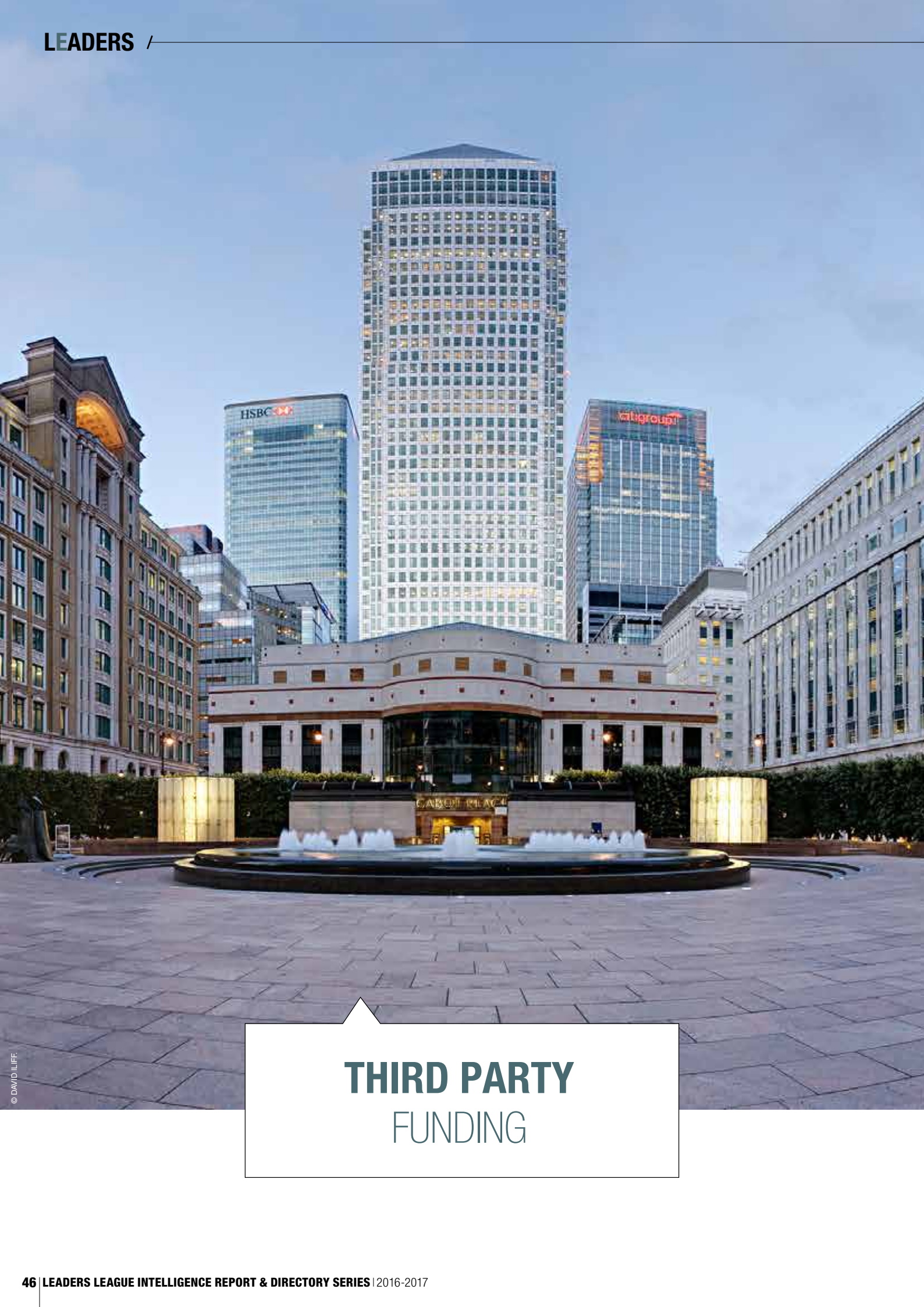
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# THIRD PARTY FUNDING

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# “The most important trend is the normalization of external financing”



© Burford

Interview with

**CHRISTOPHER BOGART**  
CEO, BURFORD CAPITAL

Previously executive vice-president & general counsel of Time Warner Inc., Christopher Bogart managed one of the largest legal functions in the world. At Burford Capital, he has led the world's largest provider of finance for the legal market to innovate, expand, and stay ahead.

**LEADERS LEAGUE.** What has been the most important trend in the TPF industry over the last 12 months?

**Christopher Bogart.** The most important trend in finance for law is quite simply the continued normalization of external financing as an accepted and increasingly unremarkable aspect of the business of law. It's gone from the exception to if not quite the rule then irrefutably the reality of how the savviest firms and clients operate. That normalization reflects the ever-rising need for capital in the legal markets – to help corporate legal teams and the firms that work with them better manage legal costs and maximize business efficiencies.

**Burford reached the \$1 billion mark in cumulative litigation finance investment commitments in April 2016. What vision helped build your successful market positioning?**

Burford has invested a cumulative \$2 billion in the legal markets as of our acquisition of Gerchen Keller Capital on December 15th 2016. Our success is first and foremost a reflection of the industry's most robust team, with over 80 people and 40 experienced lawyers. We have also taken a broader view of our industry than litigation funding or case funding – and that has provided impetus to develop more flexible ways of working with corporate legal teams and law firms. Our strong growth in portfolio financing and other complex strategies reflects that broader view.

**How would you define the relationship between Burford and law firms?**

Excellent. We work with a significant number of the world's largest and best law firms. They understand that financing partners exist to serve all kinds of capital needs for all kinds of clients.

**What is the key to successful portfolio financing?**

Portfolio financing can be used by corporate legal teams or by law firms to fund all or partial fees and expenses in a pool of matters, for expenses only, or to monetize litigation asset value. One of the many advantages of portfolio financing is its inherent flexibility: capital can be used to finance matters within the portfolio as needed or for broader business purposes.

**“The key to portfolio financing is having the expertise and savvy to be able to formulate the more complex structures required compared to classic case funding”**

Another benefit is that the cost of capital is typically lower because risk is diversified. For firms, portfolio financing can reduce overall risk – which enables them to take on new business without increasing total risk exposure – while enhancing competitiveness, increasing profitability and improving accounting outcomes. For clients, portfolio financing is especially advantageous in allowing for both plaintiff and defense matters and thereby helps corporates move legal costs off balance sheets in a significant way. Of course we think the key to portfolio financing is having the expertise and savvy to be able to formulate the more complex structures required compared to classic case funding; it's not something every funder can do. It requires the scale, in capital and human resources, to be able to commit for the long term and across the range of litigation types many firms and clients wish to finance. ♦



© Law Finance Group

**Alan L. Zimmerman,**  
CEO, LAW FINANCE GROUP

- Vice-chair of the California Bar business law section
- He has been a lecturer in continuing education programs for attorneys
- Earned his JD from New York University School of Law

After practicing law for two decades in his own law firm based in the San Francisco Bay area, Alan Zimmerman founded Law Finance Group in the early 90s. He is considered a pioneer in the field of alternative litigation funding. Law Finance Group (LFG) is a litigation funding company specializing in appeal finance, settlement finance, and estate & trust litigation. In the context of the latter, LFG coordinates with practitioners and clients to evaluate the legal merits of each case as well as the range of potential outcomes. Thanks to a unique hands-off approach to the technical aspects of the litigation, LFG combine legal, business and financial expertise and offer innovative funding solutions for complex cases.



© LinkedIn

**Leonardo Viveiros de Castro,**  
General Counsel, LESTE INVESTIMENTOS

- Received his law degree from Pontifícia Universidade Católica do Rio de Janeiro
- Founded Leste Investimentos in 2014 with a group of other senior executives
- Credited with creating a business-orientated legal culture at Leste Investimentos

Leonardo Viveiros is the general counsel at Leste Investimentos, a business platform of alternative high-return investments that manages liquid and illiquid assets. He also has experience working as a partner at Schmidt Lourenço Kingston Advogados and as attorney general for the state of Rio de Janeiro. During the third Pan-American Congress of Arbitration, held in October 2016 in São Paulo, Viveiros discussed the main goals and challenges of third-party funding in Latin American arbitration procedures, marking him out as one of the key voices in the development TPF in the region: *“TPF brings balance to a case in which the party with a high probability of winning does not have the financial means to afford arbitration costs.”*



© Piero Darino

Interview with

**Narghis Torres**  
**LEX FINANCE**

**LEADERS LEAGUE.** Two years after launching Lex Finance, have you identified other needs concerning arbitration financing?

**Narghis Torres.** Yes. For example, debt financing. Some people say we don't need to finance the whole procedure but they still need money to pay part of the arbitration. In that case we lend them some money and they give us the award as a guarantee – they will pay us whether they win or lose. We've also started the practice of purchasing the arbitration award. This happens when a party has won the arbitration but doesn't want to spend more time and/or money

“Many financing needs are linked to dispute resolution”

to execute the award; or the other party doesn't want to pay or doesn't have the money to pay upfront or can only partially pay. We remove the execution risk. Some clients really appreciate that because they need liquidity and are risk averse.

**Besides debt and award acquisition financing, have you identified any other products linked to arbitration in need of financing?**

Definitely. We started with one product and we now have nine. Besides non-recourse, debt and award acquisition financing, we are now offering six more: pre-arbitration, advisors fee, distressed claim, working capital, multiparty arbitration and settlement financing. In

the case of pre-arbitration you can finance two situations. First, several disputes are settled before arbitration but, for that, the party needs money to finance the costs of the negotiations and agreement. We can provide that. Second, when you have a complex arbitration, the first thing that must be done is to determine if there is a claim and the amount of the damages. For that, it is necessary to pay lawyers and experts to determine breach of contract and the amount of the claim. These costs can be very expensive, so we offer to finance these kinds of expenses too. If there is a settlement agreement we take a percentage of it, if they decide to go on with the arbitration, the grant would be the award. ♦





# LEADERS LEAGUE

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# YOUNG LEADERS & VOICES



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Interview with

## JAMES FREEMAN

Counsel, **ALLEN & OVERY**, Co-chair,  
**LCIA YOUNG INTERNATIONAL  
ARBITRATION GROUP**

**LEADERS LEAGUE.** How does YIAG work to promote the presence of young practitioners in arbitration?

**James Freeman.** With its big names, international arbitration can be a daunting practice area for the young practitioner. At YIAG, we aim to give younger practitioners an opportunity to debate hot topics at events where they can get to know their peers over the long career years ahead. We like to think that we have a distinct approach, especially through our ‘Tylney Hall’ workshops. Their interactive and informal format always goes down well.

“International arbitration can be a daunting area for the young”

**There is a stereotype of arbitrators as old and male. How accurate is this?**

The stereotype is, regrettably, often true. There seems finally to be a push to have more women on tribunals. “The Pledge” has seen proposals for several concrete steps towards gender balance. Arbitral institutions will include a fair representation of women on shortlists for arbitral appointments, while counsel should make gender-blind recommendations of arbitrators to their clients. As for age, different legal cultures have different ideas of what a judicial decision-maker should look like. In some civil-law traditions, there is a distinct career path for judges and in those countries, arbitrators tend to be younger, whereas in common-law countries becoming a judge is the culminating step in a career, meaning

that there are fewer young arbitrators in the common-law world.

**As a young arbitrator, how do you see the future of international arbitration?**

Arbitration has experienced a 20-year boom. The greater enforceability of arbitral awards outside the EU has further fostered its growth. The road ahead looks bumpier than the road travelled to date. National courts have raised their game, with leaner and cheaper procedures, and even talk of a judgments convention to rival the New York Convention. Arbitration needs to become nimbler again, or else it will start to lose ground to national courts. The key shift needs to be to firmer and braver case management. That is what has turned around the commercial courts, and arbitration needs the same medicine. ♦

# “Get experience in other areas of law before specializing in arbitration”



© Von Wobeser y Sierra

Interview with

**MONTSERRAT MANZANO,**  
Chair, **YOUNG ARBITRATORS**  
**INITIATIVE OF THE INSTITUTE**  
**FOR TRANSNATIONAL**  
**ARBITRATION**

Montserrat Manzano has been involved in arbitration for around fifteen years, most of that time working at Claus Von Wobeser. The chair of the Young Arbitrators Initiative of the Institute for Transnational Arbitration discusses the challenges millennials face in the field.

**LEADERS LEAGUE. What are the most important initiatives the committee you chair has implemented?**

**Montserrat Manzano.** In addition to organizing roundtables and lectures on topics of interest, our committee has expanded YAI's outreach, taking ITA on the road. The committee recently launched two new initiatives, "YAI Groups" and "YAI TALKS#." YAI Groups are local groups designed to provide a forum for young arbitration practitioners to plan social gatherings, exchange ideas about the theory and practice of international arbitration, and develop relationships with each other. In April, a Facebook group was launched for young practitioners in Houston and we look forward to replicating this initiative in other cities. YAI TALKS# is a series of special programs organized in different cities where YAI members reside. The first YAI TALKS# program was recently held in Washington, DC co-sponsored by Quinn Emmanuel Urquhart & Sullivan. The next series of events will take place in different cities around the globe such as London, Mexico and Brazil for 2017.

**What are the main challenges for young, female, Latin-American lawyers?**

In my experience, among the most challenging aspects for a woman who decides that she wants to pursue a long-term career in arbitration is to have confidence and know that she can succeed, and to acknowledge and own recognition for doing it well. Often the conversation starts with a syllogism along the lines of "All senior, male, native English speakers succeed in the arbitration field." Indeed, being a young, female, Latin-American lawyer myself, it is easy to fit in all three categories that differ from the established norm. However, it is also a motivating challenge to prove this syllogism wrong by observation, experimentation and building a life-long career in this area of law. For young lawyers, patience and commitment go a long way; change

does not come on a tiger's back but in a turtle's slow, persistent walk. As to being female, we face particular challenges. We are equal to men, in capacity and in the ability to achieve success, however, the way we balance our role as women especially during our child-bearing years, will greatly impact our future and our career. In Latin America women also face a cultural and social barrier that has probably been overcome in other societies. However, social change is coming fast; technology is magnifying possibilities and will certainly be an important ally to Latin-American women moving forward with careers in arbitration.

**"For young lawyers  
patience and  
commitment go  
a long way"**

**In your opinion what are the main differences between the new generation of arbitrators and older arbitrators?**

Quoting Queen Elizabeth, "It's all to do with the training: you can do a lot if you're properly trained." The older generation of arbitrators learned mainly from experience. The new generation has a remarkable opportunity to train as arbitrators. To name one outstanding initiative, this year the ICC launched the Advanced Arbitration Academy for Latin America, which is a two year program offering proper training in this field.

**What advice do you have for young attorneys who are interested in the field of arbitration?**

My advice would be to get proper education and experience in other practice areas of law (litigation, corporate, oil & gas, finance, commercial contracts, constitutional and administrative proceedings, etc.) before specializing in arbitration, as this will provide a solid substantive basis to rely on. ♦

RANKINGS

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**2016-2017**



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88	Arbitration - Mexico Best Law Firms		
89	Mexico Best Arbitrators		
89	Mexico Most In-Demand Arbitration Centers		
90	Competition/Antitrust & Investigations - Mexico Best Law Firms		





**GLOBAL**  
RANKING



## LITIGATION FUNDERS

Best Funds: Global

The funds are listed alphabetically within each band

FUND	LEADERS
<b>LEADING</b>	
<b>Burford Capital</b>	Christopher Bogart
<b>Harbour Litigation Funding</b>	David Palmer, Martin Tonnby
<b>EXCELLENT</b>	
<b>IMF Bentham</b>	Richard Quin, Nik Persic
<b>Omni Bridgeway</b>	Wieger Wielinga
<b>Therium AHV Financial Ventures</b>	John Byrne, Neil Purslow
<b>HIGHLY RECOMMENDED</b>	
<b>Calunius Capital</b>	Mark Wells, Leslie Perrin, Mick Smith
<b>FORIS AG</b>	Ralf Braun, Theo Paeffgen
<b>Fortress</b>	Peter L. Briger, Jr, Wesley R. Edens, Randal A. Nardone
<b>Fulbrook Capital Management</b>	Selvyn Seidel, Robert Dinerstein, Leonard Rodney, Louis Sampanis
<b>La Française International Claims Collection</b>	Alain Grec
<b>Longford Capital</b>	William H. Strong, Timothy S. Farrell, William P. Farrell, Jr.
<b>Parabellum Capital</b>	Howard Sham, Aaron Katz
<b>Vannin Capital</b>	Dan Craddock, Matthew Cox
<b>Woodsford Litigation Funding</b>	Yves Bonavero, Steven Friel
<b>RECOMMENDED</b>	
<b>Augusta Ventures</b>	Louis Young, Robert Hanna
<b>Delta Capital Partners</b>	Christopher DeLise, David Walker
<b>Legial</b>	Dirk Böttger
<b>Roland Pozess Finanz</b>	Arndt Eversberg
<b>Teras Group</b>	Steven Goodman
<b>Vinson Litigation Finance</b>	Donald E. Vinson, Justin Estrera

### LA FRANÇAISE INTERNATIONAL CLAIMS COLLECTION: SERVICE EXCELLENCE IN ARBITRATION



Alain Grec

Leader:  
Alain Grec  
Established:  
2009

**Track record:** La Française International Claims Collection, created in 2009, is a subsidiary of the multi-assets management firm La Française. Eighty percent of their clientele are outside of France, with a focus on Europe (UK, Germany, Switzerland), and Hong-Kong, Singapore and the USA, which is increasing. It has handled more than 30 cases since 2010.

**Team & differentiation:** The French firm funds arbitration procedures in commercial arbitration and investment treaty arbitration. The experienced international team has long experience in enforcement and helps their clients to find financing solutions for all costs around an arbitration procedure, and to find in the best partners for their clients in terms of expertise.

### FULBROOK CAPITAL MANAGEMENT: BROKERAGE-STYLE FINANCIAL ADVICE



Selvyn Seidel

Leaders:  
Selvyn Seidel and Robert  
Dinerstein  
Established:  
2011

**Track record:** Fulbrook's Capital Management firm specializes in selective, high stakes commercial claims which are typically international. Their "Dispute Finance" specialty covers the process of providing financing for legal disputes, be it in litigation, arbitration or at the actual enforcement stage. The team's "hands on" approach, with clients and investors makes them committed to enhancing their chances to succeed.

**Team & differentiation:** Selvyn Seidel, who founded the New York based firm, represents investors in determining the claims and portfolios that are fund worthy. He is the co-founder and former chair of Burford Group Ltd. Fulbrook's president, Robert Dinerstein was global co-chair of the financial institution's practice at Greenberg Traurig.





# AMERICAS





**ARGENTINA**

## CIVIL & COMMERCIAL LITIGATION

### Argentina Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Alegria Buey Fernandez Fissore Montemerlo</b>	Héctor Alegria, Pablo A. Buey Fernandez, Gabriel Fissore
<b>Bruchou Fernandez Madero &amp; Lombardi</b>	Carlos Rotman
<b>Estudio Beccar Varela</b>	Eduardo Güemes, Martin Gastaldi
<b>Marval O'Farrell &amp; Mairal</b>	Gonzalo J. Fontana, Rodrigo F. García, Ricardo A. Ostrower
<b>EXCELLENT</b>	
<b>Allende &amp; Brea</b>	Enrique Cristian Fox
<b>Bullo Abogados</b>	Guillermo Martin Lipera, Gastón Gómez Buquerín
<b>Estudio O'Farrell</b>	Francisco Astolfi, Daniel Calatrava
<b>Llerena &amp; Asociados</b>	Felipe Llerena, Segundo Pinto, Alejandro Perez A.
<b>M&amp;M Bomchil</b>	Javier Petrantonio
<b>Pérez Alati Grondona Benites Arntsen &amp; Martínez de Hoz (h)</b>	Luis Miguel Incera, Guillermo Quiñoa
<b>Rivera &amp; Asociados</b>	Julio Cesar Rivera, Julio César Rivera (h)
<b>HIGHLY RECOMMENDED</b>	
<b>Abeledo Gottheil Abogados</b>	Luis Alberto Erize, Rodrigo Blas Hernandez
<b>Baker McKenzie</b>	Santiago Capparelli
<b>Hope Duggan &amp; Silva</b>	Hugo Maciel, Gustavo Vayo
<b>Nicholson y Cano Abogados</b>	Santiago Mollard, Luis Bullrich, Hernán Molina
<b>Salaverri Dellatore Burgio &amp; Wetzler Malbran</b>	Damian Burgio, German Wetzler Malbran
<b>Wiener Soto Caparros</b>	Gonzalo M. Soto, Alejandro Breit
<b>RECOMMENDED</b>	
<b>Beretta Godoy</b>	Juan Sonoda
<b>Brons &amp; Salas</b>	Pablo Daniel Brusco
<b>Busso &amp; Fariña Abogados</b>	Carlos Fariña
<b>Cabanellas Etchebarne Kelly</b>	Julio A. Kelly, Marcelo Etchebarne
<b>Fiorito Murray &amp; Diaz Cordero</b>	Ezequiel Diaz Cordero
<b>Rattagan Macchiavello Arocena</b>	Hugo Bunge, Nicolas Jaca, Juan Pablo de Luca
<b>Richards Cardinal Tützer Zabala &amp; Zaefferer</b>	Pablo Richards, Bernardo Iriberry, Calixto M. Zabala
<b>Zang Bergel Viñes Abogados</b>	Carlos Angel Ferrario, Karina Paula Kucyk, Rodrigo Bustingorry

## ANTITRUST

## Argentina Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Marval, O'Farrell & Mairal	Héctor Mairal, Ricardo A. Ostrower, Pablo S. Cerejido
M&M Bomchil	Guido Santiago Tawil, Federico Campolieti
Perez Alati, Grondona, Benites, Arntsen & Martínez de Hoz (h)	José Martínez de Hoz Jr, Guillermo Quiñoa
Rivera & Asociados	Julio César Rivera, Julio César Rivera (h), Gustavo Javier Giatti
<b>EXCELLENT</b>	
Alegria, Buen Fernandez, Fissore y Montemerlo	Héctor Alegria
Bruchou, Fernandez Madero & Lombardi	Carlos Rotman
Estudio Beccar Varela	Emilio Nicolás Vogelius, Gonzalo García Delatour
Estudio O'Farrell	Uriel O'Farrell
<b>HIGHLY RECOMMENDED</b>	
Abeledo Gottheil Abogados	Luis Alberto Erize
Allende & Brea	David Gurfinkel, Enrique Cristian Fox
Hope, Duggan & Silva	Hugo Maciel
Nicholson y Cano Abogados	Santiago Mollard
Salaverri, Dellatorre, Burgio & Wetzler Malbran	Germán Wetzler Malbrán, Damián Burgio
<b>RECOMMENDED</b>	
Baker McKenzie	Santiago Capparelli
Beretta Godoy	Federico Godoy, Juan Sonoda
Cerolini & Ferrari Abogados	Matias Ferrari
Fiorito Murray & Diaz Cordero	Ezequiel Diaz Cordero
Llerena & Asociados	Felipe Llerena, Segundo Pinto, Alejandro Perez A.
Rattagan Macchiavello Arocena	Juan Pablo de Luca, Ricardo Barreiro
Richards, Cardinal, Tützer, Zabala & Zaefferer	Pablo Richards, Guido Barbarosch, Bernardo Iriberrí
Wiener Soto Caparros	Alejandro Breit
Zang, Bergel y Viñes Abogados	Carlos Ángel Ferrario, Karina Paula Kucyk, Rodrigo Bustingorry

## MARVAL: DEEP KNOWLEDGE OF ANTITRUST MATTERS



Miguel del Pino

Leaders:  
Alfredo O'Farrell and  
Miguel del Pino  
Established:  
1923

**Track record:** The team is probably the most active in the market. Around 30-35% of the antitrust cases in Argentina are in somehow advised by the Firm. The team has participated in important cases including the notification of the acquisition of Pirelli by ChemChina and representing American Airlines in a dispute against Despegar.com. Other clients of team are Walmart, KKR Funds, Blackstone, Danone and Microsoft.

**Team & differentiation:** Marval was the first Argentine law firm to establish an independent competition department, more than 40 years ago. Today the team numbers 12 lawyers, among them two partners. Miguel del Pino, the practice leader, has more than 20 years of experience in antitrust matters. He is an expert in pre-merger control, cartel investigations and anti-competitive investigations.

## ARBITRATION

### Argentina Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Marvall O'Farrell & Mairal	Alfredo M. O'Farrell, Miguel Del Pino
<b>EXCELLENT</b>	
1 Allende & Brea	Julian Peña
M&M Bomchil	Marcelo den Toom
<b>HIGHLY RECOMMENDED</b>	
2 Bouzat, Rosenkrantz & Asociados	Gabriel Bouzat, Virginia del Águila
Estudio Beccar Varela	Agustin Waisman, Augusto Vechio
Estudio O'Farrell	Agustín Siboldi
Pérez Alati Grondona Benites Arntsen & Martínez de Hoz (h)	Luis Barry
<b>RECOMMENDED</b>	
Bruchou Fernandez Madero & Lombardi	Estanislao Holmos
Quevedo Abogados	María Viviana Guadagni
Tanoira Cassagne Abogados	Bernardo Cassagne, Maximiliano Krause
Baker McKenzie	Esteban Ropolo
Brons & Salas	María José Rodríguez Macías
Mitrani Caballero Ojam & Ruiz Moreno	Horacio Ruiz Moreno
Nicholson y Cano Abogados	María Fraguas, Marcela Anchavas
Zang Bergel Viñes Abogados	Pilar Isaurralde

## ARGENTINA BEST ARBITRATORS

The arbitrators are listed alphabetically

ARBITRATOR	FIRM
<b>LEADING</b>	
Héctor Alegria	Alegria, Buey Fernández, Fissore y Montemerlo
Maximo Luis Bomchil	M&M Bomchil
Gonzalo E. Cáceres	Sole Practitioner
Luis Alberto Erize	Abeledo Gottheil Abogados
Raúl A. Etcheverry	Professor
Sergio A. C. Le Pera	Le Pera & Lessa
Héctor A. Mairal	Marval, O'Farrell & Mairal
José Martínez de Hoz Jr	Pérez Alati, Grondona, Benites, Arntsen & Martínez de Hoz (h)
Osvaldo J Marzorati	Sole Practitioner
Uriel F O'Farrell	Estudio O'Farrell
Gustavo Parodi	Sole Practitioner
Julio César Rivera	Rivera & Asociados
Alfredo Rovira	Sole Practitioner
Guido Santiago Tawil	M&M Bomchil
Carlos Vanasco	Hope, Duggan & Silva
Raúl E. Vinuesa	Professor





**BRAZIL**

## CIVIL & COMMERCIAL LITIGATION

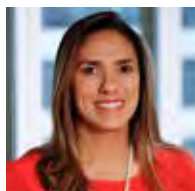
### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Andrade &amp; Fichtner Advogados</b>	José Antonio Fichtner, Sergio Mannheimer, Vivianne Fichtner
<b>Escritorio de Advocacia Sergio Bermudes</b>	Sergio Bermudes, Rodrigo Tannuri, Henrique Ávila, Fabiano Robalinho Cavalcanti
<b>FCDG - Ferro Castro Neves Daltro &amp; Gomide Advogados</b>	Marcelo Roberto Ferro, José Roberto de Castro Neves, Karina Goldberg Britto
<b>Pinheiro Neto Advogados</b>	Gilberto Giusti, Diógenes Gonçalves, Celso Mori, Maximilian Fierro Paschoal
<b>Wald Associados Advogados</b>	Arnoldo Wald, Alexandre de Mendonça Wald
<b>EXCELLENT</b>	
<b>Arruda Alvim &amp; Thereza Alvim Advocacia e Consultoria Jurídica</b>	José Manoel de Arruda Alvim Netto, Eduardo Arruda Alvim, Fernando Neves
<b>BMA Advogados</b>	Luiz Fernando Fraga, André Abbud, Mario Gelli, Pedro Costa
<b>Demarest Advogados</b>	Luiz Fernando Henry Sant'Anna, Rafael Villar Gagliardi, Celso Xavier, Marcelo Junqueira Inglês de Souza
<b>Dinamarco Rossi Beraldo &amp; Bedaque Advocacia</b>	Cândido Rangel Dinamarco, José Roberto dos Santos Bedaque
<b>Machado Meyer Advogados</b>	Eliane Carvalho, Gláucia Coelho, Renata Oliviera
<b>Stocche Forbes Advogados</b>	Rafael de Carvalho Passaro, Domingos Fernando Refinetti, Luis Guilherme Bondioli
<b>TozziniFreire Advogados</b>	Fernando Eduardo Serec, Flávia Andrade
<b>HIGHLY RECOMMENDED</b>	
<b>1 L.O. Baptista Advogados</b>	André Camerlingo Alves
<b>Lefosse Advogados</b>	Pedro Maciel, Raphael Nehin Corrêa, Carlo Verona
<b>Lehmann, Warde &amp; Monteiro de Castro Advogados</b>	Walfrido Jorge Warde Júnior
<b>Levy &amp; Salomão Advogados</b>	Angela Di Franco, José Arnaldo da Fonseca Filho
<b>Lilla Huck Otranto Camargo Advogados</b>	Hermes Marcelo Huck, Rogério Carmona Bianco, Eduardo de Oliveira Lima, Priscila Furgeri Morando
<b>Mattos Filho Advogados</b>	Eduardo Damião Gonçalves, Flávio Pereira Lima, Fabio Teixeira Ozi
<b>Tepedino, Migliore e Berezowski Sociedade de Advogados</b>	Ricardo Tepedino, Aluisio Berezowski
<b>Trench Rossi Watanabe Advogados</b>	Marcio de Souza Polto, Ricardo Duarte, Gledson Campos, Andrea Brick
<b>2 Basilio Advogados</b>	Ana Tereza Basilio
<b>Gustavo Tepedino Advogados</b>	Gustavo Tepedino
<b>IWRFC - Inglês Werneck Ramos Cury Françolin Advogados</b>	Renato José Cury, Andréa Pitthan Françolin
<b>KLA - Koury Lopes Advogados</b>	Maria Cristina Junqueira, Tiago Cortez, Eloy Rizzo
<b>Licks Attorneys</b>	Otto Licks
<b>Lobo &amp; De Rizzo Advogados</b>	Luis Fernando Guerrero
<b>PVG - Perlman Vidigal Godoy Advogados</b>	Luciano de Souza Godoy, Ricardo Zamariola Junior
<b>Raphael Miranda Advogados</b>	Raphael Miranda, Pedro Ivo Mello, Antonio Pedro Raposo
<b>Siqueira Castro Advogados</b>	Carlos Roberto Siqueira Castro, Eduardo Macedo Leitão, Fábio Kurtz, Rubens Krischke Jr.
<b>Souza Cescon Advogados</b>	Tiago Lopes, Carlos David Braga, Gabriel Figueiredo, Helena Abdo
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Guilherme Migliora, Priscila Sansone, Ricardo Gama
<b>Vella Pugliese Buosi e Guidoni Advogados</b>	Antonio Celso Fonseca Pugliese
<b>RECOMMENDED</b>	
<b>Andrade Maia Advogados</b>	Júlio Cesar Goulart Lanes
<b>Arap, Nishi &amp; Uyeda Advogados</b>	Ruy Dourado, Sami Arap, Rubens Cambraia
<b>Azevedo Sette Advogados</b>	Ricardo Azevedo Sette
<b>Bichara Advogados</b>	Adriana Astuto
<b>Carpena Advogados</b>	Marcio Carpena, Valternei Melo de souza, Jaqueline Franceschetti
<b>Carvalho, Machado e Timm Advogados</b>	Luciano Benetti Timm, Rafael Bicca Machado, Raquel Stein
<b>CGM Advogados</b>	João Guilherme Petroni
<b>De Vivo, Whitaker e Castro Advogados</b>	Gustavo Lorenzi De Castro
<b>Fialho Salles Advogados</b>	Leonardo Canabrava
<b>Fux Advogados</b>	Rodrigo Fux, Leonel Pittzer, Daniel Coelho
<b>Gustavo Padilha Advogados</b>	Gustavo Vilela, Gustavo Nunes
<b>Lautenschlager, Romeiro e Iwamizu Advogados</b>	Eduardo Romeiro, Antonio Urbino Penna Jr., Juliano Rebelo Marques
<b>Leite, Tosto e Barros Advogados</b>	Paulo Guilherme Lopes, Ricardo Tosto, Patricia Rios
<b>Magalhães e Dias Advocacia</b>	Fabio Nusdeo, Cristina de Cássia Bertaco
<b>Mundie Advogados</b>	Carlos Forbes
<b>Soares Bumachar Barros Advogados</b>	Laura Bumachar
<b>Souto, Correa, Cesa, Lummertz &amp; Amaral Advogados</b>	Guilherme Rizzo Amaral, Jorge Cesa Ferreira da Silva
<b>Ulhôa Canto Advogados</b>	Marcelo Beltrão da Fonseca
<b>Vieira Rezende Advogados</b>	Mauro Tortorelli, Carlos da Costa e Silva Filho

**Our analysis**

**MACHADO MEYER ADVOGADOS: A DYNAMIC TEAM WITH CRISIS MANAGEMENT AND COMPLEX LITIGATION CAPACITIES**



Eliane Carvalho

**Leaders:**  
Eliane Carvalho and  
Gláucia Coelho  
**Established:**  
1972

**Track record :** Machado Meyer has been involved in some of the most important litigation cases in the country's administrative and judicial spheres. For instance, the firm has been advising Samarco, one of Brazil's biggest mining companies, in all litigation matters arising from the 2015 Bento Rodrigues dam disaster, an incident that is considered one of the most challenging in the history of the industry.

**Team & differentiation:** The firm has consolidated successful dispute prevention and resolution practices, keeping a young and dynamic team. Machado Meyer's arbitration team is also used to dealing with both national and international courts. The labor team is very active and renowned as well.

**ARRUDA ALVIM & THEREZA ALVIM ADVOCACIA E CONSULTORIA JURÍDICA: PRESTIGIOUS ACADEMICS FOR DEMANDING CLIENTS**



Eduardo Arruda Alvim

**Leaders:**  
Eduardo Arruda Alvim,  
José Manoel de Arruda  
Alvim Netto and Thereza de  
Arruda Alvim  
**Established:**  
1960

**Track record:** Arruda Alvim has built a strong reputation out of successful litigation and pre-litigation cases. With its four offices spread across the country, the firm advises numerous high-profile local and international clients on a wide variety of complex legal matters. List of clients include blue-chip companies like Bradesco, Claro and Itaú Unibanco.

**Team & differentiation:** Arruda Alvim is known for having a team made up of skilled lawyers with significant academic experience, 50% of whom hold a master's degree and the other half a PhD. This background allows them to have a pro-active role in the shaping of Brazilian law and national legal doctrine in general.

**LICKS ATTORNEYS: STRONG INTERNATIONAL REPUTATION**



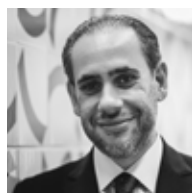
Otto Licks

**Leader:**  
Otto Licks  
**Established:**  
2011

**Track record:** During the past year, Licks Attorneys reaffirmed its position as a national firm with a great reputation abroad. The dispute resolution team has been advising Uber before the highest courts in Brazil in order to reaffirm the company's rights to operate in the country. Other clients include pharmaceutical, chemical, telecoms, automotive and software companies.

**Team & differentiation:** Licks' litigation department, led by partner Otto Licks, is known for the many high-profile cases it deals with, especially in strategic litigation. Licks Attorneys is also a well-known firm for complex patent litigation in technology and pharmaceutical.

**LEHMANN, WARDE & MONTEIRO DE CASTRO ADVOGADOS: A GO-TO FIRM FOR COMPLEX CORPORATE CASES**



Walfrido Jorge Warde Júnior

**Leader:**  
Walfrido Jorge Warde  
Júnior  
**Established:**  
1996

**Track record:** Over the last few years, LWMC has been involved in some of the major corporate litigations in Brazil. The team has acquired a great reputation and is known for being one of the go-to firms for actions involving the CVM (the Brazilian Securities and Exchange Commission). They have active clients in all types of industries. Among others, LWMC advises: Carrefour, Banco Bradesco, CSN, and IBM.

**Team & differentiation:** The dispute resolution team, under the experienced leadership of partner Walfrido Jorge Warde Júnior, highly respected for his key expertise, has been involved in several high-profile cases, including counselling for corporate arbitration and strategic litigation matters against prominent institutions and players.

**CGM ADVOGADOS: SUCCESSFUL RELATIONSHIPS WITH INTERNATIONAL CLIENTS**



João Petroni

**Leaders:**  
João Petroni and Patricia  
Medeiros Barboza  
**Established:**  
2014

**Track record:** CGM Advogados was founded in 2014, although its partners have been working together for years. In 2016, the dispute resolution and labor teams successfully worked with many industries, such as automotive, chemical, insurance, medical, and technology. Since inception, CGM has been advising foreign companies in their lawsuits in Brazil.

**Team & differentiation:** The firm's lawyers are recognized for their technical depth. With strong relationships with numerous prominent international clients, notably in Israel, Germany and the US, the team has built a special savviness. Foreign clients often underline the partners' capacities to translate Brazilian legal specificities into understandable and exploitable information.

**DE VIVO WHITAKER CASTRO ADVOGADOS: TAILOR-MADE LEGAL SERVICES**



Gustavo Lorenzi de Castro

**Leader:**  
Gustavo Lorenzi de Castro  
**Established:**  
1997

**Track record:** De Vivo's dispute resolution team has been involved in numerous judicial proceedings before many courts and instances in the country, and has advised on matters including civil liability, consumer law and environmental law cases. The firm's hard-working arbitration team is regularly active in national and international proceedings.

**Team & differentiation:** De Vivo provides extended litigation services for national clients, while still engaging in close cooperation with a wide array of prominent international firms. Each attorney in the team is responsible for only a small number of cases, and this is done to make sure every client receives a personal service that is of the highest quality.

## BRAZIL BEST ARBITRATION CENTERS

The centers are listed alphabetically within each band

CENTERS	PRESIDENT / SECRETARY GENERAL
<b>LEADING</b>	
<b>CAM-CCBC</b>	Carlos Forbes / Eleonora Coelho
<b>EXCELLENT</b>	
<b>AMCHAM Brasil Arbitragem &amp; Mediação</b>	Carolina da Rocha Morandi / Flávia Bulhões Moraes
<b>CAMARB - Câmara de Arbitragem Empresarial Brasil</b>	Augusto Tolentino Pacheco de Medeiros / Felipe Moraes
<b>CMA FIESP/CIESP</b>	Sydney Sanches / Letícia Abdalla
<b>FGV Câmara de Mediação e Arbitragem</b>	Carlos Ivan Simonsen Leal / Julian Alfonso Magalhães Chacel
<b>HIGHLY RECOMMENDED</b>	
<b>CAM - Câmara de Arbitragem do Mercado (BM&amp;FBovespa)</b>	Roberto Teixeira da Costa / Grasiela Cerbino
<b>CBMA - Centro Brasileiro de Mediação e Arbitragem</b>	Gustavo da Rocha Schmidt / Mariana Cuozzo
<b>ICC Brasil</b>	Daniel Feffer / Gabriel Petrus
<b>RECOMMENDED</b>	
<b>CAE - Câmara de Mediação e Arbitragem das Eurocâmaras</b>	Nils Grafström / Jonas Lindström
<b>CAMERS - Câmara de Arbitragem, Mediação e Conciliação do CIERGS</b>	Luciano Benetti Timm / Carolina Hess Almaleh
<b>CAMFIEP - Câmara de Arbitragem e Mediação da FIEP</b>	Cesar A. Guimarães Pereira / Rafael Munhoz de Mello
<b>CAMITAL - Câmara de Mediação e Arbitragem da Italcam</b>	Ada Pellegrini / Eva H. Fagundes
<b>CBAM - Centro Brasileiro de Arbitragem Marítima</b>	Almirante Lucio Franco de Sá Fernandes
<b>CSD-PI ABPI</b>	Manoel J. Pereira Dos Santos / Vinícius Pavan



## LITIGATION SUPPORT

## LITIGATION SUPPORT & EXPERT WITNESSES

The firms are listed alphabetically

FIRM	LEADING PARTNERS	EXPERTISE
<b>RECOMMENDED</b>		
<b>Aequitas</b>	Luiz Fernando Alongi	Engineering
<b>Assessor Bordin</b>	Antonio Carlos Bordin	Accounting
<b>CGUEDES Engenharia e Consultoria</b>	Cláudio Guedes	Engineering
<b>CESBE</b>	Flavio Pimenta	Engineering
<b>Contacto Consultores Associados</b>	Octavio Galvão Neto	Engineering
<b>CONTROL RISKS</b>	Geert Aalbers	Complex Investigations
<b>FTI CONSULTING</b>	Sandro Cunha, Cynthia Catlett	Full-Service
<b>HILL INTERNATIONAL</b>	Henrique Frohnknecht	Engineering
<b>Hormigon Engenharia e Consultoria Técnica</b>	Geovane Mendes Martins	Engineering
<b>KPMG</b>	Gerónimo Timerman, Werner Scharrer	Full-Service
<b>MB Associados</b>	Sergio Vale	Economics
<b>OTZ Engenharia</b>	Antonio Bonfadini	Engineering
<b>R. Herz Engenharia</b>	Renato Herz	Engineering
<b>Simonaggio Perícias Contábeis</b>	Silvio Simonaggio	Accounting & Economics
<b>S-RM</b>	Emil De Carvalho	Complex Investigations
<b>Tendências Consulting</b>	Gustavo Loyola	Economics
<b>Turner &amp; Townsend</b>	Fernando Belloube	Engineering



**BRAZIL BEST ARBITRATORS**

The Arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>1</b> Carlos Alberto Carmona	Marques Rosado Toledo Cesar & Carmona Advogados
Hermes Marcelo Huck	Lilla Huck Otranto Camargo Advogados
João Bosco Lee	Lee Taube Gabardo Sociedade de Advogados
José Emílio Nunes Pinto	José Emílio Nunes Pinto Advogados
<b>2</b>	
Luiz Olavo Baptista	Atelier Jurídico
Pedro Batista Martins	Batista Martins Advogados
Lauro Gama Jr.	Binenbojm Gama & Carvalho Britto Advocacia
Rodrigo Garcia da Fonseca	Fonseca e Salles Lima Advogados Associados
José Carlos de Magalhães	José Carlos de Magalhães Advogados Associados
Cristiano De Souza Zanetti	Cristiano Zanetti Sociedade de Advogados
Gustavo Tepedino	Gustavo Tepedino Advogados
<b>EXCELLENT</b>	
Maurício Almeida Prado	L.O. Baptista Advogados
Adriana Braghetta	L.O. Baptista Advogados
Rodrigo Octávio Broglia Mendes	Mendes Advogados Associados
Ricardo de Carvalho Aprigliano	Aprigliano Advogados
Eduardo Damião Gonçalves	Mattos Filho Advogados
Mario Sérgio Duarte Garcia	Duarte Garcia Caselli Guimarães e Terra Advogados
Marcelo Roberto Ferro	FCDG - Ferro Castro Neves Daltro & Gomide Advogados
Paula Forgioni	Universidade de São Paulo
Judith Martins-Costa	Judith Martins-Costa Advogados
Fernando Eduardo Serec	TozziniFreire Advogados
Marcelo Trindade	Trindade - Sociedade de Advogados
Arnoldo Wald	Wald Associados Advogados
<b>HIGHLY RECOMMENDED</b>	
Luciano Benetti Timm	Carvalho, Machado e Timm Advogados
Modesto Carvalhosa	Modesto Carvalhosa Advogados
Eleonora Coelho	Eleonora Coelho Advogados
Francisco Paulo De Crescenzo Marino	FCDG - Ferro Castro Neves Daltro & Gomide Advogados
Nelson Eizirik	Nelson Eizirik Advogados
José Antonio Fichtner	Andrade & Fichtner Advogados
Gilberto Giusti	Pinheiro Neto Advogados
Eduardo Grebler	Grebler Advogados
Selma Lemes	Selma Lemes Advogados
Marcelo Muriel	Muriel Medici Franco Advogados
Giovanni Nanni	Nanni Advogados
Fabiano Robalinho Cavalcanti	Escritorio de Advocacia Sergio Bermudes
Luciano de Souza Godoy	PVG - Perlman Vidigal Godoy Advogados
<b>RECOMMENDED</b>	
José Roberto de Castro Neves	FCDG - Ferro Castro Neves Daltro & Gomide Advogados
Jorge Cesa Ferreira da Silva	Souto, Correa, Cesa, Lummertz & Amaral Advogados
Valeria Galíndez	Uría Menéndez
Nelson Nery Jr.	Nery Advogados
Anderson Schreiber	Schreiber Domingues Cintra Lins e Silva Advogados
Debora Visconte	José Carlos de Magalhães Advogados Associados



## XVI Congresso Internacional de Arbitragem

COMITÊ BRASILEIRO DE ARBITRAGEM – CBAr

## *XVI International Arbitration Conference*

BRAZILIAN ARBITRATION COMMITTEE – CBAr

Reserve a data para o **XVI Congresso Internacional de Arbitragem** do Comitê Brasileiro de Arbitragem, que ocorrerá entre os dias 24 e 26 de setembro de 2017, em Gramado/RS, e trará ao debate temas atuais ligados à arbitragem.

A temática da 16ª edição do congresso será o **“Devido Processo Legal na Arbitragem”**.

*Save the date for the **XVI International Arbitration Conference**, organized by the Brazilian Arbitration Committee, which will be held between September 24<sup>th</sup> and 26<sup>th</sup> 2017, in Gramado/RS, dealing with the most trending issues in arbitration.*

*For the 16<sup>th</sup> edition of the Conference, the main theme will be **“Due Process of Law in Arbitration”**.*

Informações adicionais sobre o evento serão disponibilizadas em breve.

*More information will be available soon.*

**Contato/Contact: [cbar@cemcerimonia.com.br](mailto:cbar@cemcerimonia.com.br)**

REALIZAÇÃO  
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**Comitê Brasileiro de Arbitragem**

AGÊNCIA ORGANIZADORA  
EXECUTIVE SECRETARIAT



## ARBITRATION

## Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Escritorio de Advocacia Sergio Bermudes	Sergio Bermudes, André Chateaubriand Martins
FCDG - Ferro Castro Neves Daltro & Gomide Advogados	Marcelo Roberto Ferro, Eduardo Pecoraro
L.O. Baptista Advogados	Adriana Braghetta, Maurício Almeida Prado, Rafael Francisco Alves
Pinheiro Neto Advogados	Gilberto Giusti, Renato Stephan Grion
<b>2</b> Andrade & Fichtner Advogados	José Antonio Fichtner
TozziniFreire Advogados	Fernando Eduardo Serec, Antonio Marzagão Barbuto Neto
<b>EXCELLENT</b>	
BMA Advogados	Francisco Müssnich, Luiz Fernando Fraga, André Abbud
Mattos Filho Advogados	Eduardo Damião Gonçalves, Flávio Pereira Lima
Muriel Medici Franco Advogados	Marcelo Muriel
Trench Rossi Watanabe Advogados	Joaquim de Paiva Muniz
Wald Associados Advogados	Arnoldo Wald, Alexandre de Mendonça Wald
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Demarest Advogados	Luiz Fernando Sant'Anna, Rafael Villar Gagliardi, Celso Xavier, Marcelo Junqueira Inglês de Souza, Fernanda Leão
Lefosse Advogados	Pedro Maciel, Carlo Verona
Machado Meyer Advogados	Eliane Carvalho, Gláucia Coelho, Renata Oliveira, Gisela Mation
Souza Cescon Advogados	Ana Carolina Beneti, Carlos David Braga, Gabriel Figueiredo
Stocche Forbes Advogados	Rafael de Carvalho Passaro
<b>2</b> Carvalho, Machado e Timm Advogados	Luciano Timm, Rafael Bicca Machado, Paula Abi-Chahine
Grebler Advogados	Eduardo Grebler, Flávia Bittar Neves
Lilla Huck Otranto Camargo Advogados	Hermes Marcelo Huck, Fábio Peixinho Gomes Corrêa, Priscila Furgeri Morando
Marques Rosado Toledo Cesar & Carmona Advogados	Carlos Alberto Carmona
Siqueira Castro Advogados	Carlos Roberto Siqueira Castro, Marcos Serra, Fábio Kurtz
Veirano Advogados	Sergio Laclau, Ricardo Gama
<b>RECOMMENDED</b>	
Arruda Alvim & Thereza Alvim Advocacia e Consultoria Jurídica	José Manoel de Arruda Alvim Netto, Eduardo Arruda Alvim
Fialho Salles Advogados	Leonardo Canabrava
Lehmann, Warde & Monteiro de Castro Advogados	Walfrido Jorge Warde Júnior
Leite, Tosto e Barros Advogados	Charles Gruenberg, Paulo Guilherme Lopes
Lobo & De Rizzo Advogados	Luis Fernando Guerrero
Manassero Campello Advogados	Caio Campello
Nasser Sociedade de Advogados	Rabih A. Nasser, Sergio Zahr Filho
Nery Advogados	Nelson Nery Jr.
PVG - Perlman Vidigal Godoy Advogados	Luciano de Souza Godoy
Salusse Marangoni Advogados	Eduardo Parente
Souto, Correa, Cesa, Lummertz & Amaral Advogados	Guilherme Rizzo Amaral
Vella Pugliese Buosi e Guidoni Advogados	Antonio Celso Fonseca Pugliese
Vieira Rezende Advogados	Mauro Tortorelli

### L.O. BAPTISTA ADVOGADOS: ALMOST 80 YEARS SHAPING THE ARBITRATION LANDSCAPE



Adriana Braghetta

Leaders:  
Adriana Braghetta, Maurício  
Almeida Prado and Rafael  
Francisco Alves

Established:  
1938

**Track record:** L.O. Baptista's team has been involved in highly regarded arbitration cases during the past year. Among its clients there are both national and foreign companies from diverse sectors, such as construction, energy, banking, mining, real estate, retail and government entities.

**Team & differentiation:** L.O. Baptista is known for counting on experienced arbitration lawyers, who participate in various commissions at national and international arbitration institutions. They handle complex procedures covering every stage of arbitration. Partners Maurício Almeida Prado and Adriana Braghetta have strong experience as arbitrators as well.

### MURIEL MEDICI FRANCO: THE NEW DISPUTE BOUTIQUE FOR HIGH-END DOMESTIC AND INTERNATIONAL CASES



Marcelo Muriel

Leader:  
Marcelo Muriel  
Established:  
2016

**Track record:** Despite the recent inception, MMF is already involved in some of the country's most important arbitrations. The firm also offers high-end services in litigation and agrobusiness. Clients list includes BTG Pactual, Ambev, Louis Dreyfus.

**Team & differentiation:** Marcelo Muriel is a seasoned lawyer and arbitrator, with almost unparalleled experience before international courts. Clients often mention his combination of excellent technical skills and deep knowledge of the arbitration system. Founding Partners Fernando Medici Jr. and Nancy Franco are recognized for their respective experiences in complex dispute resolution and agribusiness.

## LABOR LITIGATION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Machado Meyer Advogados</b>	Rodrigo Seizo Takano, Caroline Marchi, Andrea Giamondo Massei Rossi
<b>Mallet Advogados Associados</b>	Estêvão Mallet, Marcos Guilherme Cicarino
<b>Mannrich Senra Vasconcelos Advogados</b>	Nelson Mannrich, Roberto Aguirre Rossetti
<b>Mattos Filho Advogados</b>	Sólton de Almeida Cunha, Vilma Toshie Kutomi, Dario Abrahão Rabay
<b>TozziniFreire Advogados</b>	Alexandre de Almeida Cardoso, Roberto Bersch, Marcelo Pereira
<b>Veirano Advogados</b>	José Carlos Wahle, Luiz Antonio, Santos Jr
<b>EXCELLENT</b>	
<b>Granadeiro Guimarães Advogados</b>	Gustavo Granadeiro Guimarães
<b>Guedes, Pedrassani Advogados</b>	Thiago Guedes
<b>Mascaro Nascimento Advogados</b>	Marcelo Costa Mascaro Nascimento
<b>Mesquita Barros Advogados</b>	Cássio Mesquita Barros
<b>Moro &amp; Scalamandrê Advocacia</b>	Luís Carlos Moro
<b>Pinheiro Neto Advogados</b>	Luís Antônio Ferraz Mendes, Anna Thereza Monteiro De Barros
<b>Rio Branco Paranhos Advocacia Trabalhista</b>	Agenor Barreto Parente
<b>Robortella Advogados</b>	Luiz Carlos Robortella
<b>Siqueira Castro Advogados</b>	Carlos Eduardo Cardoso, Giancarlo Borba, Fabiana Galdino Cotias
<b>Souto, Correa, Cesa, Lummertz &amp; Amaral Advogados</b>	Joel Gallo, Paulo Souto
<b>Trench Rossi Watanabe Advogados</b>	Leticia Ribeiro C. Figueiredo, Ana Paula Vizintini
<b>HIGHLY RECOMMENDED</b>	
<b>Andrade Maia Advogados</b>	Tonia Russomano Machado
<b>Autuori Burmann Sociedade de Advogados</b>	Maria Helena Autuori
<b>BMA Advogados</b>	Luiz Marcelo De Góis, Cibelle Linero Goldfarb
<b>Bosisio Advogados</b>	Rodrigo Meireles Bosisio
<b>Bueno Magano Advocacia</b>	Marcio Cabral Magano
<b>Carvalho, Machado e Timm Advogados</b>	Luciano Malara
<b>Gustavo Padilha Advogados</b>	Rinaldo Amorim Araujo
<b>Peixoto &amp; Cury Advogados</b>	Antonio Carlos Aguiar, Luiz Vicente de Carvalho, Marcel Tadeu Alves da Silva
<b>Pipek Penteadó e Paes Manso Advogados Associados</b>	Arnaldo Pipek
<b>Queiroz Cavalcanti Advocacia</b>	Carlos Antônio Harten Filho, Bruno Cavalcanti
<b>R. Amaral Advogados</b>	Adriano Huland
<b>Rothmann Sperling Padovan Duarte Advogados</b>	Lira Padovan
<b>Russomano Advocacia</b>	Victor Russomano Jr.
<b>Souza Cescon Advogados</b>	Aldo Augusto Martinez Neto
<b>Urbano Vitalino Advogados</b>	Urbano Vitalino Neto, Bruno Costa, Carla Ferreira
<b>RECOMMENDED</b>	
<b>Advocacia Maciel</b>	José Alberto Couto Maciel
<b>Araújo e Policastro Advogados</b>	Ana Lúcia Pinke Ribeiro De Paiva
<b>Azevedo Sette Advogados</b>	Leila Azevedo Sette, Luanna Vieira de Lima Costa
<b>Baraldi Mélega Advogados</b>	Geraldo Baraldi Jr.
<b>CGM Advogados</b>	Patricia Medeiros Barboza
<b>Chaffin Goldberg Vainboim &amp; Fichtner Advogados Associados</b>	Priscila Fichtner
<b>Demarest Advogados</b>	Cássia Fernanda Pizzotti
<b>Maués Advogados</b>	Henrique Maués
<b>Pessoa Advogados</b>	Maurício Pessoa



## LARGE-SCALE LABOR LITIGATION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>HIGHLY RECOMMENDED</b>	
<b>Autuori Burmann Sociedade de Advogados</b>	Maria Helena Villela Autuori, Marcia Sanz Burmann
<b>Chalfin Goldberg Vainboim &amp; Fichtner Advogados Associados</b>	Priscila Fichtner
<b>Leite, Tosto e Barros Advogados</b>	Luciana Arduin Fonseca
<b>Siqueira Castro Advogados</b>	Carlos Eduardo Vianna Cardoso, Giancarlo Borba, Otávio Pinto e Silva
<b>Urbano Vitalino Advogados</b>	Urbano Vitalino Neto, Bruno Costa, Carla Ferreira
<b>RECOMMENDED</b>	
<b>Advocacia Maciel</b>	Jonas Moreira de Moares Neto, Tomaz Alves Nina, Maria Clara Sampaio Leite
<b>Barbosa e Basso Advogados</b>	Sérgio da Costa Barbosa Filho, Diego Marchina Q. Basso
<b>Bosisio Advogados</b>	Rodrigo Meireles Bosisio
<b>Cabanellos Schuh Advogados Associados</b>	Gabriel Lopes Moreira
<b>Gouvêa Vieira Advogados</b>	Maria Cristina Palhares dos Anjos Tellechea
<b>Greco, Rodrigues, Vizentim Advogados</b>	Leonardo Vizentim
<b>Guedes, Pedrassani Advogados</b>	Marcelo MacDonald Reis
<b>Marcelo Tostes Advogados</b>	Cesar Luiz Pasold
<b>Peixoto &amp; Cury Advogados</b>	Carlos Eduardo Dantas Costa, André Villac Polinesio
<b>Pipek Penteadó e Paes Manso Advogados Associados</b>	Arnaldo Pipek
<b>Queiroz Cavalcanti Advocacia</b>	Carlos Antônio Harten Filho, Bruno Cavalcanti
<b>R. Amaral Advogados</b>	Adriano Huland
<b>Sette Câmara, Corrêa e Bastos Advogados Associados</b>	Luiz Flávio Valle Bastos
<b>Tocantins Advogados</b>	Bruno Tocantins

### SIQUEIRA CASTRO ADVOGADOS: ONE OF THE MOST EXTENSIVE NETWORKS FOR BOTH COMPLEX AND MASS LITIGATION



Carlos Roberto Siqueira Castro

Leader:  
Carlos Roberto Siqueira Castro  
Established:  
1948

**Track record:** Siqueira Castro's litigation department is known for its ability to help clients with both complex cases and volume litigation matters throughout the country. Clients are drawn from sectors such as agribusiness, banking, construction, education, electronics, energy, food and beverage, health care, insurance and pharmaceuticals.

**Team & differentiation:** The team, led by Carlos Roberto Siqueira Castro, works in a seamless and dynamic manner, making the most of the firm's extensive network of offices throughout the country. Volume portfolio and complex cases are handled by specialized teams, put together to optimize processes and deal with every single case in the firm as if it were the only one.

## LARGE-SCALE CONSUMER LITIGATION

### Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>JBM Advogados</b>	José Edgard Bueno, Reinaldo Mandaliti
<b>LBCA - Lee, Brock e Camargo Advogados</b>	Afonso Celso Faria de Toledo, Fabio Rivelli
<b>Nelson Wilians &amp; Advogados Associados</b>	Edgard Paiva de Carvalho Junior, Fernando Ferreira S. Parro
<b>Siqueira Castro Advogados</b>	Hugo Filardi, Gustavo Gonçalves Gomes, Fabio Korenblum
<b>EXCELLENT</b>	
<b>Cavallazzi Andrey Restanho &amp; Araujo Advocacia</b>	Tullo Cavallazzi Filho
<b>Chalfin Goldberg Vainboim &amp; Fichtner Advogados Associados</b>	Eduardo Chalfin, Ilan Goldberg, Clara Vainboim, Glaura Carvalho
<b>Dannemann Siemsen Advogados</b>	Catarina Costa, Marcelo Neumann
<b>Demarest Advogados</b>	Celso Xavier, Luciana Goulart Penteadado, Maria Helena Bragaglia
<b>Ernesto Borges Advogados</b>	Ernesto Borges Neto, Renato Chagas Corrêa da Silva
<b>Ferreira e Chagas Advogados</b>	Marcos Caldas Martins Chagas, Alexandre Schmitt da Silva Mello
<b>Fragata e Antunes Advogados</b>	Francisco Antonio Fragata, Celso David Antunes
<b>Pires &amp; Gonçalves Advogados Associados</b>	Ellen Cristina Gonçalves Pires, Ventura Alonso Pires
<b>Queiroz Cavalcanti Advocacia</b>	Bruno Novaes Bezerra Cavalcanti, Carlos Antônio Harten Filho
<b>Rocha, Marinho e Sales Sociedade de Advogados</b>	Wilson Sales Belchior
<b>Sette Câmara, Corrêa e Bastos Advogados Associados</b>	Felipe Gazola Vieira Marques, Ricardo de Aguiar Ferone
<b>Urbano Vitalino Advogados</b>	Urbano Vitalino de Melo Neto, Antônio de Moraes Dourado Neto
<b>HIGHLY RECOMMENDED</b>	
<b>Bhering Cabral Advogados</b>	Leandro Tarouquella da S. Andrade, Carolina Gicovate Paes
<b>Bichara Advogados</b>	Adriana Astuto
<b>Cabanellos Schuh Advogados Associados</b>	Gabriel Moreira
<b>Carpene Advogados</b>	Márcio Louzada Carpena, Jaqueline Franceschetti, Bruno Braul
<b>Corbo Aguiar &amp; Waise Advogados Associados</b>	Márcio Aguiar
<b>Décio Freire &amp; Associados</b>	Gabriela Braunstein
<b>Marcelo Tostes Advogados</b>	Karen Badaró Vieiro, Flávia Almeida Moura Di Latella
<b>TozziniFreire Advogados</b>	Gabriela Vitiello Wink, Luíz Virgílio Pimenta Penteadado Manente
<b>Villemor Amaral Advogados</b>	Herrmano de Villemor Amaral (neto), Gustavo Antonio Feres Paixão
<b>Wambier, Arruda Alvim, Aragão, Lins, Sato &amp; Vasconcelos Advocacia e Consultoria Jurídica</b>	Evaristo Aragão Santos, Teresa Arruda Alvim Wambier
<b>RECOMMENDED</b>	
<b>Advocacia Maciel</b>	José Alberto Couto Maciel, Bruno Maciel, Daniel França, Marcelo Miura
<b>ASBZ Advogados</b>	Alredo Zucca, Guilherme Amaral
<b>Andrade Maia Advogados</b>	Julio Cesar Goulart Lanes, Fábio Cardoso Machado
<b>Azevedo Sette Advogados</b>	Ricardo Azevedo Sette, Marcos Augusto Leonardo Ribeiro
<b>Brandão Couto, Wigderowitz &amp; Pessoa Advogados</b>	Walter Wigderowitz
<b>Costa Bertholdo Sociedade de Advogados</b>	Eduardo Bertholdo
<b>Costa Marfori Advogados</b>	Ricardo Marfori Sampaio, Maria Victoria Santos Costa
<b>Olimpio de Azevedo Advogados</b>	Flávio Olimpio de Azevedo, Renato Olimpio Sette, Rafael Olimpio Silva
<b>Paixão Côrtes e Advogados Associados</b>	Osmar Mendes Paixão Côrtes

#### CARPENA ADVOGADOS: RECOGNITION IN CONSUMER LIABILITY AND SPECIAL LITIGATION



Márcio Carpena

**Leaders:**  
Márcio Carpena, Valternei Melo de Souza and Jaqueline Franceschetti

**Established:**  
1980

**Track record:** The firm's litigators operate in sectors and industries like auto parts, bank, health, retail, insurance and energy. Carpena Advogados, well known in the south and in São Paulo, has helped industry leaders such as CPFL Energia or Doux Frango with their disputes.

**Team & differentiation:** The dispute resolution team, comprised of lawyers dealing with both litigation and arbitration matters, is led by Márcio Carpena and Valternei Melo. It accounts for more than half of the firm's staff, offering boutique-like services for high-profile cases. Carpena also handles large portfolios of consumer law actions.

#### COSTA MARFORI ADVOGADOS: EXPERTS IN CONSUMER LITIGATION



Ricardo Marfori Sampaio

**Leaders:**  
Ricardo Marfori Sampaio and Maria Victoria Santos Costa

**Established:**  
2014

**Track record:** Costa Marfori Advogados is known for its expertise in civil and consumer matters. Over the course of the year, the firm represented clients from a variety of industries including retail, hospitality, e-commerce and public services in several thousands of cases, with the ability to identify, despite the great volumes, the problematic and complex actions that require special attention.

**Team & differentiation:** Ricardo Marfori and Victoria Costa, heads of the dispute resolution department, currently lead a team of 40 lawyers. They manage large portfolios, acting preventively through a specialized team dedicated exclusively to each customer, as well as offering expertise in contract and tort involving consumer law.

**WHITE COLLAR CRIME**

## Brazil Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Arthur Lavigne Advogados Associados	Arthur Lavigne
David Rechulski Advogados	David Rechulski
Dias e Carvalho Filho Advogados	José Carlos Dias, Theodomiro Dias Neto
Escritório Professor René Dotti	René Ariel Dotti
Miguel Reale Junior Advogados	Miguel Reale Júnior
Moraes Pitombo Advogados	Antônio Sérgio A. de Moraes Pitombo
Nilo Batista & Advogados Associados	Nilo Batista
Toron, Torihara e Szafir Advogados	Alberto Zacharias Toron
Vilardi & Advogados Associados	Celso Sanchez Vilardi
<b>EXCELLENT</b>	
Almeida Castro Advogados Associados	Antônio Carlos De Almeida Castro
Bottini & Tamasauskas Advogados	Pierpaolo Bottini
José Roberto Batochio Advogados Associados	José Roberto Batochio
Joyce Roysen Advogados	Joyce Roysen
Malheiros Filho Meggiolaro e Prado Advogados	Daniella Meggiolaro Paes de Azevedo
Marcelo Leonardo Advogados Associados	Marcelo Leonardo
Muylaert, Livingston e Kok Advogados	Eduardo Muylaert
Nelio Machado Advogados	Nelio Machado
Podval, Antun, Indalécio, Raffaini, Beraldo Advogados	Roberto Podval
Reale e Moreira Porto Advogados Associados	Luiz Guilherme Moreira Porto, Eduardo Reale Ferrari
Siqueira Castro Advogados	João Daniel Rassi, Bruno Granzotto Giusto
Torres Falavigna Advogados	Luís Carlos Dias Torres
Trench Rossi Watanabe Advogados	Davi Tangerino
Zanoide de Moraes, Peresi, Braun & Castilho Advogados Associados	Maurício Zanoide de Moraes
<b>HIGHLY RECOMMENDED</b>	
Advocacia Mariz de Oliveira	Antônio Cláudio Mariz de Oliveira
Aloisio Lacerda Medeiros Advogados	Aloisio Lacerda Medeiros
Campos Mello Advogados	Juliana Sá de Miranda
David Teixeira de Azevedo Advogados	David Teixeira de Azevedo
Demarest Advogados	Fabiola Emilin Rodrigues
Feldens Madruga Advogados	Luciano Feldens
Fragoso Advogados	Fernando Fragoso, Christiano Fragoso
Joseval Peixoto, Scalon & Guimarães Advogados	Joseval Peixoto Guimarães, Carlos Eduardo Peixoto Guimarães
Maria Elizabeth Queijo e Eduardo M. Zynger Advogados	Maria Elizabeth Queijo
Oliveira Lima, Hungria, Dall'Acqua & Furrier Advogados	José Luis Oliveira Lima
Paulo Freitas Ribeiro Advogados Associados	Paulo Freitas Ribeiro
Pinheiro Neto Advogados	Mário Panseri Ferreira
Urquiza Pimentel e Fonti Advogados	Sylvia Urquiza, Débora Pimentel
<b>RECOMMENDED</b>	
Alexandre Wunderlich Advogados	Alexandre Wunderlich
Castelo Branco Advogados	Fernando Castelo Branco
Delmanto Advocacia Criminal	Roberto Delmanto Jr.
D'Urso e Borges Advogados Associados	Luiz Flávio D'Urso
Guazzelli Peruchin, Bertoluci & Abrão Advogados Associados	Marcelo Caetano Guazzelli Peruchin
KLA - Koury Lopes Advogados	André Fonseca
Leite, Tosto e Barros Advogados	Mauricio Silva Leite
Tórtima Advogados Associados	José Carlos Tórtima





**CANADA**



## COMMERCIAL LITIGATION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Blake, Cassels &amp; Graydon</b>	Robert Torralbo, Brad Berg, David Tupper, James Sullivan, Réal Forest
<b>Borden Ladner Gervais</b>	John Blair, Guy Pratte, Randall Block, Robert Charbonneau
<b>Davies Ward Phillips &amp; Vineberg</b>	Kent Thomson, Sandra Forbes, William Brock, Guy DuPont, Andrea L. Burke, James Doris
<b>McCarthy Tétrault</b>	Simon Potter, Neil Finkelstein, Paul Steep, Mason Poplaw
<b>EXCELLENT</b>	
<b>Lenczner Slaght Royce Smith Griffin</b>	Alan Lenczner, Peter Griffin, Tom Curry, Peter J. Osborne
<b>Norton Rose Fulbright</b>	Linda Fuerst, Clarke Hunter, Pierre Bienvenu, Christine Carron
<b>Stikeman Elliott</b>	Eliot Kolers, David Byers, Katherine Kay, Yves Martineau, Marc-Andre Coulombe
<b>Woods</b>	Richard Vachon, James Woods, Christopher Richter
<b>HIGHLY RECOMMENDED</b>	
<b>Bennett Jones</b>	Robert Staley, Jeffrey Leon, Blair Yorke-Slader
<b>Dentons</b>	Mike Schafler, Rob Heintsmann, Mark Evans, Matthew Flemin, Gordon Tarnowsky
<b>Fasken Martineau</b>	Geoff Cowper, Laura F. Cooper, Marc-André Fabien
<b>Gowling WLG</b>	Robert L. Armstrong, Alexander Bayus
<b>Lawson Lundell</b>	Marko Vesely, Craig Ferris, Tamela Coates, Sheila MacPherson
<b>Lerners</b>	Earl Cherniak, William Pepall
<b>Osler, Hoskin &amp; Harcourt</b>	Sylvain Lussier, Larry Lowenstein, Deborah Glendinning
<b>Thornton Grout Finnigan</b>	John Finnigan
<b>Torys</b>	Sheila Block, Patricia Jackson, John Laskin, Luigi A. Cusano, Sylvie Rodrigue
<b>RECOMMENDED</b>	
<b>Burnet Duckworth &amp; Palmer</b>	Daniel McDonald, Louise Novinger Grant, Shannon K. Hayes
<b>DLA Piper</b>	David Foulds, David T. Neave
<b>Goodmans</b>	Andrew Brodtkin, Benjamin Zarnett, Francy Kussner
<b>Langlois Lawyers</b>	Jean-François Gagnon
<b>Stockwoods</b>	Paul Le Vay, Brian Gover
<b>WeirFoulds</b>	Bryan Finlay

#### DAVIES WARD PHILLIPS & VINEBERG: EXPERTISE IN CLASS ACTIONS



Kent Thomson

Leaders: Kent Thompson, Sandra Forbes, William Brock, Guy DuPont, Andrea L. Burke and James Doris

Established:  
1961

**Track record:** Davies are regularly at the center of the most complex, high stakes litigations in Canada. A formidable force in class actions, the firm recently defended General Motors of Canada in a billion-dollar class action suit. They frequently work in cross-border litigations, including representing Barrick Gold Corporation in various international tort litigations

**Team & differentiation:** The 40-strong dispute team is led by Kent Thomson, who is widely recognized as one of Canada's leading counsel. Every partner at Davies has a proven track record in multi-million dollar disputes. Partner James Davies holds special expertise in shareholder remedy actions, whilst Sandra Forbes is known for her work in securities and antitrust litigation.

#### WOODS: LITIGATION BOUTIQUE AS DIVERSE AS THE BUSINESS WORLD



Richard Vachon

Leaders:  
Richard Vachon, James Woods and Christopher Richter

Established:  
1995

**Track record:** The Montreal-based litigation boutique are known for their notable expertise in complex commercial matters. Highlights include participating in one of the most important condemnation awards in Canada: Vidéotron, G.P. vs. Bell ExpressVu, in which they obtained an \$82million award for their clients.

**Team & differentiation:** The internationally recognized boutique is made up of 30 lawyers, many of whom are fluent in French and English and educated in both common and civil law. The team are in their element representing clients where the stakes are high, including corporate disputes, directors' and officers' liability, shareholders' and debtholders' rights. Their close ties with firms in the US and Europe allow them to provide integrated services across borders.

## ANTITRUST/COMPETITION LITIGATION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bennett Jones</b>	Melanie L. Aitken, Randal T. Hughes
<b>Blake, Cassels &amp; Graydon</b>	Brian A. Facey, Réal Forest
<b>Davies Ward Phillips &amp; Vineberg</b>	George N. Addy
<b>Stikeman Elliott</b>	Paul Collins, Louis P. Bélanger
<b>EXCELLENT</b>	
<b>McCarthy Tétrault</b>	Madeleine Renaud, Oliver J. Borgers, Donald B. Houston
<b>McMillan</b>	Neil Campbell, James B. Musgrove, Guy Pinsonnault
<b>Osler, Hoskin &amp; Harcourt</b>	Michelle Lally
<b>HIGHLY RECOMMENDED</b>	
<b>Goodmans</b>	Calvin S. Goldman
<b>Norton Rose Fulbright</b>	Kevin Ackhurst, Thierry Dorval
<b>Torys</b>	Linda M. Plumpton, Sylvie Rodrigue
<b>RECOMMENDED</b>	
<b>Cassels Brock</b>	Chris Hersh
<b>Dentons</b>	Sandy Walker, Barry Zalmanowitz, Adam S. Goodman
<b>Fasken Martineau</b>	Huy A. Do, Antonio Di Domenico

## CANADA BEST ARBITRATORS

The arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>1 Pierre Bienvenu</b>	Norton Rose Fulbright
<b>Marc Lalonde</b>	Marc Lalonde
<b>2</b>	
<b>Henri Alvarez</b>	Sole practitioner
<b>Yves Fortier</b>	Cabinet Yves Fortier
<b>EXCELLENT</b>	
<b>J. Brian Casey</b>	Bay Street Chambers
<b>Earl Cherniak</b>	Lerners
<b>Stephen Drymer</b>	Woods
<b>John Judge</b>	Arbitration Place
<b>David McCutcheon</b>	Dentons
<b>Andrew de Lotbinière McDougall</b>	White & Case
<b>Dennis O'Connor</b>	Borden Ladner Gervais
<b>J. William Rowley</b>	J. William Rowley
<b>Bryan S. Shapiro</b>	SHK
<b>Louise Barrington</b>	Arbitration Place
<b>HIGHLY RECOMMENDED</b>	
<b>George W. Adams</b>	Adams ADR Services
<b>Robert Deane</b>	Borden Ladner Gervais
<b>Gerald Ghikas</b>	Gerald W. Ghikas Law Corporation
<b>Stephen Goudge</b>	Paliare Roland
<b>William (Bill) Horton</b>	William G Horton Commercial Arbitration
<b>Clifford Lax</b>	Lax O'Sullivan Lisus Gottlieb
<b>John Lorn McDougall</b>	Arbitration Place
<b>David Ross Haigh</b>	Burnet Duckworth & Palmer
<b>Coulter A Osborne</b>	Arbitration Place

## INTERNATIONAL ARBITRATION

### Canada Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Borden Ladner Gervais</b>	Randall Block, Robert J. C. Deane, Dennis O'Connor
<b>Davies Ward Phillips &amp; Vineberg</b>	William Brock, Kent Thomson, Guy Du Pont, Sandra Forbes
<b>Fasken Martineau</b>	Mark Andrews, Geoff Cowper, Jean-Louis Baudouin
<b>Norton Rose Fulbright</b>	Pierre Bienvenu, Martin J. Valasek, James H. Goulden, Erik Penz
<b>EXCELLENT</b>	
<b>Blake, Cassels &amp; Graydon</b>	Francis Rouleau, Nigel Campbell, Ken Mills, Robert Torralbo, Bradley Berg
<b>Goodmans</b>	John Keefe, Alan Mark, Benjamin Zarnett
<b>Torys</b>	John A. Terry, Sheila R. Block
<b>HIGHLY RECOMMENDED</b>	
<b>Lenczner Slaght Royce Smith Griffin</b>	Ian Binnie, Tom Curry, Peter Griffin, Lawrence E. Thacker
<b>Lerners</b>	Earl A. Cherniak
<b>Stikeman Elliott</b>	Louis P. Bélanger, Peter J. Cullen, Douglas Harrison, Pierre Dalphond
<b>Woods</b>	Stephen L. Drymer
<b>RECOMMENDED</b>	
<b>Burnet Duckworth &amp; Palmer</b>	Louise Novinger Grant, Shannon K. Hayes, David R. Haigh
<b>Dentons</b>	Mike Schafler, David McCutcheon, David Tavender
<b>DLA Piper</b>	David Foulds
<b>Lawson Lundell</b>	Marko Vesely, Tamela Coates, Sheila MacPherson
<b>McMillan</b>	Robert Wisner, Brad Hanna
<b>Peacock Linder Halt &amp; Mack</b>	Peter Linder, J. Patrick Peacock, Perry R. Mack

#### NORTON ROSE FULBRIGHT: AN INTERNATIONAL FIRM WITH STRONG EXPERTISE



Pierre Bienvenu

Leader :  
Pierre Bienvenu  
Established:  
2012 (Canada)

**Track record :** Norton Rose's arbitration team handle a wide variety of complex, high-value multi-jurisdictional disputes, including commercial and trade law cases. Their global presence allows unrivalled expertise in international matters, and the team are adept at handling arbitrations under all major arbitral rules. Notable clients include Air Canada, and American Express Canada.

**Team and differentiation:** Pierre Bienvenu acts as the global co-head of the international arbitration practice at Norton Rose. Aside from working on international arbitration matters he has served as arbitrator in many proceedings. Norton's have recently bolstered their dispute resolution team following the merger with full-service 92-lawyer-strong firm Bull Housser.

#### TORYS: CUSTOM BUILT SERVICE



John A. Terry

Leader :  
John A. Terry  
Established:  
1941

**Track record :** The Dispute Resolution team at Torys are highly regarded for their ability to deliver great outcomes, particularly as a result of creating custom-built teams to serve the specific needs of clients. They are particularly notable for their expertise in international investment arbitration and recently represented Infinito Gold in their ICSID arbitral claim against the Republic of Costa Rica.

**Team & differentiation:** The team at Torys pride themselves on their exceptional teamwork skills, reflected in their work with clients as well as internally. Team leader John Terry is known to regularly provide advice to clients at the global corporate and federal level and has advised major Canadian and multinational corporations.



# CHILE



## CIVIL & COMMERCIAL LITIGATION

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Claro &amp; Cia</b>	Cristobal Eyzaguirre, Nicolas Luco, José Miguel Huerta, Felipe Ossa
<b>Gutiérrez, Waugh, Jimeno &amp; Asenjo Abogados</b>	Pedro Pablo Gutierrez, Cristóbal Jimeno
<b>EXCELLENT</b>	
<b>Bofill Mir &amp; Alvarez Jana Abogados</b>	Andres Jana
<b>Carey</b>	Gonzalo Fernandez, Ricardo Reveco, Aldo Molinari
<b>Cariola Diez Perez Cotapos &amp; Cia</b>	Florencio Bernales
<b>Ortuzar Vergara &amp; Boetsch</b>	Alvaro Ortuzar
<b>Rodríguez Vergara &amp; Cia Abogados</b>	Pablo Rodríguez Grez, Pedro Pablo Vergara Varas
<b>Vergara Labarca &amp; Cia</b>	Raimundo Labarca Baeza
<b>HIGHLY RECOMMENDED</b>	
<b>Bofill Escobar Abogados</b>	Jorge Bofill, Francisco Aninat, Sebastián Yanine
<b>Bulnes Urrutia &amp; Bustamante</b>	Felipe Bulnes S., Enrique Urrutia P., José Manuel Bustamante G.
<b>CorreaGubbins</b>	Juan Ignacio Correa, Jorge Sepulveda
<b>Grupo Vial Serrano Abogados</b>	Manuel José Vial Vial, Rodrigo Guzmán Karadima
<b>Pfeffer &amp; Asociados</b>	Francisco Pfeffer Urquiaga, Germán Pfeffer Urquiaga
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Enrique Alcalde Rodriguez, Germán Subercasseaux
<b>RECOMMENDED</b>	
<b>Albagli Zaliasnik &amp; Cia</b>	Gabriel Zaliasnik
<b>Alcaino Abogados</b>	Alfredo Alcaino, Marcelo Giovanazzi
<b>Barros &amp; Errazuriz Abogados</b>	Luis Eduardo Toro
<b>Gandarrillas, Montt Del Río &amp; Krause</b>	Pablo Montt, Cristian Gandarrillas
<b>Gonzalez &amp; Rioseco</b>	Francisco Gonzalez, Andrés Rioseco
<b>Guerrero Olivos</b>	José Ignacio Jimenez
<b>Ovalle Ossa Gazzana &amp; Bulnes</b>	Esteban Ovalle, Juan José Ossa
<b>Parraguez &amp; Marin</b>	Gustavo Parraguez G., Rodrigo Marín
<b>Ugarte Ried Correa</b>	José Joaquin Ugarte, Pablo Correa
<b>STRONG EXPERTISE</b>	
<b>Balbontin Linazasoro &amp; Cia</b>	Daniel Ocampo Miño, Carlos Balbontin Gubbins
<b>Baker &amp; McKenzie</b>	Rodrigo Diaz de Valdes
<b>CMS Carey &amp; Allende</b>	Cristian Urzúa, Mariano Moya
<b>Eyzaguirre, Burlé &amp; Montes Abogados</b>	Sergio Montes
<b>Ferrada y Cia</b>	Benjamin Ferrada
<b>Noguera Larrain &amp; Duranto</b>	Ricardo Lopez, Ramón Dominguez
<b>Pellegrini y Cia</b>	Julio Pellegrini, Francisco Blavi
<b>Prieto &amp; Cia</b>	Fernando Samaniego, Alberto Gonzalez B.
<b>Reymond &amp; Cia</b>	Rodrigo Riquelme
<b>Ugarte y Leiva</b>	Eduardo Ugarte Diaz, Felipe Leiva Fadic

## ARBITRATION

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Claro &amp; Cia</b>	Felipe Ossa, Nicolas Luco, José Miguel Huerta
<b>Gutiérrez, Waugh, Jimeno &amp; Asenjo Abogados</b>	Pedro Pablo Gutierrez, Cristóbal Jimeno
<b>EXCELLENT</b>	
<b>Bofill Mir &amp; Alvarez Jana Abogados</b>	Andres Jana, Rodrigo Gil
<b>Carey</b>	Gonzalo Fernandez, Ricardo Reveco, Aldo Molinari
<b>Grupo Vial Serrano Abogados</b>	Manuel José Vial V., Rodrigo Guzmán K.
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uria</b>	Enrique Alcalde R., Cristian Conejero, Germán Subercasseaux
<b>Rodriguez Vergara &amp; Cia Abogados</b>	Fernando Rabat
<b>HIGHLY RECOMMENDED</b>	
<b>Barros Errazuriz Abogados</b>	Luis Eduardo Toro, David Cadermatori, Javier San Martin
<b>Cariola Diez Perez Cotapos &amp; Cia</b>	Fernando Urrutia
<b>CorreaGubbins</b>	Juan Ignacio Correa, Jorge Sepulveda
<b>Ortuzar Vergara &amp; Boetsch</b>	Alvaro Ortuzar
<b>Ovalle Ossa Gazzana &amp; Bulnes</b>	Esteban Ovalle, Juan José Ossa
<b>Parraguez &amp; Marín</b>	Gustavo Parraguez G, Francisco del Río, Rodrigo Marín
<b>Pellegrini y Cia</b>	Julio Pellegrini, Francisco Blavi
<b>RECOMMENDED</b>	
<b>Alcaino Abogados</b>	Alfredo Alcaino, Marcelo Giovanazzi
<b>Baker McKenzie</b>	Rodrigo Díaz de Valdes
<b>Bofill Escobar</b>	Jorge Bofill, Francisco Aninat, Sebastian Yanine
<b>Bulnes Urrutia &amp; Bustamante</b>	Felipe Bulnes S., Enrique Urrutia P., José Manuel Bustamante G.
<b>CMS Carey &amp; Allende partners</b>	Cristian Urzúa, Mariano Moya
<b>Eyzaguirre, Burlé &amp; Montes Abogados</b>	Sergio Montes
<b>Ferrada y Cía</b>	Benjamin Ferrada
<b>Gonzalez &amp; Rioseco</b>	Francisco Gonzalez
<b>Guerrero Olivos</b>	José Ignacio Jimenez
<b>Noguera Larrain &amp; Duranto</b>	Ramon Dominguez
<b>Pfeffer &amp; Asociados</b>	Francisco Pfeffer Urquiaga, Germán Pfeffer Urquiaga
<b>Prieto &amp; Cia</b>	Fernando Samaniego, Claudio Undurraga
<b>Reymond &amp; Cia</b>	Rodrigo Riquelme
<b>Ugarte y Leiva</b>	Eduardo Ugarte Diaz, Felipe Leiva Fadic
<b>Ugarte Ried Correa</b>	José Joaquín Ugarte, Pablo Correa
<b>Yrarrazaval Ruiz-Tagle Goldenberg Lagos &amp; Silva</b>	Arturo Yrarrazaval C., Francisco Ruiz-Tagle D.

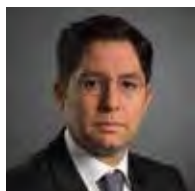
## CHILE BEST ARBITRATORS

The arbitrators are listed alphabetically

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>Enrique Alcalde Rodriguez</b>	Philippi Prietocarrizosa Ferrero DU & Uria
<b>Jorge Baraona González</b>	Villarroel, Lecaros, Aste y Baraona
<b>Enrique Barros</b>	Sole Practitioner
<b>Luis Bezanilla Mena</b>	Estudio Perez Donoso
<b>Cristian Conejero</b>	Philippi Prietocarrizosa Ferrero DU & Uria
<b>Andrés Cuneo</b>	Cruz & Cia
<b>José María Eyzaguirre</b>	Claro & Cia
<b>Olga Feliú Segovia de Ortúzar</b>	Feliu & Asociados Consultora
<b>Rafael Gomez Balmaceda</b>	RGB & Cia
<b>Roberto Guerrero del Río</b>	Guerrero Olivos
<b>Jaime Irarrazabal</b>	Philippi Prietocarrizosa Ferrero DU & Uria
<b>Andrés Jana</b>	Bofill, Mir & Alvarez Jana
<b>Alberto Lyon</b>	Lyon & Cia
<b>Alvaro Ortúzar</b>	Ortúzar, Vergara & Boetsch
<b>Sergio Urrejola Monckeberg</b>	Sergio Urrejola Monckeberg
<b>Victor Vial del Río</b>	Professor
<b>Manuel José Vial Vial</b>	Grupo Vial / Serrano Abogados
<b>Arturo Yrarrazaval C.</b>	Yrarrazaval, Ruiz-Tagle, Goldenberg, Lagos & Silva

**Our analysis**

**GUTIERREZ WAUGH JIMENO & ASENJO  
A LEADING BOUTIQUE FIRM COMPETING WITH MAJOR PLAYERS**



Cristóbal Jimeno

**Leaders:**  
Cristóbal Jimeno and Pedro Pablo Gutiérrez  
**Established:**  
2006

**Track record:** In the last 10 years, GWJA has been involved in most of the major high-profile cases in Chile, assisting national and international clients from different industries such as construction, energy, mining, telecommunications, insurance and retail, before civil, special and arbitral courts. Mr. Gutiérrez has also been legal advisor to many foreign banks and investors.

**Team & differentiation:** The firm is one of Chile's leading players. GWJA's partners are continually recognized as the most prominent practitioners in the dispute resolution, litigation and arbitration fields, and their senior partner, Pedro Pablo Gutiérrez, is considered by peers and clients alike as one of the best dispute resolution lawyers in Chile.

**CORREA GUBBINS:  
PROFESSIONALISM AND STRONG EXPERTISE**



Juan Ignacio Correa

**Leader:**  
Juan Ignacio Correa  
**Established:**  
2005

**Track record:** Correa Gubbins is well-known for executing complex trials and arbitrations. The firm succeeded in several symbolic cases such as a defamation case representing Chilevisión. They advised on a \$55 million dispute with La Polar and also participated in the Cascada case representing AFP Capital in both. The firm recently assumed the defense of Telefónica against a rival telecom company.

**Team & differentiation:** The firm is well known for its commercial litigation, arbitration and antitrust expertise. The dispute resolution area is led by senior partner Juan Ignacio Correa who is among Chile's best litigators. Martín Gubbins focuses on environmental litigation cases and is considered a top ten environment lawyer in Chile.

**GONZALEZ & RIOSECO:  
DEVOTED TO COMPETITION AND DISPUTE RESOLUTION**



Francisco González

**Leaders:**  
Francisco González and Andrés Rioseco  
**Established:**  
2016

**Track record:** This boutique focuses on a large array of sectors, including media, telecommunications, energy, ports and infrastructure. The cases they deal with are usually – but not limited to issues regarding contract – torts, dealings with regulators and specialized courts, as well as matters of compliance. Among their list of clients, Entel PCS (telecoms), El Mercurio (newspaper) and Cermaq (Norwegian fishery) stand out.

**Team & differentiation:** The firm is a spinoff from Barros Letellier y González. The team has seven qualified lawyers and two partners: Francisco González and Andrés Rioseco both have extensive experience in litigation, antitrust law, regulated markets and contracts. Their academic profiles are highly appreciated and are allied to a determined and calculated approach when it comes to strategy.

**PARRAGUEZ & MARÍN:  
TWO TEAMS JOIN FORCES**



Gustavo Parraguez

**Leaders:**  
Gustavo Parraguez and Rodrigo Marín  
**Established:**  
2016

**Track record:** The team has deep experience in construction, natural resources, environmental law, labor, mining, commercial and private law. They also count BHP Chile (an Australian mining company), Megavisión (a TV station), Mota-Engil Chile (a Portuguese construction company), Principal Chile (an investment and pension fund) among their list of clients.

**Team & differentiation:** The firm arose from a merge between a spin off from DyP abogados and Marín & Cia abogados. Founders Gustavo Parraguez (a judge of the Court of Ethics of the Bar Association of Chile) and Rodrigo Marín have both been working in litigation for more than 25 years, participating in relevant judicial disputes in Chile. The firm has offices in the capital, Santiago, and Antofagasta.

**UGARTE, RIED & CORREA:  
DYNAMIC AND TALENTED STRATEGISTS**



José Joaquín Ugarte

**Leaders:**  
José Joaquín Ugarte, Pablo Correa and Santiago Ried  
**Established:**  
2016

**Track record:** The boutique firm advised Albemarle (a leading US global chemical company) in two arbitrations and one litigation procedure (total amount of disputes exceeded \$100 million). They also advise SCA (a leading global hygiene and forestry products company) in a tissue-paper cartel case, the most relevant antitrust case that the antitrust court has handled in many years. They also represent clients like Komatsu and Daewoo Electronics.

**Team & differentiation:** The team are focused on civil and commercial conflicts, class actions and damages disputes, environmental damages litigation, project disputes, constitutional actions, and financial and capital markets conflicts and complex domestic and international arbitration.

**METHODOLOGY**

The criteria are:

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

Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## COMPETITION/ANTITRUST & INVESTIGATIONS

### Chile Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Carey	Claudio Lizana, Lorena Pavic
Claro & Cia	Cristóbal Eyzaguirre, José Miguel Huerta
FerradaNehme	Nicole Nehme
<b>EXCELLENT</b>	
Barros & Errazuriz Abogados	José Tomás Errázuriz, Luis Eduardo Toro, David Cademártori
Cariola Diez Perez Cotapos & Cia	Juan Cristóbal Gumucio
Pellegrini & Cia	Julio Pellegrini, Pedro Rencoret
Philippi Prietocarrizosa Ferrero DU & Uria	Ricardo Riesco
Prieto & Cia	Benjamín Grebe
<b>HIGHLY RECOMMENDED</b>	
Aninat Schwencke & Cia	Javier Velozo
Baker McKenzie	Rodrigo Díaz de Valdés
Bofill Mir & Alvarez Jana	Guillermo de la Jara
Bordoli Doren Lopez	Carla Bordoli, Cristián Doren
Bulnes Urrutia & Bustamante	Felipe Bulnes, Jose Manuel Bustamante
CorreaGubbins	Juan Ignacio Correa
Gana y Galvez	José Miguel Gana
Gonzalez & Rioseco	Andres Rioseco
Ortuzar Vergara & Boetsch	Alvaro Ortúzar
Ugarte Ried Correa	José Joaquin Ugarte, Santiago Ried
<b>RECOMMENDED</b>	
Albagli, Zaliasnik & Cia	Gabriel Zaliasnik
Balbontin Linazasoro & Cia	Carlos Balbotin Gubbins
Gandarillas Montt del Río & Krause	María Soledad Krause
Garrigues	Gabriela Morales
Guerrero Iturra	Rodrigo Iturra, Felix Guerrero
Guerrero Olivos	Jaime Barahona
Isabel Diaz & Asociados	Isabel Diaz
Noguera Larrain & Dulanto	Nicolas Lewin
Ovalle Ossa Gazzana & Bulnes	Juan José Ossa
Pfeffer & Asociados	Francisco Pfeffer
Urenda, Rencoret, Orrego y Dörr	Gonzalo Rencoret





# COLOMBIA

## CIVIL & COMMERCIAL LITIGATION

### Colombia Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Brigard &amp; Urrutia</b>	Luis Alfredo Barragán Arango, Irma Rivera Ramírez
<b>Gómez-Pinzón Zuleta</b>	William Araque
<b>Posse Herrera Ruiz</b>	Daniel Posse
<b>EXCELLENT</b>	
<b>Baker McKenzie S.A.S.</b>	Claudia Ines Benavides Galvis
<b>Dentons Cardenas &amp; Cardenas</b>	Alberto Zuleta, Ximena Zuleta
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Héctor Hernández, Julio César González
<b>HIGHLY RECOMMENDED</b>	
<b>Botero Salazar Tobón Abogados</b>	Bernardo Salazar, Luis Felipe Botero Aristizábal
<b>Garrigues</b>	José Miguel de la Calle, Alberto Acevedo
<b>Palacios Lleras</b>	Hugo Palacios Mejía
<b>Suescún Abogados</b>	Jorge Suescún Melo
<b>RECOMMENDED</b>	
<b>Esguerra Asesores Jurídicos</b>	Juan Carlos Esguerra Portocarrero
<b>Gamboa &amp; Acevedo</b>	Ernesto Gamboa M.
<b>Holland &amp; Knight</b>	Enrique Gómez-Pinzón, Vicente Umaña, Danilo Romero Raad
<b>Rodriguez Azuero Contexto Legal Abogados</b>	Sergio Rodríguez, Clara María Uribe
<b>Tamayo Jaramillo &amp; Asociados</b>	Francisco Javier Tamayo Jaramillo
<b>Vélez Gutiérrez Abogados</b>	Ricardo Vélez Ochoa, Armando Gutiérrez
<b>STRONG EXPERTISE</b>	
<b>Arrieta Mantilla &amp; Asociados</b>	Alvaro Mantilla Padilla
<b>Cuberos Cortes Gutierrez</b>	Gustavo Cuberos , José Gutierrez
<b>Gamboa &amp; Chalela</b>	Nicolas Gamboa
<b>Pinilla, González &amp; Prieto</b>	Carlos Felipe Pinilla, Camilo Andrés Baracaldo
<b>Sanclemente Fernández Abogados S.A.</b>	José Gabriel Fernández, Diana Sanclemente
<b>Tobar &amp; Romero Abogados</b>	Jaime Humberto Tobar Ordóñez, Rafael Romero

#### BRIGARD & URRUTIA: A LEADING LAW FIRM IN COLOMBIA



Luis Alfredo Barragán Arango

Leader:  
Luis Alfredo Barragán Arango  
Established:  
1934

**Track record:** The firm covers the full range of litigious matters. They advise industrial, commercial and service companies, as well as banks, private equity funds and insurance companies. The firm's wide array of top-tier clients include Colombia Móvil, Oleoducto Central, American Airlines, Itaú Bank, Eco-petrol.

**Team & differentiation:** The firm has one of the biggest dispute resolution teams in the country. Partner Luis Alfredo Barragán leads the litigation and arbitration practice, he has represented foreign and domestic companies in the most noteworthy litigation and arbitration proceedings in Colombia, in both civil and business/commercial law.

## ARBITRATION

### Colombia Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Posse Herrera Ruiz</b>	Daniel Posse, Carolina Posada
<b>EXCELLENT</b>	
<b>Brigard &amp; Urrutia</b>	Luis Alfredo Barragán Arango
<b>Dentons Cardenas &amp; Cardenas</b>	Alberto Zuleta
<b>Gómez-Pinzón Zuleta</b>	William Araque
<b>Philippi Prietocarrizosa Ferrero DU &amp; Uría</b>	Héctor Hernández, Julio César González
<b>Suescún Zuleta Abogados Asociados</b>	Jorge Suescún Melo, Felipe Suescun de Roa, Eduardo Zuleta
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie S.A.S.</b>	Claudia Ines Benavides Galvis
<b>Botero Salazar Tobón Abogados</b>	Bernardo Salazar, Luis Felipe Botero Aristizábal
<b>Gamboa &amp; Chalela</b>	Nicolas Gamboa
<b>Vélez Gutiérrez Abogados</b>	Ricardo Vélez Ochoa, Armando Gutiérrez
<b>Esguerra Asesores Jurídicos</b>	Juan Carlos Esguerra Portocarrero
<b>RECOMMENDED</b>	
<b>Arrieta Mantilla &amp; Asociados</b>	Alvaro Mantilla Padilla
<b>Cuberos Cortes Gutierrez</b>	David Yaya Narvaez, Gustavo Cubero, José Gutierrez
<b>DAC Beachcroft Colombia</b>	Camila de la Torre, Gabriela Monroy
<b>Garrigues</b>	Alberto Acevedo
<b>Pinilla, González &amp; Prieto</b>	Carlos Felipe Pinilla, Camilo Andrés Baracaldo
<b>Rodríguez Azuero Contexto Legal Abogados</b>	Sergio Rodríguez, Clara María Uribe
<b>Tobar &amp; Romero Abogados</b>	Jaime Humberto Tobar Ordóñez

### POSSE HERRERA RUIZ: ONE OF COLOMBIA'S STRONGEST DISPUTE RESOLUTION PRACTICES



Daniel Posse

Leader:  
Daniel Posse  
Established:  
1927

**Track record:** The firm represents high-profile clients such as Anglogold Ashanti, Abertis Infraestructuras, Bancolombia, Industria Nacional de Gaseosas, Cerro Matoso, Canadian Embassy and Carcafé. The firm was a legal advisor to Organization Delima in an arbitration filed by Beneficencia de Cundinamarca alleging damages of approximately \$30 million.

**Team & differentiation:** The team, composed of two partners and 13 lawyers, has a strong reputation dealing with complex litigation matters. Founding partner Daniel Posse leads the dispute resolution area, he has over 25 years' experience acting as an attorney and arbitrator in national and international arbitration, and has handled more than 3,000 lawsuits.



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## COLOMBIA BEST ARBITRATORS

The arbitrators are listed alphabetically

ARBITRATOR	FIRM
<b>Juan Pablo Cárdenas Mejía</b>	Mürle Asesores
<b>Gustavo Cuberos Gomez</b>	Cuberos Cortes Gutierrez
<b>Juan Carlos Esguerra Portocarrero</b>	Esguerra Asesores Jurídicos
<b>Andrés Fernández de Soto Londoño</b>	Sole practitioner
<b>Nicolás Gamboa Morales</b>	Gamboa & Chalela
<b>Fernando Mantilla Serrano</b>	Latham & Watkins (Paris)
<b>Anne Marie Mürle Rojas</b>	Mürle Asesores
<b>William Namén Vargas</b>	Law Offices of William Namen Vargas
<b>Hugo Palacios Mejía</b>	Palacios Lleras
<b>Gilberto Peña</b>	Peña Cediél Abogados
<b>Jorge Pinzón Sánchez</b>	Sole practitioner
<b>Eduardo Silva Romero</b>	Dechert (Paris)
<b>Jorge Suescún Melo</b>	Suescun Abogados SAS
<b>Eduardo Zuleta</b>	Zuleta Abogados Asociados

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# MEXICO

## CIVIL & COMMERCIAL LITIGATION

### Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Hogan Lovells BSTL	Luis Omar Guerrero Rodríguez, Luis Enrique Graham
Martínez Algaba de Haro Curiel y Galván-Duque	Ernesto Algaba B., Jorge De Haro G., Roberto Martínez G. Javier Curiel O.
Quijano Cortina y de la Torre Abogados	Xavier Cortina, Javier Quijano Baz
<b>EXCELLENT</b>	
García Alcocer	José Antonio García L., Santiago García L., Alberto Agraz S.
Malpica Iturbe Buj & Paredes	Carlos Malpica, Juan José Iturbe, Rolando Zarate
Von Wobeser y Sierra	Marco Tulio Venegas, Adrián Magallanes
<b>HIGHLY RECOMMENDED</b>	
Gonzalez de Castilla	Emilio Gonzalez de Castilla
Guerra González y Asociados	Jaime Guerra González
Loperena Lerch y Martín Del Campo	Carlos Loperena Ruiz
Lopez Melih Facha y Estrada	Alfonso Lopez Melih
Ramirez Ornelas	Gerardo Ramirez Ornelas
Rendon Guerrero	Jaime Roberto Rendon, Juan Carlos Guerrero V.
Santamarina Y Steta	Fernando del Castillo
Seplaw - Sepulveda y Díaz Noriega	Alfonso Sepulveda, Habib Díaz Noriega
White & Case	Enrique Espejel
<b>RECOMMENDED</b>	
Abascal Flores Segovia	José María Abascal, Hector Flores
Baker McKenzie	Javier Navarro-Velasco
Basham Ringe y Correa	Cecilia Flores Rueda
Bgbg Bello Gallardo Bonequi y Garcia	Juan Bonequi Herrera
De Salvidea y González Alcántara	Fernando de Salvidea
Martens Abogados	Federico Martens
MGPS Abogados Müggenberg Gorches y Peñalosa	Esteban C. Gorches G.
<b>STRONG EXPERTISE</b>	
Alonso Abogados	Celestino Alonso Barraza
Bufete García Jimeno	Jorge J. Sepulveda, Jaime García P.
Cervantes Sainz	Luis Cervantes M.
Davalos & Asociados	Vicente Bañuelos Rizo
Hegewisch Abogados	Fernando Hegewisch Díaz Infante
Regalado y Galindo	Edward Martín Regalado
Ríos-Ferrer Guillén-Llarena Treviño y Rivera	Julio Gutiérrez Morales

### RENDÓN GUERRERO & ASOCIADOS: DYNAMISM AND QUALITY OF SERVICE



Juan Carlos Guerrero Valle

Leaders:  
Juan Carlos Guerrero Valle  
and Jaime Rendón  
Established:  
2006

**Track record:** Rendón Guerrero is a boutique law firm that represents major companies in civil and commercial litigation and arbitration cases. The team has acted for 30 of the 500 largest Mexican corporations, and also international firms. Many clients are Spanish companies or have Spanish capital. The clients list includes: Procter & Gamble, Pepsicola Mexicana, IBM de Mexico, American International Group and Dragados.

**Team & differentiation:** The team of 10 lawyers are led by Jaime Rendón and Juan Carlos Guerrero Valle who have worked together since the foundation of the firm in 2001. Over the years Rendón Guerrero & Asociados has developed expertise to help clients in complex cases with a personal service. Both partners have experience as arbitrators.

## ARBITRATION

### Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Hogan Lovells BSTL	Luis Enrique Graham, Eduardo Siqueiros, Luis Omar Guerrero Rodríguez
Von Wobeser y Sierra	Claus von Wobeser, Adrián Magallanes
<b>EXCELLENT</b>	
DLA Piper	Cecilia Azar, Gerardo Lozano
González de Castilla, Abogados	Emilio González de Castilla Jr
Loperena, Lerch y Martin Del Campo	Carlos Loperena Ruiz
<b>HIGHLY RECOMMENDED</b>	
Abascal Flores Segovia	Jose Maria Abascal Z., Hector Flores S., Romualdo Segovia
Basham, Ringe y Correa	Cecilia Flores Rueda
Curtis, Mallet-Prevost, Colt & Mosle LLP	Gabriela Alvarez-Avila, Kate Brown de Vejar
Ortega & Gómez Ruano	Elsa Ortega, Sofia Gomez
SOLCARGO (Solórzano, Carvajal, González, y Pérez-Correa)	Fernando Pérez-Correa Camarena
White & Case	Rafael Llano Oddone
<b>RECOMMENDED</b>	
Galicia Abogados	Rodrigo Zamora Etcharren
Martínez Algaba de Haro Curiel y Galván-Duque	Mario R. Martinez G., Jorge de Haro G., Daniel Ortega
Quijano Cortina y de la Torre Abogados	Javier Quijano, Xavier Cortina
Ramirez Ornelas	Gerardo Ramirez Ornelas
Rendon Guerrero Abogados	Roberto Rendon G., Juan Carlos Guerrero V.
Santamarina y Steta	Fernando del Castillo
<b>STRONG EXPERTISE</b>	
Garcia Alcocer	Alberto Agraz Sanchez
González de Cossío Abogados SC	Francisco González de Cossío
Jáuregui y Del Valle	Leonel Perez Nieto
Jones Day	Antonio Gonzalez, José Antonio Vazquez C.
López Melhi, Facha & Estrada	Juan Pablo Estrada Michel
Malpica Iturbe Buj y Paredes	Carlos Malpica, Rolando Zarate
Ogarrio Daguerre	Alejandro Ogarrio, Jorge Ogarrio
Wöss & Partners	Herfried Wöss

#### HOGAN LOVELLS BSTL: LEADING POSITION IN THE ARBITRATION SPHERE



Eduardo Siqueiros

Leaders:  
Eduardo Siqueiros, Luis Omar Guerrero Rodríguez and Luis Enrique Graham  
Established:  
2014

**Track record:** The litigation practice advises clients from different sectors including pharmaceuticals, real estate and energy. The firm represented Hewlett-Packard in a commercial litigation matter consisting of a claim worth €7 million. Among their list of clients are Miss Universe, Banco Votorantim, Disney, Bacardí, Aena Desarrollo Internacional.

**Team & differentiation:** The team has a leading position in arbitration as well as a strong presence in litigation. Eduardo Siqueiros is one of the fathers of arbitration in Mexico and Luis Enrique Graham is considered one of the best arbitrators in the country. Luis Omar Guerrero and Graham are both rated outstanding advisors both in litigation and arbitration.

## MEXICO BEST ARBITRATORS

Arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
Jose Maria Abascal Zamora	Abascal Flores Segovia
Emilio Gonzalez de Castilla	Gonzalez de Castilla Abogados
Francisco Gonzalez de Cossio	Gonzalez de Cossio Abogados
Luis Enrique Graham	Hogan Lovells BSTL
Alejandro Ogarrio R.E.	Ogarrio Daguerre Abogados
Eduardo Siqueiros	Hogan Lovells BSTL
Claus von Wobeser	Von Wobeser y Sierra
<b>EXCELLENT</b>	
Gabriela Alvarez - Avila	Curtis, Mallet-Prevost, Colt & Mosle
Cecilia Azar	DLA Piper Gallástegui y Lozano
Fernando del Castillo	Santamarina Y Steta
Fernando Estavillo Castro	Estavillo Arbitraje
Cecilia Flores Rueda	Basham Ringe y Correa
Luis Omar Guerrero Rodriguez	Hogan Lovells BSTL
Juan Carlos Guerrero Valle	Rendon Guerrero Abogados
Carlos Loperena Ruiz	Loperena Lerch y Martin Del Campo
Gerardo Lozano Alarcon	DLA Piper Gallástegui y Lozano
Elsa Ortega	Ortega & Gomez Ruano
Julieta Ovalle Piedra	Bufete Ovalle Favela
Roberto Rendon G.	Rendon Guerrero Abogados
Romualdo Segovia	Abascal Flores Segovia
Herfried Wöss	Wöss & Partners
Rodrigo Zamora Etcharren	Galicia Abogados

## MEXICO MOST IN DEMAND ARBITRATION CENTERS

Centers are listed alphabetically

CENTER	PRESIDENT
<b>LEADING</b>	
Centro de Arbitraje de la Camara de la Construction - Caic	Francisco Gonzales de Cossio
Centro de Arbitraje de Mexico - Cam	Gustavo de Silva Gutiérrez
Centro de Mediación y Arbitraje Canaco (Cámara Nacional de Comercio de la Ciudad de México)	Humberto Lozano Aviles



**COMPETITION/ANTITRUST & INVESTIGATIONS**

## Mexico Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Basham Ringe y Correa</b>	Amilcar Peredo
<b>Castañeda y Asociados</b>	Gabriel Castañeda
<b>Galicia Abogados</b>	Christian Lippert, Carlos Chavez
<b>Mijares Angoitia Cortes y Fuentes</b>	Francisco Fuentes, Pilar Mata
<b>SAI Law &amp; Economics</b>	Lucia Ojeda
<b>Valdés Abascal</b>	Rafael Valdes Abascal, José Ángel Santiago Á.
<b>Von Wobeser y Sierra</b>	Fernando Carreño
<b>EXCELLENT</b>	
<b>Creel Abogados</b>	Jose Ruiz Lopez
<b>Creel García-Cuéllar Aiza y Enríquez</b>	Luis Gerardo Garcia, Mauricio Serralde
<b>Hogan Lovells BSTL</b>	Luis Omar Guerrero, Ricardo Pons
<b>Ledesma Rodriguez Rivero</b>	Luis Manuel Rodríguez Rivero
<b>Malpica, Iturbe, Buj y Paredes</b>	Rodrigo Buj
<b>Quijano, Cortina y de la Torre Abogados</b>	Alan de la Torre
<b>Santamarina y Steta</b>	Ernesto Duhne
<b>White &amp; Case</b>	Iker I. Arriola
<b>HIGHLY RECOMMENDED</b>	
<b>Aziz &amp; Kaye</b>	Luis Alberto Aziz Checa
<b>Baker McKenzie</b>	Raymundo Enriquez
<b>Gardere, Arena &amp; Asociados</b>	Marco Antonio Najera
<b>Greenberg Traurig</b>	Miguel Flores Bernés, Víctor Manuel Frías Garcés
<b>Jauregui y Del Valle</b>	David Hurtado
<b>RECOMMENDED</b>	
<b>Cuesta Campos y Asociados</b>	Azucena Marin
<b>Díaz de Rivera y Mangino</b>	Xavier Mangino
<b>Gonzalez Calvillo S.C.</b>	Cristina Massa
<b>Jones Day</b>	Jesus Gabriel Altamirano, Javier Martinez del Campo
<b>López Melih Facha y Estrada</b>	Juan Pablo Estrada Michel
<b>Rico Robles Libenson y Bernal</b>	Amparo Martinez
<b>Sanchez Devanny Eseverri</b>	Cristina L. Sanchez

# XI INTERNATIONAL ARBITRATION CONGRESS

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Lima

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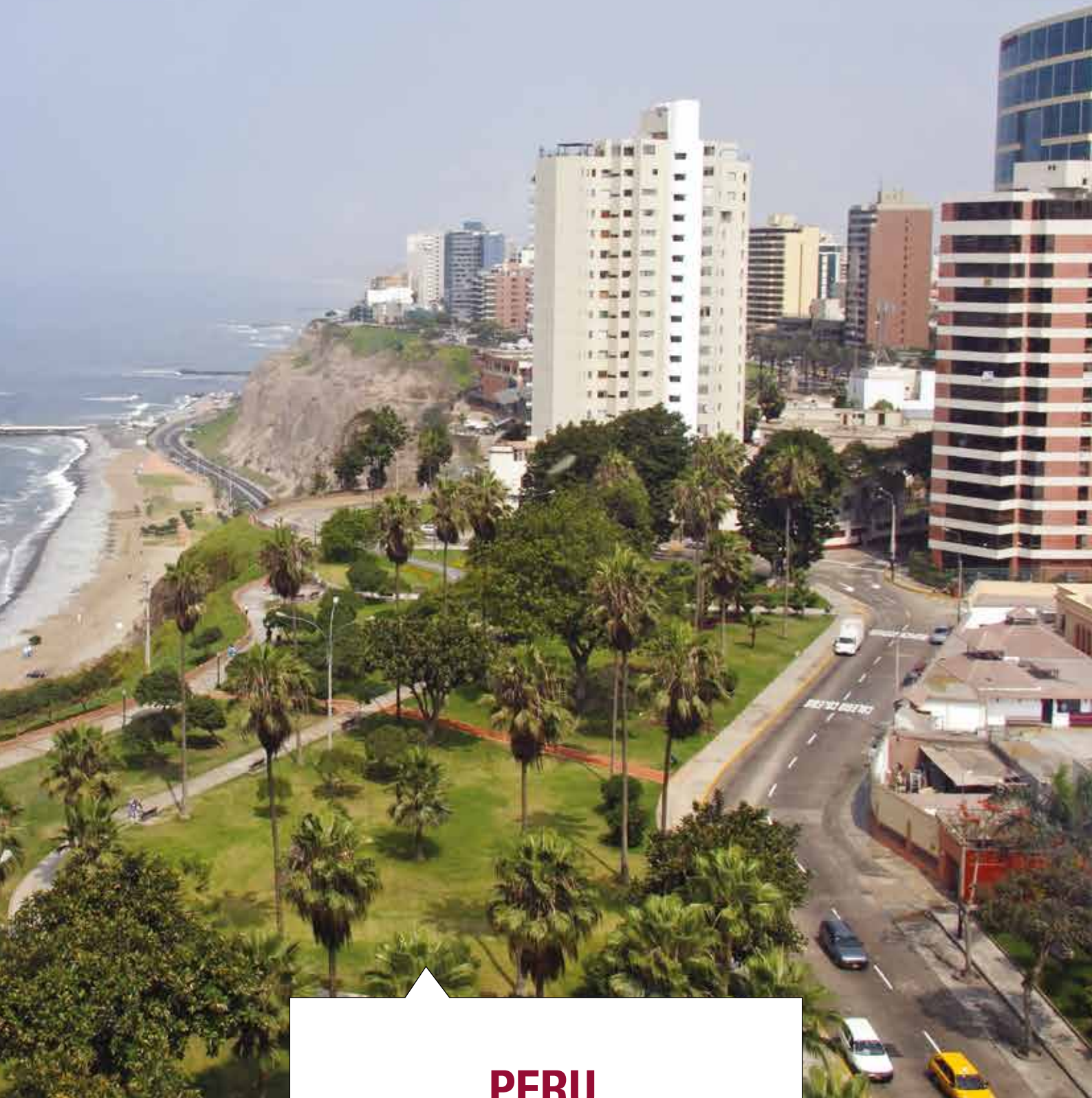
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**PERU**

## CIVIL & COMMERCIAL LITIGATION

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Miranda & Amado Abogados	Juan Luis Avendaño V. , Mauricio Raffo
Rodrigo, Elías & Medrano Abogados	José Tam, Guillermo Lohmann
<b>EXCELLENT</b>	
Estudio Eche copar - Baker McKenzie	Ana María Arrarte Arisnabarreta
Estudio Monroy Abogados	Juan Monroy Galvez
Muñiz, Ramírez, Pérez-Taiman & Olaya	Fernando Melendez, Jaime Heredia
Payet, Rey, Cauvi, Pérez Abogados	Julio Cesar Perez, Jose Domingo Rivarola
<b>HIGHLY RECOMMENDED</b>	
Benites, Forno & Ugaz Abogados	Melissa Nuñez
Osterling Abogados	Mauricio Martínez, Enrique Ferrando
Philippi Prietocarrizosa Ferrero DU & Uria	Ramiro Portocarrero
Pizarro, Botto & Escobar	Guillermo Hesse
Priori & Carrillo Abogados	Giovanni Priori
Reggiardo & Grau	Mario Reggiardo, Miguel Grau
Rodriguez Angobaldo Abogados	Fernando Rodriguez Angobaldo, Luis A. Liñan
Simons Solucion de Controversias	Adrian Simons
<b>RECOMMENDED</b>	
Allemant Abogados	Richard Allemant
Amprimo y Flury Abogados	Natale Amprimo, Carlos Rodriguez Manrique
Capuñay y Cieza	Fernando Capuñay
CMS Grau Abogados	Vanessa Cisneros, Javier Ballon-Landa
Estudio Olaechea	Manuel Villa-García, Cecilia Catacora
Gallo Barrios Pickmann Abogados	Giancarlo Mandriotti
Garcia Sayan Abogados	Javier Villa Garcia
Hernandez & Cia Abogados	Jorge Luis Zubiato, Ricardo Luque
Rebaza, Alcázar & De Las Casas Abogados Financieros	Jose Francisco Zaragoza
Rubio Leguía Normand	Bruno Marchese, Fausto Viale



## ARBITRATION

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Bullard Falla Ezcurra Abogados	Alfredo Bullard, Huascar Escurra
Estudio Eche copar - Baker McKenzie	Ana María Arrarte, María del Carmen Tovar
Miranda & Amado Abogados	José Amado, Mauricio Raffo
<b>EXCELLENT</b>	
<b>1</b> Osterling Abogados	Enrique Ferrando, Gustavo Miro Quesada
Payet, Rey, Cauvi, Pérez Abogados	Jose Domingo Rivarola, Julio Cesar Perez
Rodrigo, Elías & Medrano Abogados	José Tam, Guillermo Lohmann
<b>2</b>	
Aramburu Castañeda Boero	Manuel Diego Aramburu, Gustavo Ramos, Fernando Castañeda
Campos / Abogados en infraestructura	Alex Campos
Estudio Paitan & Asociados	Carlos Paitan Contreras
Pizarro, Botto & Escobar	Carlos Nuñez
Simons Solucion de Controversias	Adrian Simons
Vega & Asociados	José Vega Soyer
<b>HIGHLY RECOMMENDED</b>	
Amprimo y Flury Abogados	Natale Amprimo
Flores Nano & Soto	Lourdes Flores Nano, Carlos Soto
Muñiz, Ramírez, Pérez-Taiman & Olaya	Fernando Melendez, Roger Zavaleta
Navarro Sologuren Paredes Gray	Jaime Gray, Gustavo Paredes
Philippi Prietocarrizosa Ferrero DU & Uria	Ramiro Portocarrero
Rebaza, Alcázar & De Las Casas Abogados Financieros	Jose Francisco Zaragoza
Reggiardo & Grau	Mario Reggiardo, Miguel Grau
<b>RECOMMENDED</b>	
Capuñay y Cieza	Fernando Capuñay
Estudio Olaechea	Manuel Villa-García, Cecilia Catacora
Gallo Barrios Pickmann Abogados	Giancarlo Mandriotti
Hernandez & Cia Abogados	Ricardo Luque
Rodríguez Angobaldo	Luis Alberto Liñan, Enrique Varsi
Rubio Leguía Normand	Bruno Marchese, Fausto Viale

## Our analysis

### MUÑIZ, RAMIREZ, PEREZ TAIMAN & OLAYA: A SOLID TEAM WITH A STRONG TRACK RECORD



Fernando Melendez

**Leaders:**  
Fernando Melendez, Jaime Heredia and Roger Zavaleta  
**Established:**  
1981

**Track record:** Specialists in complex administrative, civil, corporate, commercial conflicts and domestic arbitration, the team advises clients in industries such as banking, construction, energy, food, health, pharmaceutical, real estate and mining. The client roster includes: Interbank, Scotiabank Peru, Citibank del Peru and Telefónica del Peru.

**Team & differentiation:** The litigation & arbitration practice, which is made up of four partners and a total of 15 lawyers, is led by Fernando Melendez, an experienced and well known litigator in Peru. Fernando has been part of Muñiz since its foundation in 1981. Partners, Jaime Heredia and Roger Zavaleta have more than 15 years experience in litigation.

### OSTERLING ABOGADOS: A TOP-NOTCH LITIGATION TEAM



Enrique Ferrando

**Leader:**  
Enrique Ferrando  
**Established:**  
1980

**Track record:** The team advise major companies in sectors such as insurance, real estate, mining and energy. Particularly strong in insurance law, they have successfully represented some of the most important cases in Peru for more than \$900 million to date. Clients include Rimac seguros y reaseguros (Peru's largest insurance company), Zurich and Genworth.

**Team & differentiation:** The team has deep knowledge of civil, commercial and insurance law. It leads complex arbitration cases and members are outstanding for their legal knowledge and their ability to understand the technical complexities of every case. Head, Enrique Ferrando is a top-notch insurance litigator. He is also much appreciate by peers as arbitrator.

### RODRIGUEZ ANGOBALDO: DISPUTE RESOLUTION AS ITS CORE BUSINESS



Fernando Rodriguez Angobaldo

**Leaders:**  
Fernando Rodriguez Angobaldo, Enrique Varsi, Luis Alberto Lirán and Adolfo Roman  
**Established:**  
1997

**Track record:** The firm represents clients in matters related to corporate, commercial, administrative, constitutional law and arbitration. The team works on behalf of companies from almost every sector. It represents several banks, Volcan (a mining company) and Entel. The firm also advises government agencies and was recently awarded a panel contract from the Peruvian National Bank (Banco e la Nacion).

**Team & differentiation:** This boutique law firm specializes in litigation and arbitration and has a team of 20 associates and four partners. In 2016 the firm added a new partner, Enrique Varsi, who will reinforce the arbitration practice. The team is very well regarded by clients and also peers who don't hesitate to recommend it if they have a conflict of interest.

### AMPRIMO & FLURY: A SOLID REPUTATION IN ARBITRATION



Natale Amprimo

**Leaders:**  
Natale Amprimo and Carlos Rodriguez Manrique  
**Established:**  
2006

**Track record:** The firm focuses on complex cases before the judiciary (tax, contractual, civil and administrative matters) and constitutional courts, they represent clients in arbitrations before ICSID, ICC, CCL (Lima's Chamber of Commerce), AMCHAM (Peruvian American Chamber of Commerce) and ad-hoc arbitrations. The team acts in the transportation, advertising, real estate, construction and laboratory industries.

**Team & differentiation:** Natale Amprimo has more than 20 years experience in litigation, arbitration and corporate law. He has advised several institutions such as INDECOPI, PROINVERSION and OSITRAN. Natale has also been a Peruvian Congress member and is very well known as arbitrator. Partner Carlos Rodriguez Manrique has strong expertise in litigation, arbitration and administrative law.

### ALLEMANT ABOGADOS: A MIXTURE OF TRADITION AND MODERN TIMES



Richard Allemant

**Leader:**  
Richard Allemant  
**Established:**  
1950

**Track record:** The commercial and civil litigation area of Allemant Abogados has private individual clients and companies from diverse sectors. It has represented major companies such as Veolia Peru, Grupo Auna (healthcare), Paz Centenario (real estate), GNV Bank, Impala Perú - Grupo Trafigura (mining) and Teva Peru.

**Team & differentiation:** Created as a criminal law boutique 70 years ago, today Allemant law office still has a strong reputation for its litigation skills in civil and commercial law and now advises in corporate, labor, tax and finance. The firm was reinforced by three associates in 2016 in the dispute resolution, tax and corporate practices. The firm is also starting an arbitration practice.

### CAPUÑAY Y CIEZA: A YOUNG STAR IN ARBITRATION



Fernando Capuñay

**Leader:**  
Fernando Capuñay  
**Established:**  
2001

**Track record:** The clients' roster include Serminas (a mining exploration company), CiaSime (a mechanical engineering company) and Osermin (a mining service provider). The firm has more than 20 ongoing arbitrations and at the moment Fernando is acting as co-arbitrator in three cases.

**Team & differentiation:** The dispute resolution practice is led by Fernando Capuñay, a prominent young arbitrator and lawyer. Before starting his own firm, he worked in several prestigious law firms. He practices on both side of arbitration, as legal counsel of a party and also as arbitrator. The team handles commercial arbitrations and also arbitrations arising from parties contracting with the state.

## PERU BEST ARBITRATORS

The Arbitrators are listed alphabetically

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>Alfredo Bullard</b>	Bullard Falla Ezcurra Abogados
<b>Fernando Cantuarias</b>	Dean Law School Universidad del Pacifico/Professor
<b>Carlos Cardenas</b>	Professor
<b>Shoschana Zusman</b>	Estudio Zusman
<b>EXCELLENT</b>	
<b>Mario Castillo Freyre</b>	Estudio Mario Castillo Freyre
<b>Fernando de Trazegnies</b>	Estudio Juridico de Trazegnies
<b>Rolando Eyzaguirre</b>	Sole Practitioner
<b>Guillermo Lohmann</b>	Rodrigo, Elias & Medrano
<b>Elvira Martinez Coco</b>	Estudio Elvira Martinez Coco & Asociados
<b>HIGHLY RECOMMENDED</b>	
<b>Manuel Diego Aramburu</b>	Aramburu Castañeda Boero Abogados
<b>Ana Maria Arrarte</b>	Estudio Echeopar Baker McKenzie International
<b>Luciano Barchi V.</b>	Pluspetrol
<b>Alejandro Falla</b>	Bullard Falla Ezcurra Abogados
<b>Louders Flores</b>	Flores Nano & Soto Abogados
<b>Gonzalo Garcia Calderon</b>	Garcia Calderon Vidal & Montero
<b>Baldo Kresalja</b>	Duani & Kresalja
<b>Cecilia O'Neil</b>	Deputy Dean Law School Universidad del Pacifico/Professor
<b>Jose Antonio Payet</b>	Payet, Rey, Cauvi, Perez Abogados
<b>Maria del Carmen Tovar</b>	Estudio Echeopar Baker & McKenzie International
<b>RECOMMENDED</b>	
<b>Natale Amprimo</b>	Amprimo y Flury Abogados
<b>Eduardo Barboza</b>	Estudio Echeopar Baker McKenzie International
<b>Fernando Capuñay</b>	Capuñay & Cieza Abogados
<b>Huascar Escurra</b>	Bullard Falla Ezcurra Abogados
<b>Enrique Ferrando</b>	Osterling Abogados
<b>Richard Martin</b>	Sole Practitioner
<b>Giovanni Priori</b>	Priori & Carrillo
<b>Matio Reggiardo</b>	Reggiardo & Grau
<b>Hugo Sologuren</b>	Sole Practitioner
<b>Carlos Soto</b>	Flores Nano & Soto Abogados

## PERU MOST IN DEMAND ARBITRATION CENTERS

Centers are listed alphabetically

CENTER	PRESIDENT
<b>LEADING</b>	
<b>Arbitration Center of Pontificia Universidad Católica del Perú PUCP</b>	Jorge Avendaño Valdez
<b>Arbitration and Experts Center of the Lima Council of Peruvian Engineers' Profesional Association</b>	Hugo Guerrero Vilchez
<b>Construction Arbitration and Conciliation Center CAPECO</b>	Jesús Elías Plaza Parra Morzán
<b>International Arbitration Center Amcham Peru</b>	Eduardo Ferrero Costa
<b>Lima Chamber of Commerce Arbitration Center</b>	Luis Bustamante Belaunde
<b>National Arbitration System of the Supervisory Body of State Contracting (OSCE)</b>	Fabiola Paulet Monteagudo*

\* Director of Administrative Arbitration

## ANTITRUST

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Bullard Falla Ezcurrea Abogados	Alfredo Bullard, Alejandro Falla, Eduardo Quintana
Payet, Rey, Cauvi, Pérez Abogados	Carlos Patrón
<b>EXCELLENT</b>	
Diez Canseco Abogados	Luis Diez Canseco
Estudio Ehecopar - Baker McKenzie	Teresa Tovar
Muñiz, Ramírez, Pérez-Taiman & Olaya	Pierino Stucchi
Lazo de Romaña & CMB	Joselyn Olaechea
León e Iparraguirre Abogados	Luis Miguél Leon, Gianfranco Iparraguirre
Rodrigo, Elías & Medrano Abogados	Veronica Sattler
<b>HIGHLY RECOMMENDED</b>	
Estudio Olaechea	Martin Serkovic
Fernandez-Davila & Bueno Abogados	Rosa Bueno de Lercari
Hernández & Cía. Abogados	Enrique Caveró
Santivañez Abogados	Roberto Santivañez

## INSURANCE LITIGATION

### Peru Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Osterling Abogados	Enrique Ferrando
<b>EXCELLENT</b>	
Bullard Falla Ezcurrea Abogados	Alfredo Bullard, Huascar Ezcurrea
Kennedys Peru	Marco Rivera Noya
Miranda & Amado	Rafael Corzo
Rodrigo, Elías & Medrano, Abogados	Jorge Velarde
<b>HIGHLY RECOMMENDED</b>	
Estudio Javier Caveró-Egúsqüiza Abogados	Javier Caveró-Egúsqüiza
Estudio Mario Castillo Freyre	Mario Castillo
Miraglia & Miraglia Abogados	Claudia Miraglia
Torres, Carpio, Portocarrero & Richter Abogados	Pedro Richter
Varseman & Lazo	Victor Humberto Lazo
<b>RECOMMENDED</b>	
Aramburu Castañeda Boero Abogados	Manuel Diego Aramburú
Estudio Ehecopar - Baker McKenzie	Rafael Picasso
Estudio Olaechea	Jesus Matos
Lazo, De Romaña & CMB	Fátima De Romaña
Montezuma Abogados	Alberto Montezuma Chirinos
Muñiz, Ramírez, Pérez-Taiman & Olaya Abogados	Andres Kuan Veng
Payet, Rey, Cauvi, Pérez Abogados	Juan José Cauvi, José Antonio Payet
Philippi Prietocarrizosa Ferrero DU & Uria	Raul Ferrero Costa, Jaime Zavala Costa
Yrrivarren & Quiroga Abogados	Manuel Quiroga Suito





**URUGUAY**

## DISPUTE RESOLUTION

### Uruguay Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Ferrere</b>	Andrés Cerisola, Sandra Gonzalez, Alejandro Pintos
<b>Guyer Regules</b>	Carlos Brandes, Alvaro Tarabal
<b>EXCELLENT</b>	
<b>Bergstein Abogados</b>	Leonardo Melos
<b>Hughes &amp; Hughes</b>	Alfredo Taullard, Bernardo Porras
<b>Posadas, Posadas &amp; Vecino</b>	Luis Nin Estevez
<b>HIGHLY RECOMMENDED</b>	
<b>Bragard &amp; Durán</b>	Jean Jacques Bragard, Augusto Duran Martinez
<b>Echevarría Leunda &amp; Echevarría Petit</b>	José Luis Echevarria Petit, Jorge Echevarría Leunda
<b>Jimenez de Arrechaga, Viana + Brause</b>	Hector B. Viana, Fernando Jiménez de Aréchaga
<b>Lapique &amp; Santeugini Abogados</b>	Luis Lapique, Mauricio Santeugini
<b>Olivera Abogados</b>	Ricardo Olivera Garcia, Nicolas Paseyro
<b>RECOMMENDED</b>	
<b>Bado, Kuster, Zerbino &amp; Rachetti</b>	Richard Raul Iturria, Rafael Zerbino
<b>Cervieri Monsuarez &amp; Asociados</b>	Pablo Monsuarez
<b>Fischer &amp; Schickendantz</b>	Ana Inés Alfaro de Hegedus
<b>Fraschini &amp; Asociados</b>	María de la Luz Silvarredonda
<b>Julio Soffer Laws</b>	Julio Soffer
<b>Pescadere Peri &amp; Pezzutti</b>	Diego Pescadere, Gregorio Cerdeña
<b>Rueda Abadi Pereira</b>	Santiago Pereira Campos, Rafael García Martinez

## URUGUAY BEST ARBITRATORS

The arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>EXCELLENT</b>	
<b>Paul Arrighi</b>	Paul F. Arrighi Abogados
<b>Augusto Duran Martinez</b>	Bragard & Durán
<b>Jorge Echevarría Leunda</b>	Echevarría Leunda & Echevarría Petit
<b>Fernando Jimenez de Arechaga</b>	Jimenez de Arrechaga, Viana + Brause
<b>Mercedes Jiménez de Aréchaga</b>	Guyer & Regules
<b>Ricardo Olivera García</b>	Olivera Abogados





**USA**



## LAWYERS

### INTERNATIONAL ARBITRATION

USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Debevoise &amp; Plimpton</b>	David Rivkin, Donald Francis Donovan, Mark Friedman, Dietmar Prager
<b>Freshfields Bruckhaus Deringer</b>	Nigel Blackaby, Noiana Paula Marigo, Elliot Friedman, Brian King
<b>King &amp; Spalding</b>	Edward Kehoe, Doak Bishop, Reginald Smith, James Berger, Guillermo Aguilar-Alvarez
<b>White &amp; Case</b>	Paul Friedland, Carolyn Lamm, Abby Cohen Smutny, Andrea Menaker
<b>EXCELLENT</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Paolo Di Rosa, Jean E. Kalicki, Thad Dameris
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Howard Zelbo, Matt Slater, Lawrence Friedman
<b>Hughes Hubbard &amp; Reed</b>	John Fellas, Alexander Yanos, John Townsend
<b>Norton Rose Fulbright</b>	Mark Baker, Matthew Kirtland, Kevin O'Gorman
<b>Sidley Austin</b>	Stanimir Alexandrov, Louis Kimmelman
<b>HIGHLY RECOMMENDED</b>	
<b>Baker Botts</b>	Jay Alexander, Andrew Behrman, Michael Goldberg, Edward Schorr
<b>Chaffetz Lindsey</b>	David Lindsey, Peter Chaffetz, James Hosking, Yasmine Lahlou, Anibal Sabater
<b>Covington &amp; Burling</b>	Marney Cheek, Miguel López Forastier, Allan B. Moore, Eugene Gulland
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	George Kahale III, Bernard Preziosi, Claudia Frutos-Peterson
<b>Herbert Smith Freehills</b>	Laurence Shore, Christian Leathley
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	David Orta, Tai-Heng Cheng
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	John Gardiner, Timothy Nelson, Barry Garfinkel
<b>Three Crowns</b>	Jan Paulsson, Luke Sobota
<b>WilmerHale</b>	John Pierce, Rachael Kent, James Carter
<b>RECOMMENDED</b>	
<b>Astigarraga Davis</b>	José I Astigarraga, Eduardo De la Peña Bernal
<b>Baker McKenzie</b>	Grant Hanessian, Maria Chedid
<b>Chadbourne &amp; Parke</b>	Rachel Thorn
<b>Dechert</b>	Arif Ali, Alexandre de Gramont
<b>Dentons</b>	Tami L. Azorsky, Meriam Al-Rashid, John Hay, Philip White
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Elliot Polebaum, Joseph LoBlue
<b>Hogan Lovells</b>	Daniel E González
<b>Jenner &amp; Block</b>	Lawrence Schaner, Richard F. Ziegler
<b>Shearman &amp; Sterling</b>	Henry Weisburg, Jonathan Greenblatt, Christopher Ryan
<b>Simpson Thacher &amp; Bartlett</b>	Peter Thomas
<b>STRONG EXPERTISE</b>	
<b>Cravath Swaine &amp; Moore</b>	Peter Barbour, Richard Stark
<b>DLA Piper</b>	Cedric Chao, Kiera Gans
<b>Davis Polk &amp; Wardwell</b>	Frances Bivens, Joel Cohen
<b>Foley Hoag</b>	Paul Reichler, Lawrence Martin, Mark Clodfelter, Daniel Schimmel
<b>Latham &amp; Watkins</b>	Claudia Salomon
<b>Milbank, Tweed, Hadley &amp; McCloy</b>	George S. Canellos
<b>Orrick, Herrington &amp; Sutcliffe</b>	Robert Sills
<b>Squire Patton Boggs</b>	Stephen P. Anway
<b>Stephoe &amp; Johnson</b>	Steven K. Davidson
<b>Sullivan &amp; Cromwell</b>	Joseph E Neuhaus
<b>Vinson &amp; Elkins</b>	James Lloyd Loftis
<b>Weil, Gotshal &amp; Manges</b>	Eric Ordway, Theodore R. Posner
<b>Winston &amp; Strawn</b>	Ricardo Ugarte, Eric Bloom, Tomás Leonard



## INTERNATIONAL ARBITRATION

USA Best Law Firms: New York City

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Debevoise &amp; Plimpton</b>	Donald Francis Donovan, Mark Friedman, David Rivkin
<b>Freshfields Bruckhaus Deringer</b>	Brian King, Noiana Paula Marigo, Elliot Friedman, Nigel Blackaby
<b>King &amp; Spalding</b>	Guillermo Aguilar-Alvarez, Edward Kehoe, Henry Guy Burnett
<b>White &amp; Case</b>	Paul Friedland, Ank Santens
<b>EXCELLENT</b>	
<b>Chaffetz Lindsey</b>	Peter Chaffetz, David Lindsey, James Hosking, Yasmine Lahlou, Anibal Sabater
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Jonathan I. Blackman, Howard S. Zelbo, Lawrence Friedman
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	George Kahale III, Bernard Preziosi, Claudia Frutos-Peterson
<b>Hughes Hubbard &amp; Reed</b>	Alexander Yanos, John Fellas, Steven Hammond
<b>Sidley Austin</b>	Louis Kimmelman, Dana MacGrath
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons</b>	Sandra Hauser, Meriam Al-Rashid, John Hay
<b>Herbert Smith Freehills</b>	Laurence Shore
<b>Jenner &amp; Block</b>	Richard F. Ziegler
<b>Shearman &amp; Sterling</b>	Henry Weisburg
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Barry Garfinkel, John Gardiner, Jennifer Permesly
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Grant Hanessian, Maria Chedid
<b>Cravath Swaine &amp; Moore</b>	Peter Barbour, Richard Stark
<b>Dan Tan Law</b>	Dan Tan, Jennie Lim, Shem Koo
<b>Davis Polk &amp; Wardwell</b>	Frances Bivens, Joel Cohen
<b>Foley Hoag</b>	Ronald Goodman, Daniel Schimmel
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Elliot Polebaum
<b>Milbank, Tweed, Hadley &amp; McCloy</b>	James N. Benedict, George S. Canellos
<b>Paul Hastings</b>	Camilo Cardozo
<b>Williams &amp; Connolly</b>	John Buckley
<b>WilmerHale</b>	John Pierce
<b>Winston &amp; Strawn</b>	Mark Bravin



## INVESTMENT TREATY ARBITRATION

USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Debevoise &amp; Plimpton</b>	Donald Francis Donovan, Mark Friedman, David Rivkin
<b>Freshfields Bruckhaus Deringer</b>	Nigel Blackaby, Brian King, Noiana Paula Marigo, Elliot Friedman
<b>King &amp; Spalding</b>	Doak Bishop, Guillermo Aguilar-Alvarez, John Bowman
<b>White &amp; Case</b>	Paul Friedland, Carolyn Lamm, Jonathan C. Hamilton, Abby Cohen Smutny
<b>EXCELLENT</b>	
<b>Chaffetz Lindsey</b>	Peter Chaffetz, David Lindsey, Yasmine Lahlou
<b>Norton Rose Fulbright</b>	Mark Baker, Matthew H. Kirtland
<b>Sidley Austin</b>	Stanimir Alexandrov, Louis Kimmelman
<b>WilmerHale</b>	John Pierce, Rachael D. Kent
<b>HIGHLY RECOMMENDED</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Matthew Slater, Jonathan Blackman
<b>Clifford Chance</b>	Janet Whittaker
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	George Kahale III, Bernard Preziosi, Claudia Frutos-Peterson
<b>Dentons</b>	Michael H. Barr, John J. Hay, Meriam Al-Rashid, Will O'Brien
<b>Fried, Frank, Harris, Shriver &amp; Jacobson</b>	Elliot E. Polebaum
<b>Hughes Hubbard &amp; Reed</b>	John M. Townsend, Alex Yanos, James H. Boykin
<b>Latham &amp; Watkins</b>	Claudia Salomon
<b>Milbank, Tweed, Hadley &amp; McCloy</b>	Michael D. Nolan
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	David Orta, Tai-Heng Cheng
<b>Shearman &amp; Sterling</b>	Emmanuel Gaillard, Christopher M. Ryan
<b>Three Crowns</b>	Luke Sobota
<b>Winston &amp; Strawn</b>	Eric W. Bloom, Mark N. Bravin
<b>RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Paolo Di Rosa, Anton Ware, Gaela Gehring Flores
<b>Baker Botts</b>	Ryan Bull, Michael Goldberg
<b>Baker McKenzie</b>	Edward G. Baldwin
<b>Covington &amp; Burling</b>	Marney Cheek, Eugene D. Gulland
<b>Dechert</b>	Arif H. Ali
<b>Foley Hoag</b>	Paul S. Reichler, Lawrence Martin, Mark A. Clodfelter
<b>Hogan Lovells</b>	Jonathan T. Stoel, Oliver Armas
<b>Squire Patton Boggs</b>	Stephen P. Anway
<b>STRONG EXPERTISE</b>	
<b>Herbert Smith Freehills</b>	Laurence Shore, Christian Leathley
<b>Paul Hastings</b>	Camilo Cardozo, Joseph Profaizer
<b>Skadden, Arps, Slate, Meagher &amp; Flom &amp; Affiliates</b>	John Gardiner

## Our analysis

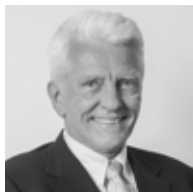
**CHAFFETZ LINDSEY:  
A HIGH CALIBER FIRM FOR STATE MATTERS**

David Lindsey

**Leaders:**  
David Lindsey, Peter Chaffetz, James Hosking and Yasmine Lahlou  
**Established:**  
2009

**Track record:** The boutique firm's international arbitration repertoire is sophisticated and responsive in handling arbitration in the insurance, energy, construction, hospitality and pharmaceutical industries. The practice has represented many states and is one of the few firms to have won a case against the United States State Department while representing the government of Iran in state-to-state matters. Their clients include the state of Liberia, Ashmore Energy International, American International Group, HCC Insurance Holdings, Çukurova Holding and Telia Sonera.

**Team and differentiation:** Based in New York, co-founders of the firm Peter Chaffetz and David Lindsey bring in a significant amount of work from Latin America, the Middle East, Asia and Africa. With 11 partners and 16 qualified attorneys, they have diverse backgrounds and expertise. The firm frequently finds itself giving a second opinion to clients who are dissatisfied with the advice of larger firms. Partner Yasmine Lahlou who is fluent in English, French, Italian and Arabic was formerly a co-chair of the Middle East committee of the ABA international law section and is now vice-chair of its international litigation and international arbitration committees.

**THREE CROWNS:  
A NEWCOMER WITH A BUILT-IN COMPETITIVE EDGE**

Jan Paulsson

**Leaders:**  
Jan Paulsson and Luke Sobota  
**Established:**  
2014

**Track record:** The specialist international arbitration boutique that began with just six founding partners in 2014 has gone on to work on some of the sector's biggest and best cases in the last few years. The practice represented ConocoPhillips in a \$20 billion International Centre for Settlement of Investment Disputes (ICSID) arbitration against Venezuela arising out of the expropriation of the client's upstream assets in the Orinoco Belt. The group services a number of global energy giants, including BP, Chevron, ExxonMobil, Occidental Petroleum and Hess Corporation.

**Team and differentiation:** The firm has more than 40 lawyers in London, Paris, Latin America and the US and its lawyers are also some of the leading arbitrators in the world. Co-founders Jan Paulsson and Luke Sobota are a perfect mix of talent and innovation when it comes to personalizing an arbitration matter for the best interests of the client. Mr. Sobota previously worked in the Office of Legal Counsel at the US Department of Justice, while Mr. Paulsson has been president of the London Court of International Arbitration and the International Council for Commercial Arbitration, among other titles.

**DEBEVOISE & PLIMPTON:  
A MARKET-LEADING PRACTICE IN OIL AND ENERGY DISPUTES**

Donald Francis Donovan

**Leaders:**  
Donald Francis Donovan, Mark Friedman and David Rivkin  
**Established:**  
1931

**Track record:** Debevoise offers in-depth expertise in all international arbitration issues. In 2015, the firm handled over 80 matters worth in excess of \$65 billion. Currently the team is representing the oil company Perenco in a \$4 billion investment treaty dispute with Ecuador. It was most recently involved in representing Royal Dutch Shell and The Shell Petroleum Development Company of Nigeria in a claim concerning alleged oil spills. Other notable clients include: ExxonMobil, Pueblo Viejo Dominicana, GLG Partners, the Republic of Korea and GlaxoSmithKline.

**Team and differentiation:** Practice co-chairs Donald Donovan and David Rivkin bring their arbitration expertise in conducting dispute resolutions under the auspices of all major institutional rules. Together, the practice's partners and lawyers are fluent in more than 30 languages and are able to meet the full range of client needs in high-stakes matters with flexible approaches to the adjusting resources and changing circumstances of clients. They operate from nine offices across North America, Europe, Latin America, Africa and Asia.

## Our analysis

### NORTON ROSE FULBRIGHT: DELIVERING STRATEGIC AND TIMELY ADVICE



Mark Baker

Leaders:  
Mark Baker, Kevin  
O’Gorman and Matthew  
Kirtland  
Established:  
1794

**Track record:** The Norton Rose arbitration practice has built a substantial repertoire for handling multibillion-dollar proceedings conducted under a range of institutional and ad hoc rules, as well as appearing in high-stakes enforcement proceedings. The practice represented Gold Reserve Inc. in an investor-state dispute in conjunction with a \$750m ICSID award against Venezuela. Recent clients include the state of Kazakhstan, Advanced Metal Works, AECOM, ExxonMobil, Flowserve and The Nigerian National Petroleum Company.

**Team and differentiation:** Co-head Mark Baker leads the global arbitration practice which operates in some 50 cities across the globe. The team is recognized for its extensive experience working with the oil and gas industries and this year promoted Shea Haass to partner in the US. The arbitration practice is currently made up of 23 partners, eight associates and seven counsel. The international arbitration practice has a strong presence in Australia, the United States, South Africa and the United Kingdom.

### CURTIS, MALLET-PREVOST, COLT & MOSLE: A GO-TO FIRM FOR STATE CLIENTS



George Kahale III

Leaders:  
George Kahale III, Bernard  
Preziosi and Claudia  
Frutos-Peterson  
Established:  
1830

**Track record:** Curtis’ international arbitration group has represented states in both commercial and investor-state arbitration. In 2016, Claudia Frutos-Peterson led a team in a victory for the Republic of Indonesia dismissing all claims brought by Churchill Mining Plc and Planet Mining Pty, the tribunal ordering \$8.6 million to be paid to Indonesia for expenses. The team also recently defended Venezuela in an arbitration initiated by ConocoPhillips. Other state clients that entrust Curtis with their legal matters include Turkmenistan, Vietnam, India, and Cyprus.

**Team and differentiation:** Chair of the practice George Kahale III, who is based in New York, leads the international arbitration team which is made up of 31 partners and 43 associates worldwide. Mr. Kahale has acted as lead counsel in arbitrations concerning some of world’s largest and most publicized transactions and infrastructure projects in the international petroleum industry. The firm has made a conscious decision, applied globally, to focus exclusively on representing states. The partners pride themselves on their involvement in every aspect of the cases.

### HERBERT SMITH FREEHILLS: SETTING THE MARK IN THE ENERGY SECTOR IN NYC



Laurence Shore

Leaders:  
Laurence Shore and  
Christian Leathley  
Established:  
2012

**Track record:** The Herbert Smith Freehills arbitration group in New York recently advised a major global energy company in an ICDR arbitration seated in New York relating to a Liquefied Natural Gas facility in the United States. They have also acted on behalf of the Kingdom of Spain for various Energy Charter Treaty arbitrations under the UNCITRAL and SCC rules. They are extremely experienced at working with a broad range of matters concerning the energy and oil industries in the ICC, UNCITRAL and ICSID institutions.

**Team & differentiation:** Arbitration partner, Laurence Shore has extensive experience representing clients in major arbitral seats all over the world and frequently sits as an arbitrator in ICC and ICDR cases. From September 2012 to May 2014 he was the Chair of the New York City Bar’s International Law Committee. Co-head of the Latin American Group, Christian Leathley has nearly 20 years’ experience of working in all countries throughout Central and South America in all major industry sectors. Beyond arbitration, the firm has a booming commercial litigation practice headed by Thomas Riley.



## COMMERCIAL LITIGATION

### USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Cravath, Swaine & Moore	Robert Baron, Evan Chesler, Richard Clary, Sandra Goldstein, David Marriott
Davis Polk & Wardwell	Frances Bivens, Michael Carroll, Martine Beamon, James P. Rouhandeh
Gibson, Dunn & Crutcher	Theodore J. Boutros Jr., Mark Kirsch, Randy M. Mastro
Paul, Weiss, Rifkind, Wharton & Garrison	Allan Arffa, Jay Cohen, Brad Karp, Theodore V. Wells Jr.
Skadden, Arps, Slate, Meagher & Flom	John L. Gardiner, Jonathan Lerner, George A. Zimmerman
Sullivan & Cromwell	Robert Giuffra, Richard Klapper
<b>2</b> Debevoise & Plimpton	
Kirkland & Ellis	Mary Beth Hogan, Mark Goodman, John S. Kiernan, David W. Rivkin
Quinn Emanuel Urquhart & Sullivan	William Burck, Peter Calamari, Michael B. Carlinsky, John Quinn, Richard Werder
Simpson Thacher & Bartlett	Paul Curnin, Thomas Rice, Jonathan Youngwood
Weil, Gotshal & Manges	David Lender, John P. Mastando III, Edward Soto, David Yohai
<b>EXCELLENT</b>	
<b>1</b> Allen & Overy	David Esseks, Michael Feldberg, Jacob Pultman
Arnold & Porter Kaye Scholer	Stewart Aaron, Kenneth Chernof
Boies, Schiller & Flexner	David Boies; Jonathan Schiller
Wachtell, Lipton, Rosen & Katz	Jonathan Moses, William Savitt
Willkie Farr & Gallagher	Joseph Baio
WilmerHale	Howard Shapiro
<b>2</b> Cadwalader Wickersham & Taft	
Cahill Gordon & Reindel	Pierre M. Gentin, Charles A. Gilman, Thomas J. Kavalier
Latham & Watkins	Christopher Harris, Jake Ryan
Shearman & Sterling	Adam Hakki, Richard F. Schwed
White & Case	Christopher Curran, Nicole Erb, Glenn Kurtz, Owen Pell
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Cleary Gottlieb Steen & Hamilton	Lawrence Friedman, Mitchell Lowenthal, Thomas Moloney
Jenner & Block	David Bradford, Craig Martin, Anton Valukas, Jerome Epstein
Paul Hastings	Kurt Hansson, Dennis Ellis, Barry Sher
Sidley Austin	Steven Bierman
Williams & Connolly	Robert A. Van Kirk, Ana Reyes
<b>2</b> Curtis, Mallet-Prevost, Colt & Mosle	
Dentons	Michael H. Barr, Roger K. Heidenreich, C. Michael Moore
Fried, Frank, Harris, Shriver & Jacobson	James D. Wareham
Greenberg Traurig	Brian Duffy, Alan Mansfield, Philip R Sellinger
Herbert Smith Freehills	Thomas Riley, Allison Alcasabas
Jones Day	Thomas F. Cullen Jr., Caroline N. Mitchell, Gregory M. Shumaker
Milbank, Tweed, Hadley & McCloy	George Canellos, Scott Edelman, Daniel Perry
Proskauer Rose	Steven M. Bauer, Brendan O'Rourke, Bradley Ruskin
Stephoe & Johnson	Antonia B. Ianniello, Karl M. Tilleman
Winston & Strawn	Stephen D'Amore, George Lombardi



## RECOMMENDED

<b>Akin Gump Strauss Hauer &amp; Feld</b>	Stephen M. Baldini
<b>Baker McKenzie</b>	Brendan Cook, Mark D. Taylor
<b>Chadbourne &amp; Parke</b>	Thomas Hall, Abbe David Lowell, Tom McCormack
<b>Chaffetz Lindsey</b>	Andreas Frischknecht, Charles Scibetta
<b>Freshfields Bruckhaus Deringer</b>	Elliot Friedman, Aaron Marcu, Adam Siegel
<b>Kasowitz, Benson, Torres &amp; Friedman</b>	Marc Kasowitz, Aaron Marks
<b>King &amp; Spalding</b>	Doak Bishop, Ken Culotta, Philip R. Weems
<b>Kobre &amp; Kim</b>	Michael Kim
<b>Linklaters</b>	Scott Bowie
<b>Orrick, Herrington &amp; Sutcliffe</b>	Peter Bicks, William Molinski
<b>Pillsbury Winthrop Shaw Pittman</b>	Kirke M. Hasson, Kenneth W. Taber

## STRONG EXPERTISE

<b>Akerman</b>	Larry Rochefort
<b>Bartlit Beck Herman Palenchar &amp; Scott</b>	Philip Beck, Sidney Herman, Hamilton Hill, Adam Hoeflich
<b>Cooley</b>	Michael Attanasio
<b>Foley Hoag</b>	Paul Reichler, Lawrence H. Martin
<b>Holland &amp; Knight</b>	John M. Hogan, Adolfo Jimenez, Robert Kaler
<b>Morgan Lewis</b>	Troy S. Brown, Susan F. DiCicco
<b>Norton Rose Fulbright</b>	Scott Incerto, Richard S. Krumholz
<b>Reed Smith</b>	Douglas E. Cameron, Jack Nelson
<b>Ropes &amp; Gray</b>	Gregg L. Weiner, Jane Willis
<b>Schulte Roth &amp; Zabel</b>	Robert Abrahams, Martin L. Perschetz

### JENNER & BLOCK: LITIGATION POWERHOUSE WITH HIGH-VALUE ACHIEVEMENTS



Craig Martin

Leaders:  
Craig Martin, David  
Bradford, Anton Valukas  
and Jerome L. Epstein  
Established:  
1914

**Track record:** Craig Martin and his litigation department have tried more than 125 matters over an 18-month period with more than \$30 billion total at stake. Jenner & Block's team won a \$940 million verdict for Epic Systems, one of the largest trade secret verdicts in US history. The team also had a victory trial on behalf of Duroc LLC in a patent infringement suit in which the plaintiff sought more than \$100 million in damages. Their client base is very diverse and includes both fortune 500 and family-run companies. They have also recently acted for leading global companies such as Kraft, Mondelez and Kellogg in dozens of consumer class actions.

**Team & differentiation:** Chair of the litigation department, Craig Martin heads the US litigation practice which has more than 400 litigators and dispute lawyers. Jenner & Block has five offices, in Chicago, London, Los Angeles, New York and Washington DC. Clients rely on practice litigators for their expertise and preparation which allows them to communicate with juries effectively. The team also handles international arbitration, investigations and complex commercial litigation expanding into Europe, EMEA and other global sectors.

## COMMERCIAL LITIGATION

### USA Best Law Firms: New York City

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Cravath, Swaine & Moore	Evan Chesler, Sandra Goldstein, David Marriott
Davis Polk & Wardwell	Frances Bivens, Micahel Carroll, Carey R. Dunne, Benjamin Kaminetzky
Gibson, Dunn & Crutcher	Mark A. Kirsch, Randy M. Mastro, Orin Snyder, Lawrence Zweifach
Paul, Weiss, Rifkind, Wharton & Garrison	Theodore V. Wells Jr., Brad Karp, Martin Flumenbaum
Skadden, Arps, Slate, Meagher & Flom & Affiliates	Lauren Aguiar, Jonathan Frank, Jonathan Lerner, John L. Gardiner
Sullivan & Cromwell	Robert Giuffra, Richard Klapper, Richard Pepperman II, Steven Peikin
<b>2</b> Arnold & Porter Kaye Scholer	Stewart Aaron, Veronica Callahan, Marcus Asner, Craig Stewart
Boies, Schiller & Flexner	David Boies
Proskauer Rose	Brendan O'Rourke, Kevin Perra, Bradley Ruskin
Quinn Emanuel Urquhart & Sullivan	Michael B. Carlinsky, Peter Calamari, Richard Werder
Shearman & Sterling	Stuart Baskin, Adam Hakki, Richard F. Schwed
Willkie Farr & Gallagher	Mitchell Auslander, Michael Young, Tariq Mundiya, Michael Schachter
WilmerHale	Fraser Hunter, Lori Martin, Boyd Johnson
<b>EXCELLENT</b>	
<b>1</b> Allen & Overy	Michael Feldberg, Pamela Chepiga
Cadwalader, Wickersham & Taft	Jason Halper, Jonathan Hoff
Cahill Gordon & Reindel	Charles A. Gilman, Thomas Kavalier
Debevoise & Plimpton	John Kiernan, Mark Goodman, Mary Beth Hogan, David Rivkin
Kirkland & Ellis	Henry DePippo, Jay P. Lefkowitz, Joseph Serino
Latham & Watkins	James E. Brandt, Christopher Harris, Jake Ryan, William O. Reckler
Simpson Thacher & Bartlett	Paul Curnin, Peter Kazanoff, Thomas Rice
Wachtell, Lipton, Rosen & Katz	Jonathan Moses, Bernard Nussbaum, William Savitt
Weil, Gotshal & Manges	Joseph Allerhand, David Lender
<b>2</b> Herbert Smith Freehills	Thomas Riley, Allison Alcasabas
O'Melveny & Myers	Bradley Butwin, Jonathan Rosenberg, Andrew Frackman
Orrick, Herrington & Sutcliffe	Peter Bicks
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Chaffetz Lindsey	Andreas Frischknecht, Charles Scibetta
Cleary Gottlieb Steen & Hamilton	Carmine Boccuzzi, Lawrence Friedman
Curtis, Mallet-Prevost, Colt & Mosle	T. Barry Kingham, Eliot Lauer
Freshfields Bruckhaus Deringer	Aaron Marcu, Adam Siegel
Jenner & Block	Richard Ziegler, Jeremy Creelan, Michael Ross
Kramer Levin Naftalis & Frankel	Barry H Berke
<b>2</b> DLA Piper	Richard Hans
Greenberg Traurig	Richard Edlin, Alan Mansfield
Hogan Lovells	Dennis Tracey
Linklaters	Scott Bowie
Milbank, Tweed, Hadley & McCloy	George Canellos, Scott Edelman
Morrison & Foerster	Carl Loewenson
Paul Hastings	Barry Sher, Kurt Hansson
Sidley Austin	Robert Pietrzak, Gary Bendinger
White & Case	Glenn Kurtz, Dennis Orr
<b>RECOMMENDED</b>	
Chadbourne & Parke	Thomas Hall, Tom McCormack
Cooley	Jonathan Bach, Celia Barenholtz
Friedman Kaplan Seiler & Adelman	Eric Seiler, Eric Corngold, Mary Mulligan
Kasowitz, Benson, Torres & Friedman	Marc Kasowitz, Aaron Marks
Kobre & Kim	Michael Kim
Mintz Levin Cohn Ferris Glovsky and Popeo	Robert Bodian, Peter Chavkin
Susman Godfrey	Jacob Buchdahl, William Carmody



## SECURITIES LITIGATION

USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Cravath, Swaine &amp; Moore</b>	Daniel Slifkin, Robert Baron, Sandra C. Goldstein, Richard Clary, Evan Chesler, Darin McAtee
<b>Davis Polk &amp; Wardwell</b>	James Rouhandeh, Lawrence Portnoy, Charles Duggan
<b>Paul, Weiss, Rifkind, Wharton &amp; Garrison</b>	Bruce Birenboim, Brad Karp, Richard Rosen
<b>Simpson Thacher &amp; Bartlett</b>	Paul Curnin, Mark Cunha, Jonathan Youngwood, Peter Bresnan
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	Jay Kasner, Scott Musoff, Jonathan Lerner, Susan Saltzstein, Brian Breheny
<b>Sullivan &amp; Cromwell</b>	Robert Giuffra, Gandolfo DiBlasi, Robert Sacks
<b>Wachtell, Lipton, Rosen &amp; Katz</b>	Jonathan M. Moses, William Savitt, Paul Vizcarrondo, George Conway
<b>EXCELLENT</b>	
<b>Boies, Schiller &amp; Flexner</b>	David Boies, Marilyn C. Kunstler
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Alan Beller, Mitchell Lowenthal, Lewis Liman
<b>Gibson, Dunn &amp; Crutcher</b>	Barry Goldsmith, Mark Kirsch
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Harry A. Olivar Jr., Philippe Z. Selendy
<b>Shearman &amp; Sterling</b>	Stuart Baskin, Adam Hakki
<b>Sidley Austin</b>	Robert Pietrzak, Sara B. Brody
<b>Weil, Gotshal &amp; Manges</b>	Joseph Allerhand, John Neuwirth
<b>HIGHLY RECOMMENDED</b>	
<b>Cadwalader, Wickersham &amp; Taft</b>	Jason Halper, Ken Wainstein, Jonathan Hoff
<b>Debevoise &amp; Plimpton</b>	Paul R. Berger, Jonathan Tuttle
<b>Dechert</b>	Andrew Levander, Linda Goldstein
<b>Herbert Smith Freehills</b>	Thomas Riley, Scott Balber
<b>Jenner &amp; Block</b>	Thomas C. Newkirk, Howard S. Suskin, Richard Ziegler, Stephen Ascher, Kevin Collins
<b>Jones Day</b>	Peter J. Romatowski
<b>Kirkland &amp; Ellis</b>	Andrew B. Clubok
<b>Latham &amp; Watkins</b>	Miles Ruthberg, Peter Wald
<b>Paul Hastings</b>	Samuel Cooper
<b>WilmerHale</b>	William McLucas, Harry Weiss
<b>RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Vincent A Sama, Michael D. Trager, Veronica Callahan, James D. Herschlein
<b>Covington &amp; Burling</b>	David L. Kornblau
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	T. Barry Kingham, Michael Moscato
<b>Goodwin Procter</b>	Brian Pastuszewski, Mark Holland
<b>Kasowitz</b>	Mark Kasowitz, Daniel Fetterman
<b>Morrison &amp; Foerster</b>	Jordan Eth, Joel Haims
<b>Munger, Tolles &amp; Olson</b>	John Spiegel
<b>O'Melveny &amp; Myers</b>	Seth Aronson, Jeffrey Kiduff
<b>Orrick, Herrington &amp; Sutcliffe</b>	James Kramer
<b>Ropes &amp; Gray</b>	John Donovan, Randall Bodner
<b>Williams &amp; Connolly</b>	Robert A. Van Kirk, Steven M. Farina
<b>Willkie Far &amp; Gallagher</b>	Richard D. Bernstein
<b>STRONG EXPERTISE</b>	
<b>Akin Gump Strauss Hauer &amp; Feld</b>	Stephen M. Baldini, Michael A. Asaro
<b>Chaffetz Lindsey</b>	Scott Reynolds
<b>Cooley</b>	John C. Dwyer, Koji Fukumura
<b>Greenberg Traurig</b>	Robert A. Horowitz, Bradford D. Kaufman
<b>Wilson Sonsini Goodrich &amp; Rosati</b>	Boris Feldman



## Our analysis

**CRAVATH, SWAINE & MOORE:  
AN ELITE FIRM WITH EXCELLENT TECHNICAL SKILLS**

Daniel Slifkin

**Leaders:**  
Daniel Slifkin, Richard Clary, Robert Baron, Sandra Goldstein and Evan Chesler

**Established:**  
1819

**Track record:** Cravath's securities litigation team remains highly active in representing corporate defendants with various needs and in representing issuers and investment banks in all types of domestic and global offerings. They have recently helped Mylan in winning a dismissal of a putative class action lawsuit. The firm provides ongoing counsel to Credit Suisse in all of its RMBS matters over \$800 million. In 2015, the team helped Deloitte win an appeal against a \$200 million litigation brought by a multibillion dollar offshore hedge fund. Its client list includes: Vivendi, AOL Time Warner, Xerox, AIG, PwC and Merck.

**Team and differentiation:** Led by Head of Litigation Daniel Slifkin, the securities team's 25 partners have represented a wide array of American and multinational clients from all major industries in a variety of complex matters. The firm is based in Midtown Manhattan, New York City and has a sister office in London. In addition to their private securities litigation practice, Cravath have on several occasions represented clients in connection with formal and informal investigations by the United States Securities and Exchange Commission (SEC) relating to potential violations of the securities laws.

**DAVIS POLK & WARDWELL:  
FIRST-CLASS COUNSEL FOR BIG DISPUTES**

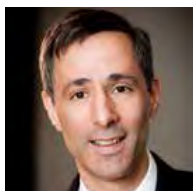
James Rouhandeh

**Leaders:**  
James Rouhandeh, Lawrence Portnoy and Charles Duggan

**Established:**  
1849

**Track record:** Davis Polk's securities litigation team has consistently represented clients in the most well-known investigations and litigations including those arising from the mortgage meltdown and financial crisis. To name a few of their historical achievements, they have represented clients in litigation arising from the Bernie Madoff Ponzi scheme, the massive ongoing Adelphia litigation, and the Stanford Financial investigations and litigations. In 2016 Davis Polk successfully represented Morgan Stanley, J.P. Morgan and Goldman Sachs, the lead underwriters of the Facebook IPO when private investors had sought disgorgement of over \$100 million.

**Team and differentiation:** Regularly cited among the very best securities litigation firms, Davis Polk's Head of Litigation and management committee member James Rouhandeh and his team demonstrate extraordinary talent in the regulatory space, federal and state court and non-public securities enforcement and internal compliance matters. In addition to this the team advises on reporting procedures including the intricacies of the Dodd-Frank reforms. Davis Polk frequently acts in matters relating to options backdating and mutual fund market timing. The award-winning securities team is comprised of 23 partners and four of counsel.

**WACHTELL, LIPTON, ROSEN & KATZ:  
DIVERSE COVERAGE IN COMPLEX SECURITIES**

William Savitt

**Leaders:**  
William Savitt, Jonathan M. Moses, Paul Vizcarrondo and George Conway

**Established:**  
1965

**Track record:** Wachtell consistently handles some of the nation's leading commercial disputes covering diverse industries and subject matters. The practice's recent victories include representing J.P. Morgan Chase in the \$19 billion litigation brought by the trustee for the liquidation of Bernie Madoff's failed firm, where a majority of the claims were dismissed. They have also negotiated on behalf of Bank of America for \$8.5 billion on claims involving more than 500 trusts. Other notable clients include Phillip Morris USA, United Technologies, Altria Client Services, Televisa, and Verizon.

**Team & differentiation:** Wachtell Lipton's litigation practice has been representing clients in diverse industries, including finance, insurance, media, high-tech, energy, industrial, consumer, retail and real estate. Co-heads Jonathan Moses and William Savitt lead a group of 26 partners and 75 lawyers, allowing them to take a customized approach to each case based on the individuality of each circumstance. Many of their litigators have served as law clerks in federal or state courts, and several distinguished themselves as assistant United States attorneys or as enforcement attorneys at the SEC.

**CADWALADER, WICKERSHAM & TAFT:  
SOLUTIONS WITH A TERRIFIC ANALYTICAL EDGE**

Jason Halper

**Leaders:**  
Jason Halper, Kenneth Wainstein and Jonathan Hoff

**Established:**  
1792

**Track record:** Cadwalader's securities litigation team handles disputes arising from hostile M&As, class action suits to high-profile government investigations and enforcement actions. Cadwalader's litigation team defended Salix Pharmaceuticals in a securities class action alleging breaches of the Securities Exchange Act of 1934. The practice represents many Fortune 500 companies in litigation and regulatory matters involving public and private companies, underwriters, lenders, professional firms and corporate directors. Notable clients include: Deutsche Bank, Morgan Stanley, Assured Guarantee, and Digital Domain Media Group.

**Team & differentiation:** Co-chair of the financial institutions group and a New York partner in securities litigation, Jason Halper is a recognized leader in the fields of financial services and securities law. He joined the firm in October 2016. The team is made up of 21 attorneys split between the firm's New York headquarters in downtown Manhattan and their Washington DC office. In 2016, Nathan Bull was promoted to partner and Jared Stanisci was promoted to Special Counsel. It was also announced that Bird & Bird's disputes head Steven Baker joined their London branch.



# INVESTIGATIONS & WHITE COLLAR CRIME

## USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRMS	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Davis Polk & Wardwell	Carey Dunne, Scott Muller, Linda Thomsen
Debevoise & Plimpton	Bruce Yannett, Paul Berger, Sean Hecker
Paul, Weiss, Rifkind, Wharton & Garrison	Theodore Wells, Brad Karp
<b>2</b>	
Wachtell, Lipton, Rosen & Katz	Lawrence Pedowitz, David Anders, John Savarese
WilmerHale	Boyd Johnson, Stephen Jonas, Howard Shapiro
<b>EXCELLENT</b>	
<b>1</b> Covington & Burling	Lanny Breuer, Nancy Kestenbaum, Ethan Posner
Freshfields Bruckhaus Deringer	Aaron Marcu, Adam Siegel
Gibson, Dunn & Crutcher	Joseph Warin, Charles Stevens, Debra Wong Yang
Kirkland & Ellis	Mark Filip, John Lausch
Skadden, Arps, Slate, Meagher & Flom	David Zornow, David Meister
Williams & Connolly	Joe Petrosinelli, Tobin Romero, David Zinn
<b>2</b>	
Cleary Gottlieb Steen & Hamilton	David Brodsky
Cravath, Swaine & Moore	John Buretta, Benjamin Gruenstein, Rachel Skaistis
Jenner & Block	Craig Martin, Charles Sklarsky, Anthony Barkow, Reid Schar
Sullivan & Cromwell	Karen Seymour, Samuel Seymour
<b>HIGHLY RECOMMENDED</b>	
Akin Gump Strauss Hauer & Feld	James Benjamin, Robert Hotz
Dechert	Andrew Levander, Catherine Botticelli
Herbert Smith Freehills	Scott Balber
King & Spalding	Christopher Wray, Mark Jensen
Latham & Watkins	Kathy Ruemmler, David Schindler
Quinn Emanuel Urquhart & Sullivan	William Burck, Juan Morillo, John Potter
Ropes & Gray	Colleen Conry, Asheesh Goel, Joshua Levy
Sidley Austin	John Gallo, Mark Hopson, Timothy Treanor
<b>RECOMMENDED</b>	
Arnold & Porter Kaye Scholer	Marcus Asner, John Nassikas
Curtis, Mallet-Prevost, Colt & Mosle	T. Barry Kingham, Eliot Lauer
Goodwin Procter	Todd Cronan, Richard Strassberg
Hogan Lovells	Peter Spivack
Jones Day	Karen Hewitt
Lankler Siffert & Wohl	Daniel Gitner, John Siffert
Morrison & Foerster	Carl Lowenson, Charles Duross
Shearman & Sterling	Stephen Fishbein
Steptoe & Johnson	Brian Heberlig, Reid Weingarten

## Our analysis

**PAUL, WEISS, RIFKIND, WHARTON & GARRISON:  
LEADING TRIAL LAWYERS ACTING IN THE HIGHEST PROFILE CASES**

Theodore Wells

Leaders:  
Theodore Wells and Brad Karp  
Established:  
1875

**Track record:** The practice, known for representing major financial institutions for litigation and investigations cases is one of the most renowned in the country. In 2015, the practice advised Deutsche Bank during the international Libor investigations, initiated by the DOJ, which were ultimately settled. In 2016, the firm helped Merck resolve an investigation by the SEC into public disclosure relating to Vioxx which ultimately led to the closure of the investigation without any action being brought against Merck. Other notable clients for the firm include Citi, ExxonMobil, UBS and Morgan Stanley.

**Team & differentiation:** Based in New York city, practice chair Theodore Wells leads 24 partners across the New York and Washington DC offices in providing clients with optimal service by avoiding trial in the court of public opinion while managing the behind-the-scenes interplay of complex legal issues and governmental relations. The team includes former federal prosecutors and lawyers who previously held senior positions at the DOJ, the US Securities and Exchange Commission and the New York attorney general's office.

**DAVIS POLK & WARDWELL:  
LEADERS IN INVESTIGATING DEFENSE MATTERS**

Carey Dunne

Leaders:  
Carey Dunne, Scott Muller and Linda Thomsen  
Established:  
1849

**Track record:** With key offices in New York and Washington DC, the firm routinely acts for clients in regulatory proceedings such as money laundering, sanctions compliance, healthcare fraud, insider trading and market manipulation. Their biggest clients included RBS during the 2015 investigations by the DOJ and the Federal Reserve. The firm is also strong in cross-border investigations where they are able to work with enforcement actions arising in jurisdictions across the US as well as those initiated by foreign regulatory agencies.

**Team and differentiation:** Practice leaders Carey Dunne from New York and Linda Thomsen in DC lead the US team which has one of the best white-collar criminal defense practices in the country. Their litigators are some of the most respected criminal defense lawyers, some of whom have served in the US Department of Justice and the Securities and Exchange Commission. Mr. Dunne has practiced at Davis Polk for the last 29 years, after starting his career as a prosecutor for Manhattan district attorney Robert Morgenthau from 1984 to 1987.

**WILLIAMS & CONNOLLY:  
GOLD-STANDARD WHITE-COLLAR DEFENSE**

Brendan Sullivan

Leaders:  
Brendan Sullivan, Joe Petrosinelli, Tobin Romero and David Zinn  
Established:  
1967

**Track record:** The team is known for defending and protecting clients against investigations by government agencies during high profile administrative proceedings. The team has acted on behalf of MoneyGram International following an investigation by the DOJ into the company's anti-money laundering controls. The firm defended US Senator Ted Stevens when he was indicted less than 100 days before he was to stand for re-election. The case resulted in a dismissal when it was revealed that prosecutors hid evidence from the defense that contradicted the prosecution's principal theory. Other clients include: Pfizer, Takata, Jesse Litvak, and Kevin Brian Cox.

**Team & differentiation:** The team of talented lawyers is led by the very well respected Brendan Sullivan in New York city. The firm is known to have been one of the first major law firms in the United States to have a significant criminal defense practice and has since become more specialized in complex cases. The practice is made up of 73 legal professionals including partners and of counsel in the DC area. Mr. Sullivan has repeatedly been recognized as one of today's most respected trial lawyers by the media and his peers and has served on the Williams & Connolly executive committee for 25 years now.

**FRESHFIELDS BRUCKHAUS DERINGER:  
HIGH CALIBER WHITE COLLAR REPRESENTATION**

Aaron Marcu

Leaders:  
Aaron Marcu, Adam Siegel, Olivia Radin and Kimberly Zelnick  
Established:  
1977

**Track record:** Freshfields is no stranger to financial and multinational clients like J.P. Morgan Chase, HSBC and Deutsche Bank. Mr. Marcu and his practice recently won an acquittal for UBS's former CEO during the US DOJ's long-running crackdown on bankers. The firm also does FCPA investigations, criminal tax, and forex manipulation cases. Mr. Marcu's team is actively representing Volkswagen in building a defense on the case brought on by the DOJ. Clients include MoneyGram International and Atmel.

**Team & differentiation:** New York practice head Aaron Marcu leads a go-to team of litigators on a wide variety of matters. The team is known to conduct many detailed multijurisdictional investigations and have represented clients from securities fraud, insider trading, and other anti-competitive activities all the way to advising public companies on to issues of corporate governance. In May of 2015, Olivia Radin was promoted to partner.



## INSURANCE LITIGATION: ADVICE TO POLICYHOLDERS

USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Covington &amp; Burling</b>	Donald Brown, John Buchanan
<b>EXCELLENT</b>	
<b>Anderson Kill</b>	Robert Horkovich, William Passannante
<b>Jones Day</b>	Tyrone Childress, Richard DeNatale, David Steuber
<b>Proskauer Rose</b>	Nancy Sher Cohen, Steven Gilford, Seth Schaffer
<b>Reed Smith</b>	David Halbreich, John Shugrue , John Vishneski
<b>HIGHLY RECOMMENDED</b>	
<b>Jenner &amp; Block</b>	John Mathias, Matthew Jacobs
<b>Morgan, Lewis &amp; Bockius</b>	Michel Yves Horton, Paul Zevnik
<b>Perkins Coie</b>	Timothy Burns, Donald Friedman
<b>RECOMMENDED</b>	
<b>Blank Rome</b>	John Heintz
<b>K&amp;L Gates</b>	David McGonigle
<b>Kasowitz, Benson, Torres &amp; Friedman</b>	Jerold Oshinsky, Linda Kornfeld
<b>Latham &amp; Watkins</b>	Peter Rosen, Andrew Lundberg
<b>Willkie Farr &amp; Gallagher</b>	Christopher St. Jeanos, Mitchell Auslander

## INSURANCE LITIGATION: ADVICE TO INSURERS

USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Dentons</b>	Reid Ashinoff, Michael Barr, Sandra Hauser, Ronald Kent
<b>Simpson Thacher &amp; Bartlett</b>	Mary Beth Forshaw, Mary Kay Vyskocil, Bryce Friedman
<b>EXCELLENT</b>	
<b>Debevoise &amp; Plimpton</b>	Nicholas Potter, Thomas Kelly, Edwin Schallert
<b>Duane Morris</b>	Brian A. Kelly, Philip Matthews, Max Stern
<b>O'Melveny &amp; Myers</b>	Allen Burton, Richard Goetz, Tancred Schiavoni
<b>Sidley Austin</b>	Joel Feldman, Susan Stone
<b>HIGHLY RECOMMENDED</b>	
<b>Cahill Gordon &amp; Reindel</b>	Edward Krugman, Thorn Rosenthal
<b>Clyde &amp; Co</b>	Paul Koepff
<b>Cozen O'Connor</b>	Stephen Cozen
<b>Crowell &amp; Moring</b>	Paul Kalish, Clifford Hendler
<b>Step toe &amp; Johnson</b>	Harry Lee, James Rocab, Roger Warin
<b>Troutman Sanders</b>	Leslie Ahari, Gary Dixon
<b>RECOMMENDED</b>	
<b>Chaffetz Lindsey</b>	Steven Schwartz, Charlie Scibetta
<b>Choate, Hall &amp; Stewart</b>	David Attisani, Robert Kole
<b>Gibson, Dunn &amp; Crutcher</b>	Adam Offenhartz, Geoffrey Sigler
<b>Hogan Lovells</b>	David Newmann, David Hensler
<b>Wiley Rein</b>	Daniel Standish



**Our analysis**

**CLYDE & CO:  
GENERATIONS WORTH OF INSURANCE EXPERTISE**



Paul Koepff

Leader:  
Paul Koepff  
Established:  
1933

**Track record:** Highly esteemed for the global strength of its insurance practice, Clyde & Co has insurers and reinsurers at domestic and international level as clients. They most notably represented Westport Insurance in an asbestos-related case which focused on questions surrounding the scope of coverage after insurance was allegedly unavailable when the asbestos-causing product was still on sale. The practice also acted for National Indemnity in international reinsurance arbitration against IRB Brasil Re, where they obtained three arbitral awards for the client.

**Team and differentiation:** The US insurance practice consists of 35 partners and 92 associates. Partner Paul Koepff has significant experience handling industry disputes, coverage litigation and appellate proceedings. Professional liability, D&O and commercial general liability are also some key elements of his practice. He has spent his 30 year career as counsel in some of the most significant insurance coverage and reinsurance disputes and serves as the co-chair of the product insurance coverage subcommittee of the claims litigation management group.

**DENTONS:  
TOP TIER INSURANCE REPRESENTATIVES**



Michael Barr

Leaders:  
Michael Barr, Shari  
Klevens, Keith Moskowitz  
and Sandra Hauser  
Established:  
2013

**Track record:** In 2015, Dentons received great praise when the practice's attorneys defended Genworth Financial against a proposed \$1 billion class action suit with regard to its proposed partial IPO of a subsidiary mortgage company based in Australia. Partners Sandra Hauser and Patrick Gennardo also successfully defended MetLife in five class action lawsuits on the use of insurance practices that misrepresented the company's financial status. Significant clients that the firm regularly represents are Arrowpoint Capital, Marsh USA and CUNA Mutual Group.

**Team and differentiation:** Based in Washington DC and Chicago respectively, co-chairs of the US practice Shari Klevens and Keith Moskowitz lead an insurance practice that covers a range of reinsurance, professional liability issues and property and casualty disputes. They have over 150 partners in insurance worldwide, Michael Barr who is co-chair of Dentons' global insurance sector has represented clients in many high profile insurance disputes but also has significant experience in more traditional coverage lines including environmental and property damage.

**CAHILL GORDON & REINDEL:  
A THRIVING PRACTICE WITH AN EXCELLENT REPUTATION**



Edward Krugman

Leaders:  
Edward Krugman and Thorn  
Rosenthal  
Established:  
1919

**Track record:** In 2015, Cahill's insurance partner Edward Krugman helped defend Chartis Specialty Insurance Co. and obtain a dismissal of a suit filed by CT Investment Management Co. with respect to a \$103 million loan made to a group of hotels in Mexico. Partner Thorn Rosenthal is representing XL Group in an ongoing matter relating to coverage of Amtrak's long-tail liabilities, and is also defending XL Group against several antitrust class actions arising from price fixing and bid rigging allegations. Other clients include: Zurich Insurance, Global Re, Ironshore and Swiss Re.

**Team & differentiation:** With offices in New York, Washington DC and London, this classic firm has eight partners covering insurance matters in the United States, the firm is constantly at the forefront of insurance litigation cases. Partners Edward Krugman and Thorn Rosenthal are known for their market expertise in appellate work as well as class actions in reinsurance arbitrations. Mr. Krugman is the director of the National Center for Law and Economic Justice, while Mr. Rosenthal has taught classes relating to insurance and reinsurance issues at Yale Law School and New York Law School.



## ANTITRUST DISPUTES

USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Cleary Gottlieb Steen & Hamilton	Mark Leddy, Carmine Boccuzzi, Lev Dassin
<b>2</b> Gibson, Dunn & Crutcher	Peter Sullivan, Gary R. Spratling, Scott Hammond
Jones Day	David P. Wales, Thomas Demitrack, John M. Majoras, Alexandre G. Verheyden
Simpson Thacher & Bartlett	Peter C. Thomas, Alan Turner, Jonathan Youngwood, Michael Garvey
Skadden, Arps, Slate, Meagher & Flom	Clifford H. Aronson, Paul M. Eckles, Shepard Goldfein
<b>EXCELLENT</b>	
Covington & Burling	Thomas O. Barnett, Deborah A. Garza
Cravath Swaine & Moore	Christine A. Varney, Evan Chesler, Darin McAtee
Davis Polk & Wardwell	Arthur F. Golden, Greg Andres
Latham & Watkins	Michael Egge, Christopher S. Yates, Amanda P. Reeves
<b>HIGHLY RECOMMENDED</b>	
Arnold & Porter	Jonathan Gleklen, James L. Cooper, Saul P. Morgenstern, Jennifer B. Patterson
Boies, Schiller & Flexner	David Boies
Dechert	George G. Gordon, Michael L. Weiner, Paul T. Denis
Freshfields Bruckhaus Deringer	Paul Yde, Mary Lehner, Tom Ensign
Jenner & Block	Craig Martin, Richard Bricker
Hausfeld	Michael D. Hausfeld, Scott Martin
Hogan Lovells	Janet L. McDavid, Joseph G. Krauss
O'Melveny Myers	Rich Parker, Ian Simmons
Orrick, Herrington & Sutcliffe	Robert A. Rosenfeld, Richard Goldstein, Jessica S. Pers
Wachtell, Lipton, Rosen & Katz	Ilene Knable Gotts, Michael H. Byowitz
Weil Gotschal & Manges	Kevin J. Arquit, Steven A. Newborn
WilmerHale	Thomas Mueller, Michelle D. Miller
Wilson Sonsini Goodrich & Rosati	Susan A. Creighton
<b>RECOMMENDED</b>	
Axinn, Veltrop & Harkrider	Stephen Axinn, John Harkrider
King & Spalding	Jeffrey S. Spigel
Kirkland & Ellis	Michael S. Becker
Mayer Brown	Robert E. Bloch
McDermott Will & Emery	Joseph F. Winterscheid
Morgan, Lewis & Bockius	Steven Reed
Morrison & Foerster	Stephen W. Smith
Paul, Weiss, Rifkind, Wharton & Garrison	Kenneth A. Gallo
Sidley Austin	Joel M. Mitnick
Sullivan & Cromwell	Daryl A. Libow, Yvonne S. Quinn
White & Case	J. Mark Gidley
Winston & Strawn	Jeffrey L. Kessler

## ANTITRUST DISPUTES

USA Best Law Firms: New York City

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Cleary Gottlieb Steen & Hamilton	Mark Leddy, Carmine Boccuzzi, Lev Dassin
Davis Polk & Wardwell	Ronan Harty, Arthur Burke, Joel Cohen
Skadden, Arps, Slate, Meagher & Flom	Clifford H. Aronson, Shepard Goldfein, James Keyte
<b>2</b> Cravath Swaine & Moore	
Gibson, Dunn & Crutcher	Peter Sullivan, John Herfort
Hausfeld	Michael Hausfeld, Scott Martin
Simpson Tacher & Bartlett	Alan Turner, Jonathan Youngwood, Peter Guryan
<b>EXCELLENT</b>	
Boies, Schiller & Flexner	David Boies, Donald Flexner
Wachtell, Lipton, Rosen & Katz	Ilene Knable Gotts, Michael H. Byowitz
Weil, Gotshal & Manges	Kevin J. Arquit, Adam Hemlock, Steven Reiss
<b>HIGHLY RECOMMENDED</b>	
Axinn, Veltrop & Harkrider	Stephen Axinn, John Harkrider
Dechert	Michael Weiner
Paul, Weiss, Rifkind, Wharton & Garrison	Aidan Synnott, Moses Silverman, Andrew Finch
Sullivan & Cromwell	Yvonne S. Quinn, Steven Holley
Winston & Strawn	Jeffrey L. Kessler, A. Paul Victor
<b>RECOMMENDED</b>	
Cohen Milstein Sellers & Toll	Richard Koffman, Kit Pierson
Freshfields Bruckhaus Deringer	Aaron Marcu
Hogan Lovells	Sanford Litvack
Morgan, Lewis & Bockius	Harry Robins, Richard Taffet
Shearman & Sterling	Wayne Dale Collins
White & Case	Joseph Angland, Martin Toto
Willkie Farr & Gallagher	William Rooney, Wesley Powell



## PRODUCT LIABILITY

### USA Best Law Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1 Shook, Hardy &amp; Bacon</b>	Harvey Kaplan, Kenneth Reilly, Frank Kelly, Sean Wajert
<b>Sidley Austin</b>	Debra Pole, Sara Gourley, Maja Eaton, Eugene Schoon
<b>Williams &amp; Connolly</b>	Douglas Marvin, F Lane Heard III, Heidi K Hubbard
<b>2 Bartlit Beck Herman Palenchar &amp; Scott</b>	
<b>DLA Piper</b>	Loren H. Brown, Matthew Holian
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Sheila Birnbaum, Mark Cheffo
<b>EXCELLENT</b>	
<b>1 Bowman and Brooke</b>	Paul Cereghini, Joel Smith, Vincent Galvin
<b>Butler Snow</b>	Christy Jones, Orlando Richmond
<b>Covington &amp; Burling</b>	Paul Schmidt, Michael Imbroscio, Phyllis Jones
<b>Jones Day</b>	Stephanie Parker, Paul M. Pohl
<b>King &amp; Spalding</b>	Chilton Davis Varner, Andrew T Bayman
<b>Mayer Brown</b>	Richard Steuer, Daniel Ring, Andrew Tauber
<b>Pepper Hamilton</b>	Nina Gussack, Sean Fahey
<b>Skadden, Arps, Slate, Meagher &amp; Flom</b>	John H Beisner, Stephen J Harburg
<b>2 Cravath Swaine &amp; Moore</b>	
<b>Greenberg Traurig</b>	Lori Cohen
<b>Hughes Hubbard &amp; Reed</b>	Theodore Mayer, James Fitzpatrick, Charles Cohen
<b>Jenner &amp; Block</b>	Dean Panos, Elizabeth Abbene Coleman
<b>Kirkland &amp; Ellis</b>	Mike Brock
<b>Nelson Mullins Riley &amp; Scarborough</b>	David Dukes
<b>HIGHLY RECOMMENDED</b>	
<b>Arnold &amp; Porter Kaye Scholer</b>	Anand Agneshwar, Arthur Brown, Eric Rubel, Pamela Yates, William Hoffman
<b>Campbell Campbell Edwards &amp; Conroy</b>	James Campbell, William Conroy
<b>Freshfields Bruckhaus Deringer</b>	Elliot Friedman, Olivia Radin
<b>Goldman Ismail Tomaselli Brennan &amp; Baum</b>	Tarek Ismail, Joe Tomaselli, Andrew Goldman
<b>Herbert Smith Freehills</b>	Thomas Riley, Allison Alcasabas
<b>Morgan, Lewis &amp; Bockius</b>	John Lavelle
<b>Wheeler Trigg O'Donnell</b>	Michael L. O'Donnell
<b>STRONG EXPERTISE</b>	
<b>Holland &amp; Knight</b>	Colin Smith
<b>Norton Rose Fulbright</b>	Jonathan Skidmore, Otway Denny, Jan Dodd
<b>Reed Smith</b>	Michael Brown, John Hooper, Michael Scott





## LITIGATION SUPPORT RANKINGS

## MERGER CONTROL, COMPETITION &amp; ANTITRUST

USA Best Litigation Support Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Compass Lexecon (FTI)	Loren Poulsen
Nera	Andrew Carron, Lauren Stiroh
<b>EXCELLENT</b>	
Charles River Associates	Margaret Sanderson
Cornerstone Research	Rahul Guha, Andrea Shepard
The Analysis group	Pierre Y. Cremieux
<b>HIGHLY RECOMMENDED</b>	
Deloitte	Russell Thomson, Trevear Thomas
EY	William M. Casey
Navigant	Matt E. Arenchild, Raman Mandapaka
PWC	Bob Saada

## INTERNATIONAL ARBITRATION

USA Best Litigation Support Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Navigant	Brent Kaczmarek, Jeff Green
PWC	Ted Martens, Chris Barry
<b>EXCELLENT</b>	
Deloitte	Gary J. Levin
FTI	Howard Rosen
<b>HIGHLY RECOMMENDED</b>	
EY	Brian Loughman
KPMG	Amanda Rigby
The Analysis Group	Jeffrey Cohen
<b>RECOMMENDED</b>	
Alix Partners	Sean Dowd
Alvarez & Marsal	Bryan Ruez, James Stanley
Baker Tilly	Mark Heroux
Grant Thornton	Craig Casey
Mazars	Michael Kupka
Nera	Andrew Carron, Chudozie Okongwu
RSM	John Rollins



## FRAUD & INVESTIGATIONS

### USA Best Litigation Support Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>EY</b>	Brian Loughman, Richard Sibery
<b>Navigant</b>	Ellen Zimiles
<b>PWC</b>	Steven Skalak
<b>EXCELLENT</b>	
<b>Deloitte</b>	Don Fancher
<b>KPMG</b>	Phil Ostwalt
<b>Kroll</b>	Daniel E. Karson,
<b>HIGHLY RECOMMENDED</b>	
<b>Cornerstone Research</b>	Frank T. Mascari
<b>Duff &amp; Phelps</b>	Ann Gittleman, Bruce Dubinsky
<b>FTI</b>	Gary G. Kleinrichert, Edward J. Westerman, Brian Ong
<b>Nera</b>	Vinita Juneja
<b>RSM</b>	Scott Peltz
<b>RECOMMENDED</b>	
<b>Baker Tilly</b>	Christine M. Anderson
<b>BDO</b>	Anthony Lendez
<b>Grant Thornton</b>	Peter I. Resnick
<b>Mazars</b>	Michael Kupka

## CORPORATE & COMMERCIAL LITIGATION

### USA Best Litigation Support Firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>EY</b>	Brian Loughman, Richard Sibery
<b>FTI</b>	Ronald F. Greenspan
<b>EXCELLENT</b>	
<b>Deloitte</b>	Gary J. Levin
<b>Houlihan Capital</b>	Theresa Poppei
<b>KPMG</b>	Sharon Katz-Pearlman
<b>Navigant</b>	Raman Mandapaka, P. Gregg Curry
<b>PWC</b>	Patricia Etzold
<b>RSM</b>	Mitch Hirsh, Scott Richter
<b>HIGHLY RECOMMENDED</b>	
<b>Alix Partners</b>	Harvey Kelly
<b>Alvarez &amp; Marsal</b>	Laureen M. Ryan
<b>Cornerstone Research</b>	George G. Strong Jr
<b>The Analysis Group</b>	Richard M. Starfield
<b>RECOMMENDED</b>	
<b>Baker Tilly</b>	Jack Williams
<b>BDO</b>	Dave Kaplan, Jeffrey Katz
<b>GlassRatner</b>	Tom Santoro
<b>Grant Thornton</b>	Craig P. Casey
<b>Huron</b>	Stephen Darr
<b>Kroll</b>	Deborah Gold
<b>Marsh</b>	Charles F. Martin
<b>Mazars</b>	Michael Kupka

## PROXY FIGHTS

### USA Best Proxy Solicitation firms: Nationwide

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Harkins Kovler</b>	Peter Harkins, Jordan Kovler
<b>MacKenzie Partners</b>	Daniel H. Burch, Lawrence E. Denedy, Rob Agosta
<b>EXCELLENT</b>	
<b>DF King</b>	Thomas A. Germinario, Richard H. Grubaugh
<b>Innisfree</b>	Arthur Crozier
<b>HIGHLY RECOMMENDED</b>	
<b>Alliance Advisors</b>	Kevin Mackey, Michael Mackey
<b>Okapi Partners</b>	Bruce H. Goldfarb, Patrick J. McHugh
<b>RECOMMENDED</b>	
<b>AST Fund Solutions</b>	James F. Burke, Jonathan J. Duquette
<b>Georgeson</b>	William Jackson, David Drake
<b>Kroll</b>	David R. Fontaine
<b>Laurel Hill Advisory Group</b>	William J. Catacosinos
<b>Morrow Sodali</b>	John Wilcox

### HARKINS KOVLER: 30+ YEARS IN PROXY CONTESTS IN THE UNITED STATES AND EUROPE



Peter Harkins

Leaders:  
Peter Harkins and Jordan Kovler  
Established:  
2015

**Track record:** The solicitation firm has represented Deutsche Börse AG in a merger of equals with the London Stock Exchange Group and Carl Icahn in connection with his investment in American International Group, Inc. (AIG). The firm's campaigns are supported by a continuous dialogue while optimizing investor vote participation. They have worked on transactions and proxy fights in connection with shareholder activism for Time Warner, Kraft Foods Inc., The Home Depot, and Comcast Corporation among others.

**Team & differentiation:** Peter Harkins is managing director and co-founder of Harkins Kovler. Prior to Harkins Kovler, Harkins has a 20+ year history holding senior and executive positions at D.F. King & Co and Georgeson & Co, his work comprised of many complex super proxy contests that occurred in the US market. Partner Mr. Kovler, joined the firm in September 2016 bringing his experience from his time at DF King where he advised on over twenty announced transactions valued at over \$350 billion.

## PROXY FIGHTS: Change Promoters or Trouble Makers?

Given the current economic environment, where shareholders are unhappy with the managements of underperforming companies, proxy fights are one of the approaches they use to effect change. According to Brad Allen, a senior vice president at Laurel Hill Advisory Group, many campaigns that request change “can face an uphill battle – although not a lost cause – to get winning support for a resolution they recommend shareholders vote against at an annual or special meeting.” If successful, they can result in corporate changes in management, operational changes of the company, or a friendly or hostile takeover. During proxy fights, the major players are the shareholder activists, the board members and their respective legal teams. The key issue for both sides is to secure as many votes in their favor as possible. Enter proxy solicitation firms, another type of key player, experts who know how to identify, locate and communicate efficiently to key shareholders in order to solicit proxy votes.

### Pros & cons of using a proxy solicitation firm

Proxy solicitation firms are a small community, consisting largely of boutique

firms populated with securities attorneys, some of which are specialized in proxy fights. Although most firms operate globally, the most active ones are based in the US and Canada.

Proxy solicitors are often in regular contact with most of the largest institutional investors on various matters and, coupled with their expertise in wide areas such as law, corporate governance and communication, shareholder intelligence and investor relations, they often have out-sized influence on the result of the contest in many cases.

However aside from expenses, transparency and the methods employed to solicit shareholder votes are areas of concern when using a proxy solicitation firm. Data confidentiality is another concern: an example from 2015 saw a famous solicitation firm investigated by federal prosecutors for illegal trading of confidential company information.

### Trends on the US market

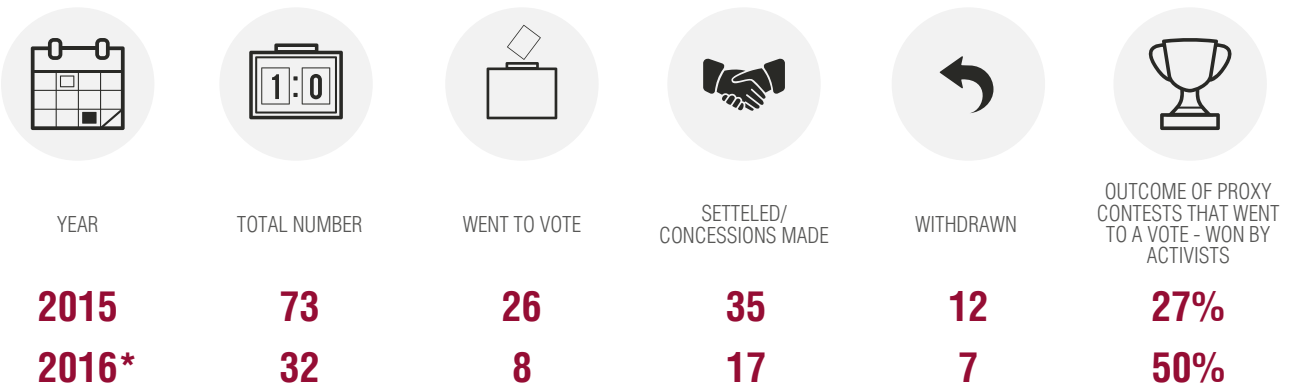
According to FTI Consulting’s 2016 Proxy Season in Review report, 99 proxy fights were initiated by 100 individual activist investors in the 2016 proxy season, a 30% increase on the same period in 2015. The activist win rate reached approximately

60%, in the same ballpark as the rate of 58% in 2015.

Sullivan & Cromwell’s 2016 US Shareholder Activism Review and Analysis report further suggests that corporations and activist investors are more frequently willing to accept a compromise, given that the percentage of completed contests going to a vote has been 40% or less in each of the last four years. In 2016, only eight of the recorded 32 proxy contests went to vote and 17 were either settled or made concessions. (See table) This suggests a management trend towards reaching a settlement before a potential proxy contest is made public, viewing the practice of engaging in private discussions with activist investors to understand and resolve the shareholder’s concerns as more effective.

Faced with increasing demands from active – not just activist – institutional investors, corporations are enhancing thoughtful communications with key investors to share the board’s message on governance and strategy, as well as effectively highlighting the past accomplishments and future potential of the current board and management team. In the future, it is expected that a better mutual understanding of each other’s concerns will reduce the potential for contests. ♦

## HOW OFTEN ARE PROXY CONTESTS SETTLED?



Source: 2016 US Shareholder Activism Review and Analysis, Sullivan & Cromwell  
\*Report published November 28th 2016



RANKINGS

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**2016-2017**



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152	Financial & Post-Acquisition Litigation - France Best Law Firms	P. 196	<b>SWEDEN</b>
154	White Collar Crime - France Best Law Firms	197	International Arbitration - Sweden Best Law Firms
156	International Investigations - France Best Law Firms	P. 198	<b>SWITZERLAND</b>
157	Industrial Risk & Insurance Litigation - France Best Law Firms	199	Commercial Litigation - Switzerland Best Law Firms
160	Claims & Litigation – Aviation - France Best Law Firms	200	International Arbitration - Switzerland Best Law Firms
161	Claims & Litigation – Shipping - France Best Law Firms	202	Switzerland Best Arbitrators
162	Claims & Litigation – Road & Rail - France Best Law Firms	202	Investigations & White Collar Crime - Switzerland Best Law Firms
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# EUROPE





**AUSTRIA**

## COMMERCIAL LITIGATION

### Austria Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Binder Grösswang</b>	Christian Klausegger, Stefan Albiez
<b>Freshfields Bruckhaus Deringer</b>	Thomas Kustor
<b>EXCELLENT</b>	
<b>CHSH Cerha Hempel Spiegelfeld Hlawati</b>	Irene Welser, Peter Vcelouch
<b>CMS Reich-Rohrwig Hainz</b>	Johannes Reich-Rohrwig, Daniela Karollus-Bruner
<b>Dorda Brugger Jordis</b>	Florian Kremslehner, Felix Hörisberger
<b>Wolf Theiss</b>	Clemens Trauttenberg, Holger Bielez
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie - Diwok Hermann Petsche Rechtsanwälte</b>	Alexander Petsche
<b>Brauneis Klauser Prändl Rechtsanwälte (bkp)</b>	Alexander Klauser
<b>Doralt Seist &amp; Csoklich (DSC)</b>	Raimund Bollenberger
<b>Fiebinger, Polak, Leon &amp; Partners (FPLP)</b>	Rudolf Fiebinger
<b>Graf &amp; Pitkowitz Rechtsanwälte</b>	Nikolaus Pitkowitz
<b>Karasek Wietrzyk Rechtsanwälte (KWR)</b>	Thomas Frad, Georg Karasek
<b>Knötzl</b>	Bettina Knötzl
<b>Schönherr</b>	Christoph Lindinger, Andreas Natterer
<b>RECOMMENDED</b>	
<b>Brandl &amp; Talos Rechtsanwälte</b>	Ernst Brandl
<b>DLA Piper Weiss-Tessbach</b>	David Christian Bauer
<b>Fellner Wratzfeld &amp; Partners (fwp)</b>	Markus Fellner
<b>Kunz Schima Wallentin Rechtsanwälte (KSW)</b>	Georg Schima
<b>Oehner Petsche Pollak</b>	Simone Petsche-Demmel



## INTERNATIONAL ARBITRATION

### Austria Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Dorda Brugger Jordis	Florian Kremslehner, Christoph Stippl
Freshfields Bruckhaus Deringer	Günther Horvath
<b>EXCELLENT</b>	
<b>1</b> Graf & Pitkowitz Rechtsanwälte	Nikolaus Pitkowitz
Zeiler.partners Rechtsanwälte	Gerold Zeiler, Markus Schifferl
<b>2</b>	
Binder Grösswang	Michael Kutschera, Christian Klausegger
CHSH Cerha Hempel Spiegelfeld Hlawati	Irene Welser
Fiebinger, Polak, Leon & Partners (FPLP)	Rudolf Fiebinger
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie - Diwok Hermann Petsche Rechtsanwälte	Stefan Riegler, Alexander Petsche
Knötzl	Florian Haugeneder
Konrad & Partners	Christian Konrad
Liebscher Dispute Management	Christoph Liebscher
<b>RECOMMENDED</b>	
ARP Andreas Reiner & Partner	Andreas Reiner
Baier Rechtsanwälte	Erhard Böhm
CMS Reich-Rohrwig Hainz	Daniela Karollus-Bruner
Schönherr	Christoph Lindinger, Anne-Karin Grill
Torggler Rechtsanwälte	Hellwig Torggler
Wolf Theiss	Holger Bielesz

#### BINDER GRÖSSWANG: A DEDICATED TEAM OF LITIGATORS



Christian Klausegger

Leaders:  
Christian Klausegger and  
Stefan Albiez  
Established:  
1962

**Track record:** The firm supports its clients in a wide range of contentious work before courts and arbitration panels. The team has been particularly active in the banking sector, representing the creditors of Heta led by Commerzbank, in a €2.5 billion claim. Clients include prestigious names such as Renault, UniCredit and Swiss Life Group.

**Team & differentiation:** President of the Austrian Arbitration Association (Arb/Aut), Christian Klausegger leads a highly respected team composed of five partners and 16 associates. Partner Stefan Albiez is appreciated for his white collar crime expertise while Michel Kutschera is well regarded for his knowledge of the energy market.

#### GRAF & PITKOWITZ: AN INTERNATIONALLY ORIENTED ARBITRATION PRACTICE



Nikolaus Pitkowitz

Leader:  
Nikolaus Pitkowitz  
Established:  
1995

**Track record:** The firm's lawyers acted as counsel and arbitrators in close to 100 international arbitration proceedings, including high-profile cases, most notably in the largest ever pending Austrian arbitration - a multibillion dispute in the telecoms sector. The firm has recently represented Facebook and the Madoff trustee and is also active in the energy and financial fields.

**Team & differentiation:** Founding partner and head of the dispute resolution practice Nikolaus Pitkowitz is vice-president of VIAC (Vienna International Arbitration Centre) and a certified mediator. The firm has offices in Vienna and Graz and consists of seven equity partners with strong international backgrounds.



# BELGIUM



## COMMERCIAL LITIGATION

### Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Linklaters</b>	Françoise Lefèvre, Joost Verlinden
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Koen Van den Broeck
<b>Eubelius</b>	Herman De Bauw, Patrick Hofströssler
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Hakim Boularbah, Aimery De Schoutheete, Nicolas Angelet, Arnaud Nuyts
<b>NautaDutilh</b>	Stan Brijs
<b>HIGHLY RECOMMENDED</b>	
<b>Altius</b>	Alexander Hansebout, Christophe Ronse
<b>Cleary Gottlieb</b>	Jan Meyers
<b>Jones Day</b>	Vanessa Foncke, Sébastien Champagne
<b>Loyens &amp; Loeff</b>	Martine De Roeck, Peter Callens
<b>Lydian</b>	Yves Lenders
<b>Omega Law</b>	Johan Verbist
<b>QUINZ</b>	Benoît Allemeersch
<b>Stibbe</b>	Hans Van Bavel, Nicolas Résimont, Paul Van der Putten
<b>Strelia</b>	Jean-Pierre Fierens, Olivier Clevenbergh
<b>RECOMMENDED</b>	
<b>Arcas Law</b>	Bruno Maes, Bart Volders
<b>Buyle Legal</b>	Jean Pierre Buyle
<b>Contrast</b>	Luc Demeyere
<b>Cresco</b>	Tessa Gijbels
<b>Monard Law</b>	Daan De Jaeger
<b>Fieldfisher</b>	Jean-François Germain, Emmanuel Roger France
<b>Tossens Goldman</b>	Jean-François Tossens, Sophie Goldman
<b>Van Bael &amp; Bellis</b>	Catherine Longeval, Martin Favart, Jean-François Bellis

#### LINKLATERS: A MOST IN-DEMAND LITIGATION PRACTICE



Françoise Lefèvre

**Leaders:**  
Françoise Lefèvre and Joost Verlinden  
**Established:**  
1973

**Track record:** Linklaters' dispute resolution department in Belgium handle the most sensitive and complex cases for major local and international clients in a wide variety of industries. The team recently acted for GDF SUEZ and Electrabel in numerous proceedings regarding the profitability of Belgian nuclear power plants.

**Team & differentiation:** Litigation partner Joost Verlinden is considered one of the best litigators in the Belgian market. He specialized in banking litigation and commercial arbitration. Françoise Lefèvre focuses on corporate and banking litigation, corporate and white collar crime and arbitration both at domestic and international level.

#### ALTIUS: COMPETING WITH THE MAJOR PLAYERS



Alexander Hansebout

**Leaders:**  
Alexander Hansebout and Christophe Ronse  
**Established:**  
2002

**Track record:** Altius' dispute resolution department is skilled in dealing with litigation and arbitration related to commercial, corporate, finance and insolvency issues as well as competition law and liability and insurance matters, before Belgian and international courts. The team has assisted UEFA, Tiroler Glashütte and Bally International AG.

**Team and differentiation:** The team is respected for a strong client-oriented approach, Alexander Hansebout specialized in insolvency and restructuring litigation while Christophe Ronse focuses on patent and healthcare disputes. EU competition partner Carmen Verdonck advises on complex contractual matters.

## INTERNATIONAL ARBITRATION

### Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Hanotiau &amp; Van den Berg</b>	Bernard Hanotiau, Albert Jan van den Berg, Pascal Hollander
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Werner Eyskens, Joost Everaert, Koen Van den Broeck
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Hakim Boularbah, Aimery De Schoutheete, Nicolas Angelet, Arnaud Nuyts
<b>Linklaters</b>	Françoise Lefèvre, Joost Verlinden
<b>2</b>	
<b>Daldewolf</b>	Marc Dal, Patrick De Wolf, Georges-Albert Dal
<b>Matray, Matray &amp; Hallet</b>	Didier Matray
<b>Simont Braun</b>	Rafaël Jafferali
<b>Strelia</b>	Jean-Pierre Fierens
<b>HIGHLY RECOMMENDED</b>	
<b>Contrast</b>	Luc Demeyer, Frank Wijckmans
<b>Lexlitis</b>	Dirk De Meulemeester
<b>Loyens &amp; Loeff</b>	Peter Callens
<b>NauthaDutilh</b>	Marc van der Haegen
<b>QUINZ</b>	Benoît Allemeersch
<b>RECOMMENDED</b>	
<b>Altius</b>	Alexandre Hansebout
<b>Fieldfisher</b>	Jean-François Germain
<b>Jason Bagniet</b>	Cédric Alter, Mireille Buydens
<b>Jones Day</b>	Vanessa Foncke
<b>Omega Law</b>	Johan Verbist
<b>Stibbe</b>	Nicolas Résimont, Benoît Kohl
<b>Schoups</b>	Marco Schoups

### STRELIA: A MULTIDISCIPLINARY AND CLIENT-ORIENTED APPROACH



Jean-Pierre Fierens

Leaders:  
Jean-Pierre Fierens, Olivier  
Clevenbergh and Bart De  
Moor

Established:  
2013

**Track record:** The firm assists various franchisors with respect to their disputes with franchisees and has assisted a chairman of a board in a highly mediatized criminal and civil proceeding related to the failure of a Belgian bank. The firm combines his corporate transactional practice with an important contentious practice.

**Team & differentiation:** Jean-Pierre Fierens specializes in corporate law and distribution law. Over the last ten years he has been appointed more than 30 times as sole arbitrator, co-arbitrator or chairman of an arbitral tribunal. He also acts as counsel in arbitration matters. He is an accredited mediator at the CEDR (Centre for Effective Dispute Resolution).

## BELGIUM BEST ARBITRATORS

The Arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>1 Bernard Hanotiau</b>	Hanotiau & Van den Berg
<b>Albert Jan van den Berg</b>	Hanotiau & Van den Berg
<b>2</b>	
<b>Olivier Caprasse</b>	Hanotiau & Van den Berg
<b>Pascal Hollander</b>	Hanotiau & Van den Berg
<b>Françoise Lefèvre</b>	Linklaters
<b>Didier Matray</b>	Matray Matray Hallet
<b>Vera Van Houtte</b>	Professor
<b>EXCELLENT</b>	
<b>Peter Callens</b>	Loyens & Loeff
<b>Georges-ALbert DAI</b>	Daldewolf
<b>Marc Dal</b>	Daldewolf
<b>Luc Demeyer</b>	Contrast
<b>Johan Erauw</b>	Professor
<b>Dirk de Meulemeester</b>	Lexlitis
<b>Jean-Pierre Fierens</b>	Strelia
<b>Koen Van Den Broeck</b>	Allen & overy
<b>Flip Petillion</b>	Crowell & Moring
<b>Denis Philippe</b>	Phillipe & Partners
<b>Jean François Tossens</b>	Tossens Goldman
<b>Johan Verbist</b>	Omega Law

## EU COMPETITION LITIGATION

### Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Antoine Winckler, Nicholas Levy
<b>Freshfields Bruckhaus Deringer</b>	Frank Montag, Laurent Garzaniti
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Dirk Arts
<b>Ashurst</b>	Alexandre Vandencastele, Denis Fosselard, Denis Waelbroeck
<b>BonelliErede</b>	Massimo Merola
<b>Bredin Prat</b>	Marc Pittie
<b>Jones Day</b>	Bernard E. Amory
<b>Latham &amp; Watkins</b>	Howard Rosenblatt, Sven Völcker
<b>Linklaters</b>	Gerwin Van Gerven, Bernd Meyring
<b>Quinn Emanuel</b>	Nadine Herrmann, Trevor Soames
<b>SheppardMullin</b>	Jacques Derenne
<b>Skadden Arps</b>	Ingrid Vandenborre
<b>Van Bael &amp; Bellis</b>	Jean-François Bellis, Porter Elliott, Andrzej Kmiecik
<b>White &amp; Case</b>	Jacquelyn MacLennan, Mark Powell
<b>HIGHLY RECOMMENDED</b>	
<b>Altius</b>	Carmen Verdonck
<b>Arnold &amp; Porter Kaye Scholer</b>	Tim Frazer, Marleen Van Kerckhove, Luc Gyselen
<b>Baker McKenzie</b>	Fiona Carlin
<b>Clifford Chance</b>	Tony Reeves
<b>Contrast</b>	Frank Wijckmans, Filip Tuytschaever
<b>Covington &amp; Burling</b>	Miranda Cole, Johan Ysewyn
<b>DLA Piper</b>	Berthold Bär Bouysnière
<b>Eubelius</b>	Hans Gilliams, Jan Bocken
<b>Fieldfisher</b>	Koen Van Maldegem, Claudio Mereu, Tom Pick
<b>Gibson, Dunn &amp; Crutcher</b>	David Wood, Peter Alexiadis
<b>Hengeler Mueller</b>	Markus Röhrig, Hans-Jörg Niemeyer
<b>Hogan Lovells</b>	Christopher Thomas
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Stefaan Raes
<b>Mayer Brown</b>	Jens Peter Schmidt, Julian Ellison
<b>Slaughter &amp; May</b>	John Boyce
<b>Stibbe</b>	Peter Wytinck
<b>RECOMMENDED</b>	
<b>Alphalex-Avocats</b>	Jean-Paul Hordies
<b>Buyle Legal</b>	Bruno Lebrun
<b>Cadwalader</b>	Vincent Brophy
<b>CMS DeBacker</b>	Annabelle Lepièce
<b>Daldewolf</b>	Thierry Bontinck, Pierre Goffinet
<b>Garrigues</b>	José Luis Buendía Sierra
<b>Gide</b>	Benoît Le Bret, Stéphane Hautbourg
<b>Noerr</b>	Helge Heinrich, Alexander Israel
<b>Gleiss Lutz</b>	Ulrich Soltész
<b>Heuking Kühn Lüer Wojtek</b>	Simon Hirsbrunner
<b>Norton Rose Fulbright</b>	James R. Modrall
<b>Squire Patton Boggs</b>	Brian Hartnett

#### QUINN EMANUEL: BRUSSELS PRESENCE STRENGTHENED WITH ARRIVAL OF LEADING PLAYER



Trevor Soames

**Track record:** The European competition team is experienced both in public and private enforcement of national and EU competition laws and assists clients with all aspects of competition law, in particular in the telecommunications, pharmaceutical, life sciences, financial services and transportation sectors.

**Team & differentiation:** Nadine Herrmann is managing partner of the Hamburg and Brussels offices. She specializes in competition issues, intellectual property and other regulatory and commercial litigation. Trevor Soames, who joined the firm in December 2016, is considered a rainmaker in the EU competition field.

**Leaders:**  
Trevor Soames and Nadine Herrmann

**Established:**  
2014

#### ALPHALEX-AVOCATS: AN INNOVATIVE LEGAL OFFER



Jean-Paul Hordies

**Track record:** Bringing together legal practitioners from across the European Union under a European Economic Interest Grouping, Alphalex Avocats has experience litigating before the European Court of Human Rights in Strasbourg and the European Court of Justice in Luxembourg, as well as other national supreme courts.

**Team & differentiation:** Founded by Jean-Paul Hordies, the firm is active in sectors such as competition, human rights, public law, environment, media and sport law and corporate finance. The team includes lawyers and barristers from different cultural background qualified to litigate in Bruxelles, Paris, Strasbourg, Porto, São Paulo, Rome and London.

**Leader:**  
Jean-Paul Hordies

**Established:**  
2015



**PATENT LITIGATION**

## Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Altius</b>	Paul Maeyaert, Christophe Ronse
<b>Bird &amp; Bird</b>	Jean-Christophe Troussel, Bruno Vandermeulen
<b>Crowell &amp; Moring</b>	Kristof Roox
<b>Hoyng Rokh Monegier</b>	Carl De Meyer, Benoît Strowel, Liesebeth Weynants
<b>EXCELLENT</b>	
<b>Fieldfisher</b>	Stijn Debaene
<b>Nauta Dutilh</b>	Philippe Peters, Florence Verhoestraete
<b>Simont Braun</b>	Eric De Gryse, Fernand de Visscher
<b>Stibbe</b>	Ignace Vernimme
<b>HIGHLY RECOMMENDED</b>	
<b>Janson Baugniet</b>	Mireille Buydens
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Etienne Kairis
<b>Linklaters</b>	Pieter Van Den Broecke
<b>Cape IP Law</b>	Patricia Cappuyns, Veronique Pede
<b>RECOMMENDED</b>	
<b>DLA Piper</b>	Nicolas Becker
<b>LMBD Prioux</b>	Louis Puts
<b>Lydian</b>	Annick Mottet Haugaard
<b>Van Innis &amp; Delarue</b>	Dieter Delarue

## TRADEMARK LITIGATION

### Belgium Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Altius</b>	Paul Maeyaert, Christophe Ronse, Olivier Vrins
<b>Hoyng Rokh Monegier</b>	Carl De Meyer, Carina Gommers
<b>NautaDutilh</b>	Philippe Peters, Florence Verhoestraete
<b>Simont Braun</b>	Emmanuel Cornu, Eric De Gryse
<b>EXCELLENT</b>	
<b>Bird &amp; Bird</b>	Jean-Christophe Troussel, Benoit Van Asbroeck, Bruno Vandermeulen
<b>CMS DeBacker</b>	Tom Heremans, Reanud Dupont
<b>Crowell &amp; Moring</b>	Flip Petillion
<b>Lydian</b>	Annick Mottet Haugaard
<b>Stibbe</b>	Ignace Vernimme
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Koen De Winter
<b>Cape IP Law</b>	Mireille Buydens
<b>Fieldfisher</b>	Stijn Debaene
<b>KOAN</b>	Christine De Keersmaeker
<b>Liedekerke Wolters Waelbroeck Kirkpatrick</b>	Etienne Kairis
<b>Linklaters</b>	Pieter Van Den Broecke
<b>LMBD Prioux</b>	Louis Puts
<b>Van Innis &amp; Delarue</b>	Thierry Van Innis
<b>RECOMMENDED</b>	
<b>Ambos NBGO</b>	Bart Vandereecht
<b>Monard d'Hulst</b>	Daan De Jaeger
<b>Time.lex</b>	Frederic Debusseré
<b>Van Bael &amp; Bellis</b>	Peter L'Ecluse



**FRANCE**



## LITIGATION SUPPORT

### COMMERCIAL LITIGATION

France Best Litigation Support Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Accuracy</b>	Jean-Baptiste de Courcel, Xavier Gallais, Nicolas Barsalou
<b>Deloitte</b>	Elisabeth Avril
<b>EXCELLENT</b>	
<b>1 Eight Advisory</b>	Céline Leroy
<b>PWC</b>	Fabienne Borde, Jean-Louis Di Giovanni, Dominique Perrier
<b>Ricol Lasteyrie Corporate Finance</b>	Jean-Charles de Lasteyrie
<b>Sorgem Évaluation</b>	Maurice Nussenbaum, Guy Jacquot, Claire Karsenti, Teddy Guérineau
<b>2 Abergel &amp; Associés</b>	Alain Abergel, Jean-Noël Munoz, Romain Lobstein
<b>BDO</b>	Michel Léger, Caroline Allouët, Fabrice Chaffois
<b>EY</b>	Frédéric Elkeslassy
<b>Finexsi</b>	Olivier Peronnet, Olivier Courau, Lucas Robin, Christophe Lambert
<b>KPMG</b>	Jean-Luc Guitera, Caroline Albarel
<b>Mazars</b>	Luc Marty
<b>William Nahum Associés &amp; Partenaires</b>	William Nahum
<b>HIGHLY RECOMMENDED</b>	
<b>Afival</b>	Philippe Campos
<b>Compass Lexecon</b>	David Sevy
<b>Duff &amp; Phelps</b>	Marc Mélou
<b>Exco Paris</b>	Alain Auvray, Emmanuel Charrier
<b>Forensic Risk Alliance</b>	Yousr Khalil
<b>Legoux Associés</b>	Antoine Legoux
<b>Microeconomix</b>	Gildas de Muizon, François Lévêque
<b>OCA</b>	Mikael Ouaniche, Alain Ouaniche
<b>RECOMMENDED</b>	
<b>AlixPartners</b>	Laurent Petizon, Liam Colley
<b>Arca Conseil</b>	David Benarroch
<b>Cailliau Dedouit et Associés</b>	Jean-Jacques Dedouit, Isabelle de Kerviler, Stéphane Lipski, Rémi Savourmin, Didier Cardon
<b>FTI Consulting</b>	James Nicholson, Alexandre Rivière, Juliette Fortin, Stéphanie Lhomme
<b>Kroll</b>	Bécher Mana
<b>Ledouble</b>	Agnès Piniot, Dominique Ledouble
<b>NG Finance</b>	Olivier Schwab
<b>Prorevisé</b>	Pierre Loeper, Didier Fauray
<b>Tera Consultants</b>	Laurent Benzoni
<b>Valphi</b>	Emmanuel Dayan

### INTERNATIONAL ARBITRATION

France Best Litigation Support Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Accuracy</b>	Jean-Baptiste de Courcel, Erik van Duijvenvoorde, Nicolas Barsalou, Christophe Schmit
<b>FTI Consulting</b>	Juliette Fortin, James Nicholson, Alexandre Rivière, Matthias Cazier-Darmois, Stéphanie Lhomme
<b>EXCELLENT</b>	
<b>Deloitte</b>	Elisabeth Avril, Andrew Flower, Anthony Charlton
<b>Eight Advisory</b>	Céline Leroy
<b>EY</b>	Frédéric Elkeslassy
<b>KPMG</b>	Jean-Marc Lefort, Jean-Luc Guitera
<b>Mazars</b>	Luc Marty
<b>PWC</b>	Fabienne Borde, Dominique Perrier
<b>HIGHLY RECOMMENDED</b>	
<b>1 Duff &amp; Phelps</b>	Yann Magnan, Carine Tourneur, Marc Mélou, Hannah Rossiter
<b>Exco Paris</b>	Emmanuel Charrier, Alain Auvray
<b>Finexsi</b>	Olivier Peronnet, Olivier Courau, Lucas Robin, Christophe Lambert
<b>Sorgem Évaluation</b>	Maurice Nussenbaum, Claire Karsenti
<b>2 BDO</b>	Michel Léger
<b>Compass Lexecon</b>	David Sevy
<b>Forensic Risk Alliance</b>	Yousr Khalil
<b>Microeconomix</b>	Gildas de Muizon, François Lévêque
<b>OCA</b>	Mikael Ouaniche, Alain Ouaniche



## FINANCIAL FRAUD

### France Best Litigation Support Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>KPMG</b>	Jean-Marc Lefort
<b>PWC</b>	Fabienne Borde, Jean-Louis Di Giovanni, Dominique Perrier
<b>EXCELLENT</b>	
<b>Deloitte</b>	Rédouane Bellefqih, Karl Payeur, Olivier Mauduit, Elisabeth Avril
<b>EY</b>	Philippe Hontarrède, Antoinette Gutierrez-Crespin
<b>HIGHLY RECOMMENDED</b>	
<b>Accuracy</b>	Frédéric Loeper, Christophe Schmit, François Filion
<b>BDO</b>	Jean-Marc Allouët
<b>FIP</b>	Marc Hürner, Hervé Zany
<b>Forensic Risk Alliance</b>	Yousr Khalil
<b>Mazars</b>	Luc Marty, François Nogaret
<b>RECOMMENDED</b>	
<b>Abergel &amp; Associés</b>	Romain Lobstein
<b>AlixPartners</b>	Steven Ambord
<b>Baker Tilly</b>	Florent Pinard
<b>Control Risks</b>	Frédéric Bedouet
<b>Eight Advisory</b>	Céline Leroy
<b>Exco Paris</b>	Emmanuel Charrier, Alain Auvray
<b>Finexsi</b>	Olivier Peronnet, Olivier Courau, Lucas Robin, Christophe Lambert
<b>FTI Consulting</b>	James Nicholson, Alexandre Rivière, Stéphanie Lhomme
<b>Kroll</b>	Béchir Mana
<b>Ledouble Associés</b>	Agnès Piniot
<b>Ricol Lasteyrie Corporate Finance</b>	Sonia Bonnet-Bernard, Jean-François Sablier

## ANTITRUST LITIGATION

### France Best Litigation Support Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Charles River Associates</b>	Laurent Flochel
<b>Compass Lexecon</b>	David Sevy
<b>MAPP</b>	David Spector
<b>Microeconomix</b>	Gildas de Muizon, François Lévêque
<b>EXCELLENT</b>	
<b>Accuracy</b>	Xavier Chevreux
<b>Oxera</b>	Pascale Déchamps
<b>RBB Economics</b>	Francesco Rosati
<b>Sorgem Évaluation</b>	Maurice Nussenbaum, Claire Karsenti
<b>Tera Consultants</b>	Laurent Benzoni
<b>HIGHLY RECOMMENDED</b>	
<b>AlixPartners</b>	Liam Colley
<b>Exco Paris</b>	Alain Auvray, Emmanuel Charrier
<b>Finexsi</b>	Olivier Peronnet, Christophe Lambert
<b>Institut d'Économie industrielle (IDEI)</b>	Jean Tirole
<b>KPMG</b>	Jean-Luc Guitera
<b>Minds &amp; Hearts</b>	Jean-François Laborde
<b>PWC</b>	Fabienne Borde



## COMMERCIAL LITIGATION

## France Best Law firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Bredin Prat	Jean-Daniel Bretzner, Florian Bouaziz, Sylvie Morabia, Sophie Cornette de Saint Cyr
Darrois Villey Maillot Brochier	Mathieu Brochier, Cyril Bonan, Emmanuel Brochier, Jean-Michel Darrois, Christophe Ingrain, Laurent Aynès
Linklaters	Arnaud de La Cotardière
Orrick Rambaud Martel	J.-P. Martel, J.-M. Leprêtre, F. Lalance, A. Marraud des Grottes, E. Boursican, M. Lallemand
Veil Jourde	Jean Veil, Georges Jourde, Emmanuel Rosenfeld, Yankel Bensoussan, Eric Deubel
<b>2</b> Altana	Guillaume Forbin, Julien Balensi, Michel Jockey, Christophe Lapp, Pierre-Gilles Wogue
August & Debouzy	K. Haeri, A. Cohen-Jonathan, P.-C. Ranouil, M. Danis, B. van Gaver, C. Dupeyron
Clifford Chance	Thibaud d'Alès, Diego de Lammerville, Thomas Baudesson, Jean-Pierre Grandjean
Freshfields Bruckhaus Deringer	Stéphane Bénouville, Dimitri Lecat
Hogan Lovells	Antoine Juaristi, Cécile Derycke, Christine Gateau, Thomas Rouhette
Weil Gotshal & Manges	Didier Malka, Claude Serra, Bernard Casanova
<b>EXCELLENT</b>	
<b>1</b> Allen & Overy	Erwan Poisson, Denis Chemla, Marie Stoyanov
Cleary Gottlieb Steen & Hamilton	Claudia Annacker, Jean-Yves Garaud
CVML	Philippe Lauzeral, Thierry Cotty
De Gaulle Fleurance & Associés	F. Manin, J.-F. Paque, A. Pinna, L. de Gaulle, V. Lafarge-Sarkozy, P. Blaquier Cirelli, J. de Michele
De Pardieu Brocas Maffei	Mathieu Barthélemy, Philippe Dubois, Dominique Lefort, Joanna Gumpelson, Barbara Levy, Paul Talbourdet
Dethomas Peltier Juvigny & Associés	Arthur Dethomas, Frédéric Peltier
Gide	Michel Pitron, Patrick Quart, Bruno Quentin
Jeantet	Julien Martinet, Florent Prunet, Lorraine Donnedieu de Vabres-Tranié, Yves Repiquet, Jean Néret, Paul Cocchiello
Lantourne & Associés	Kristell Cattani, Maurice Lantourne, Flavie Hannoun
Racine	F. Chaput, L. Jourdan, V. Ledoux-Tömek, B. Néouze, B. Cavalie, E. Laverrière, A. Diesbecq, C. di Fazio Perrin, T. Gallois, N. Segundo
Reinhart Marville Torre	Jean Reinhart, Jérôme Marsaudon, Louis-Marie Absil, Marc Susini, Antoine Dérot
<b>2</b> BFPL Avocats	Christophe Pech de Laclause, François Berbinau, Amaury Sonet
Chatain & Associés	Antoine Chatain, Hyppolyte Marquetty, Solèn Guezille, Stéphane Lataste
Dentons	Pascale Poupepin, Frédérique Meslay Caloni, Pierre Lévêque, Christine Sèvere
Franklin	Yann Colin
FTP	Edouard Fabre, Rajeev Sharma Fokeer, Robert Corcos, Laurence Lepinoix, Fabrice Lorvo, Emmanuel d'Antin, Serge-Antoine Tchekhoff
Herbet Smith Freehills	Clément Dupoirier
Latham & Watkins	Myria Saarinen, Fabrice Fages
Laude Esquier Champey	Richard Esquier, Olivier Laude, Victor Champey, Nathalie Karpik
Paul Hastings	Aline Poncelet, Pierre Kirch, Dominique Borde, Philippe Bouchez El Ghozi, Nicolas Faguer, Guillaume Kellner
Simmons & Simmons	Jacques-Antoine Robert, Eric Boillot, Thierry Gontard, Ombline Ancelin, Alexandre Regniault, Etienne Kowalski
Skadden	Olivier Diaz, Armand W. Grumberg
<b>3</b> Brandford Griffith & Associés	Diane Pasturel, Henri Brandford Griffith
Chemarin & Limbour	Alexandre Limbour
Dunaud Clarenc Combles & Associés	Bénédicte Michel, Christophe Clarenc, Natacha Levine, Patrick Dunaud
Jones Day	Laurent Martinet, Ozan Akyurek, Rémy Fekete
Szpinar Toby Ayela Semerdjian	Christophe Ayela, Renaud Semerdjian
Taylor Wessing	Philippe Glaser, Benoît Goulesque-Monaux, Paul-Albert Iweins
Viguié Schmidt	Nicolas Viguié, Yves Schmidt
White & Case	Philippe Métais, Ludovic Malgrain
Willkie Farr & Gallagher	Dominique Mondoloni
Winston & Strawn	Anne-Carine Ropars-Furet, Gilles Bigot, Guillaume-Denis Faure, Maria Kostytska, Mathilde Lefranc-Barthe
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Baker McKenzie	Éric Borysewicz, Jean-Dominique Touraille
BCTG Avocats	Augustin Nicolle, Diane Mouratoglou, Séverin Kullmann
Bernard Hertz Béjot	Marie-Elisabeth Hertz, Alexander Blumrosen, Sylvain Rieuneau, Stéphane Cournot, Patrick Bernard
Betto Seraglini	Gaëlle Le Quillec, Thierry Tomasi, Jean-Georges Betto, Christophe Seraglini, Julien Fouret
Boken	Raphaël Gauvain, Franck Poindessault, Félix de Belloy, Antoine Beauquier
DS Avocats	Marie-Christine Mergny, Bertrand Potot, Sandra Dorizon, Arnaud Constant, Jérôme Richardot
Granrut Avocats	Olivier Binder, Bertrand Pébrier, Bruno Quint, Etienne Rocher, Jean-Patrick Delmotte
King & Spalding	Vanessa Benichou, Joël Alquezar
Lacourte Raquin Tatar	Serge Tatar, Alexis le Lièpvre, Jean-Jacques Raquin
LMT Avocats	J.-Y. Foucard, A. Bourdon, E. Fleury, C. Connor, Olivier Samyn, C. Héry, A. Gruber, B. Richard
Rossi Bordes	Dominique Bordes
SLV&F	Olivier Loizon, Martin Donato
Simon Associés	Sophie Navrolles, Joachim Bernier
Solférino Associés	Guillaume Buge, Charlotte Plantin, Oun-Tat Tieu
<b>2</b> Archers	Fabrice Patrizio, Antony Martinez
Ashurst	Eric Bouffard, Jean-Pierre Farges, Pierre-Emmanuel Fender
Dechert	Jacques Sivignon, Xavier Nyssen
DLA Piper	Bruce Mee, Frédéric Azoulay, Michèle Anahory
Farthouat Avocats	Nicolas Boulay, Dominique Dedieu, Christophe Llorca
Fidal	Bruno Berger-Perrin, Daniel Rota, Isabelle Vaugon
Fieldfisher	Philippe Netto, Bruno Paccioni, Pascal Squercioni
Genesis Avocats	Philippe Feitussi
HPML	Christophe Théron

<b>HW&amp;H</b>	Dominique Heintz, Michel Wolfer, Béatrice Deshayes
<b>Miguérès Moulin</b>	Guilhem Affre, Emmanuel Moulin
<b>Ngo Jung &amp; Partners</b>	Aurélie Boulbin, Pierre Jung, Gérard Ngo, Marion Ngo
<b>PDGB Avocats</b>	Xavier Hugon, Philippe Julien, Sylvia Spalter, Bertrand Jardel, Philippe Laye
<b>Poirier Schrimpf &amp; Associés</b>	Bruno Schrimpf, Isabelle Lagrange
<b>SBKG &amp; Associés</b>	Julien Mayeras, Bertrand de Haut de Sigy, David Gordon-Krief, Sophie Erignac Godefroy
<b>Selene Avocats</b>	Laurent Archambault
<b>Squire Patton Boggs</b>	Antoine Adeline, Marie-Aimée Peyron, Carole Sportes
<b>Stehlin &amp; Associés</b>	Marc-Pierre Stehlin, Frédéric Lecomte, Léopold Farque
<b>Stephenson Harwood</b>	Barthélemy Cousin, Nicolas Demigneux
<b>3 Arago</b>	Julien Andrez
<b>Ayache Salama</b>	Michel Ayache
<b>Bird &amp; Bird</b>	Marion Barbier, Annet van Hooft, Anne-Florence Raducault
<b>Bryan Cave</b>	Constantin Achillas, Kathie Claret
<b>CGR Legal</b>	Gilles Gassenbach
<b>Cornet Vincent Ségurel</b>	A. Cornet, N. De La Taste, T. Deschryver, S. Harel, F. Herpe, A. Poulain, J.-F. Puget, J. Wiehn
<b>Courtois Lebel</b>	Philippe Courtois, Bruno Martin
<b>Delsol Avocats</b>	Stéphane Perrin, Pierre-Marie Durade-Replat, Alexis Chabert
<b>Elkrief Avocats</b>	Danielle Elkrief
<b>Hoche Société d'avocats</b>	Catherine Ottaway
<b>Hughes Hubbard &amp; Reed</b>	Marc Henry
<b>INCE &amp; Co</b>	Vy-Loan Huynh-Olivieri
<b>Kramer Levin Naftalis &amp; Frankel</b>	Renaud Dubois, Christian Orengo, Marie-Christine Fournier-Gille
<b>Lefèvre Pelletier &amp; Associés</b>	Martine Blanck-Dap, Xavier Cledat
<b>ML&amp;A Avocats</b>	Michel Laval
<b>Norton Rose Fulbright</b>	Christian Dargham, Philippe Hameau
<b>Rivedroit Avocats</b>	Guillaume Krafft, David Lutran, Nicolas Maubert
<b>UGGC Avocats</b>	Sylvie Welsch, Jean-François Canat, Jean-Jacques Uettwiller, Thierry Montéran, Jean-Philippe Crot
<b>Wilhelm et Associés</b>	Pascal Wilhelm

### ALTANA: OUT IN FRONT IN THE CONSTRUCTION SECTOR



Christophe Lapp

Leader:  
Christophe Lapp  
Established:  
2010

**Track record:** Altana recently advised a major logistics player in a litigation. The team also acted on behalf of a top-tier French company in a proceeding related to the governance of a joint venture. In addition they represented a tourism company in a dispute relating to the suspension of their commercial relationship with an airline company.

**Team & differentiation:** The team boasts top level litigation expertise in the construction and infrastructure sectors. Equally at ease intervening in local and international arbitrations, the team, which is lead by Christophe Lapp, is capable of performing in all jurisdictions and before all independent authorities.

### LAUDE ESQUIER CHAMPEY: REACTIVE AND AGILE LITIGATION BOUTIQUE



Olivier Laude

Leaders:  
Olivier Laude, Richard Esquier and Victor Champey  
Established:  
2008

**Track record:** The six-partner French litigation boutique are adept at handling multi-million euro commercial disputes and have represented numerous international corporations including MGA Entertainment, FIFA and several leading global banks. Financial disputes and complex, cross-border inheritance disputes are also a focus of the firm.

**Team and differentiation:** The reactive team at Laude Esquier Champey are expert litigators, with the agility to tackle all commercial disputes at all stages of the process – both domestically and internationally. Media, luxury goods and the service industries are key sectors for the firm. Team leader, Olivier Laude, is the go-to litigator for those in the telecommunication and media sector and holds strong expertise in white collar crime and arbitration. Claire Machureau has recently joined as partner, focusing on employment litigation.

### BRYAN CAVE: A GLOBAL FIRM WITHOUT LIMITS



Constantin Achillas

Leader:  
Constantin Achillas  
Established:  
2008 (Paris office)

**Track record:** The US law firm with a strong European presence benefits from its global expertise with over 1,000 lawyers internationally, making it an apt choice for cross border disputes. The firm has a strong corporate focus, with their litigation expertise including white collar crime litigation – in which they usually represent foreign clients. Clients range from small private companies to multinational corporations, with the industrial, mining, and retail sectors representing significant industries for the firm.

**Team and differentiation:** Acting as one firm is central to Bryan Cave's philosophy, providing clients with expertise across numerous jurisdictions with ease. Constantin Achillas leads the Paris dispute resolution team, acting primarily for domestic and international corporations and financial institutions. The French team have represented clients across Europe, as well as in the US and Africa.

### WINSTON & STRAWN: STRONG CROSS-SECTOR LITIGATION EXPERTISE



Gilles Bigot

Leader:  
Gilles Bigot  
Established:  
1995

**Track record:** The team took part in many major cases in France recently; Mutuelle Nationale des Hospitaliers (MNH), Ramsay Générale de Santé and Croix Rouge Française, to name but a few. The firm has extensive experience in the healthcare sector, representing a private hospital group and a medical laboratory. They also have significant practice working for CEOs and traders.

**Team & differentiation:** Composed of 13 lawyers, including five partners, the Paris team has a broad litigation practice. Gilles Bigot, head of the department, is also managing partner of the Paris office and is a well-known architect of healthcare law in the French and European markets.



## INTERNATIONAL ARBITRATION

## France Best Law firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Shearman & Sterling	Emmanuel Gaillard, Yas Banifatemi, Coralie Darrigade, Jennifer Younan
White & Case	C. von Krause, M. Polkinghorne, C. Nairac, C. Seppälä, A. de Lotbinière McDougall, N. Bouchardie
<b>2</b> Bredin Prat	Louis Christophe Delanoy, Tim Portwood, Raéd Fathallah, José María Pérez
Dechert	José Manuel García Represa, Eduardo Silva Romero, Jacques Sivignon, Philip Dunham, Xavier Nyssen
Freshfields Bruckhaus Deringer	Noah Rubins, Ben Juratowitch, Elie Kleiman, Peter Turner
Quinn Emanuel Urquhart & Sullivan	Philippe Pinsolle, Thomas Voisin, Isabelle Michou, Michael Young
<b>EXCELLENT</b>	
<b>1</b> Betto Seraglini	Julien Fouret, Christophe Seraglini, Jean-Georges Betto, Gaëlle Le Quillec, Thierry Tomasi
Cleary Gottlieb	Claudia Annacker, Robert T. Greig, Jean-Yves Garaud
Derains & Gharavi International	Yves Derains, Bertrand Derains, Hamid Gharavi, Mélanie Van Leeuwen, Eloise Obadia, Nada Sader
Gide	Carole Malinvaud, Pierre Raoul-Duval, Christian Camboulive, Michel Pitron
King & Spalding	James Castello, Kenneth R. Fleuriet, Eric Schwartz, Vanessa Benichou, Joël Alquezar
Linklaters	Roland Ziadé, Pierre Duprey, Arnaud de La Cotardière
Orrick Rambaud Martel	Charles Kaplan, Laurent Jaeger
Three Crowns	Georgios Petrochilos, Todd Wetmore
<b>2</b> Allen & Overy	Marie Stoyanov
Clifford Chance	Jason Fry, Simon Greenberg, Jean-Pierre Grandjean
Curtis, Mallet-Prevost, Colt & Mosle	Geoffroy P. Lyonnet, Peter M. Wolrich
Darros Villey Maillot Brochier	Cyril Bonan, Laurent Aynès, Carine Dupeyron
Mayer Brown	Dany Khayat, Alejandro López Ortiz
Teynier Pic	Laurence Kiffer, Eric Teynier, Pierre Pic, Raphaël Kaminsky
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> Altana	Caroline Duclercq, Christophe Lapp, François Muller, Julien Balensi
Dentons	Bart Legum, Jean-Christophe Honlet
Herbert Smith Freehills	Andrew Cannon, Emmanuelle Cabrol
Hogan Lovells	Laurent Gouiffès, Carmen Núñez-Lagos
Latham & Watkins	Fernando Mantilla-Serrano
<b>2</b> Brown Rudnick	Roger Kennell, Jean-François Le Gal, Nicholas Tse, Sébastien Bonnard
Eversheds Sutherland	Will Thomas, David S. Sellers
Foley Hoag	Bruno Laurent, Thomas Bevilacqua, Philippe Sarrailhé, Hery Frédéric Ranjeva
Hughes Hubbard & Reed	Marc-Olivier Langlois, Marc Henry
Jones Day	Michael Bühler, Jean-Pierre Harb
K&L Gates	Louis Degos, Charlotte Baillet
Lazareff Le Bars	Benoît Le Bars
<b>3</b> August & Debouzy	Marie Danis, Kami Haeri, Benjamin van Gaver
BOPS	Christian Bouckaert, Romain Dupeyré, Aurélie Cadain
Debevoise & Plimpton	Antoine Kirry, Frederick Davis
DLA Piper	Alexander Brabant, Michael Ostrove
Holman Fenwick Willan	Stéphanie Schweitzer, Timothy Clemens-Jones, Stanislas Lequette, Olivier Purcell
McDermott Will & Emery	Jacob Grierson
Meyer Fabre Avocats	Damien Devot, Nathalie Meyer Fabre
Ngo Jung & Partners	Diana Paraguacuto-Mahéo, Gérard Ngo
Squire Patton Boggs	Antoine Adeline, Marie-Aimée Peyron, George von Mehren

**RECOMMENDED**

<b>1</b>	<b>Aceris</b>	William Kirtley
	<b>Baker McKenzie</b>	Éric Borysewicz, Jean-Dominique Touraille
	<b>Bernard Hertz Béjot</b>	Alexander Blumrosen, Patrick Bernard
	<b>Bird &amp; Bird</b>	Annet van Hooft, Marion Barbier
	<b>CastaldiPartners</b>	Valentine Chessa, Priscille Pedone, Steven Sprague
	<b>De Fontmichel</b>	Alexandre De Fontmichel
	<b>Fidal</b>	Bruno Berger-Perrin, Isabelle Vaugon
	<b>FTPA</b>	Serge-Antoine Tchekhoff, Robert Corcos, Rajeev Sharma Fokeer
	<b>Kuckenburg Bureth Boineau &amp; Associés</b>	Joachim Kuckenburg
	<b>Proskauer Rose</b>	Ana Vermal, Peter Sherwin
	<b>Pinsent Masons</b>	Peter Rosher, Frédéric Gillion
	<b>Willkie Farr &amp; Gallagher</b>	Gregoire Bertrou, Dominique Mondoloni
	<b>Winston &amp; Strawn</b>	Philippe Cavaleros, Maria Kostytska, Anne-Carine Ropars-Furet

<b>2</b>	<b>Bryan Cave</b>	Constantin Achillas, Joseph Smallhoover
	<b>Clyde &amp; Co</b>	David Méheut, Maylis Casati-Ollier, David Brown
	<b>De Gaulle Fleurance &amp; Associés</b>	Andrea Pinna, Louis de Gaulle
	<b>Enjea</b>	Jérôme Barbet
	<b>DS Avocats</b>	Jérôme Richardot
	<b>Ginestié Magellan Paley-Vincent</b>	Jalal El Ahdab
	<b>Jeanetet</b>	L. Donnedieu de Vabres-Tranié, Y. Repiquet, T. Lauriol, L. Sablé, P. Cocchiello, J.-F. Adelle
	<b>LMT Avocats</b>	Christian Connor, Christophe Héry
	<b>Racine</b>	Laurent Jourdan, Bruno Néouze, Bruno Cavalié, Jean-Yves Martin
	<b>Selene Avocats</b>	Laurent Archambault

**STRONG EXPERTISE**

	<b>BCTG Avocats</b>	Augustin Nicolle, Séverin Kullmann
	<b>BMH Avocats</b>	Martin Hauser, Detlev Kühner, Olivier Hoebanx
	<b>Brandi Partners</b>	Guillaume Dolidon
	<b>Fieldfisher</b>	Louis-Bernard Buchman
	<b>Gillian Carmichael Lemaire</b>	Gillian Carmichael Lemaire
	<b>Granrut Avocats</b>	Jean Castelain, Olivier Binder, Bertrand Pébrier, Bruno Quint
	<b>Kramer Levin Naftalis &amp; Frankel</b>	Christian Orengo, Alexander Marquardt, Antoine Paszkiewicz, Reid Feldman
	<b>HW&amp;H</b>	Béatrice Deshayes
	<b>INCE &amp; Co</b>	Vy-Loan Huynh-Olivieri
	<b>Lamy &amp; Associés</b>	Yves Reinhard, Christoph Martin Radtke
	<b>Lefèvre Pelletier &amp; Associés</b>	Xavier Clédat
	<b>Lewis &amp; Co</b>	Lars Lewis, Peter Iglkowski, Guillaume de Bascher, Leïla Esnard
	<b>Morgan, Lewis &amp; Bockius</b>	Alexandre Bailly
	<b>Paul Hastings</b>	Dominique Borde, Nicolas Faguer
	<b>Reed Smith</b>	Ana Atallah
	<b>Reinhart Marville Torre</b>	Agathe Moreau, Jérôme Marsaudon
	<b>Salès, Testu, Hill, Henry-Gaboriau &amp; Associés</b>	Jacques Salès, Steven Merino
	<b>Stephenson Harwood</b>	Barthélemy Cousin, Nicolas Demigneux

Our analysis

**THREE CROWNS:  
AN ARBITRATION BOUTIQUE DEFINED BY EXCELLENCE**



Todd Wetmore

Leaders:  
Todd Wetmore and  
Georgios Petrochilos  
Established:  
2014

**Track record:** The arbitration boutique has already handled prestigious cases, either in commercial arbitration, investment or inter-state arbitrations. They recently distinguished themselves in construction and oil & gas cases, having worked for African and European states. Dealing with high-profile cases, the team has acted in many multi-billion dollar proceedings.

**Team and differentiation:** With eight partners and 50 lawyers total, the arbitration boutique can handle any kind of case efficiently, all lawyers being permanently connected and teams tailor-made depending on the clients' needs. The firm places great emphasis on working jointly across offices and organizes monthly conference calls for all. Training the associates is also of the essence, and the bi-annual mock arbitrations participate in this.

**DERAINS & GHARAVI INTERNATIONAL:  
THE HIGH-FLYING CREATIVE ARBITRATION BOUTIQUE**



Hamid Gharavi

Leaders:  
Dr. Hamid Gharavi, Yves  
Derains and Melanie van  
Leeuwen  
Established:  
2009

**Track record:** Focused exclusively on arbitration, Derains & Gharavi has an average of 100 active arbitrations at any one time on top of arbitration-related litigations. They act as counsel and specialize in investment and commercial arbitrations. They are currently representing Cartube International Oil in a \$1.1bn ICSID arbitration.

**Team and differentiation:** What sets this multilingual team apart is their ability to think outside the box, evidenced by the number of precedent setting decisions resulting from their cases. Tailoring the team to the specific needs of the client, Derains & Gharavi is adept at handling complex arbitrations. The team recently distinguished itself in multiple precedent-setting decisions, and all partners also frequently act as arbitrators.

**CURTIS, MALLET-PRÉVOST, COLT & MOSLE:  
STAYING ONE STEP AHEAD IN INVESTMENT ARBITRATION**



Geoffroy P. Lyonnet

Leaders:  
Geoffroy P. Lyonnet, Peter  
Wolrich, Nadia Darwazeh,  
Jérôme Léhucher and  
Sabrina Ainouz  
Established:  
1973 (Paris office)

**Track record:** The team, who have a stellar reputation in investment arbitration, are well known for defending states in various proceedings, either in investment or commercial arbitrations, as well as in inter-states arbitrations. The experienced team distinguished themselves defending Russia in an arbitration against Exxon Mobil. A true global firm, they have defended states on every continent.

**Team & differentiation:** All of the firm's offices work very closely together on each arbitration proceeding, ensuring that every new team is tailor-made to respond to the specific needs of their clients. At the leading edge for questions regarding annulment and enforcement of arbitral awards, most of the lawyers also act as arbitrators in commercial arbitrations.

**QUINN EMANUEL URQUHART & SULLIVAN: ONE HUNDRED PERCENT DEDICATED TO INTERNATIONAL ARBITRATION**



Philippe Pinsolle

Leaders:  
Philippe Pinsolle, Michael  
Young and Isabelle Michou  
Established:  
2013

**Track record:** Very involved in cases concerning Paris stock exchange listed companies, the team has successfully advised Edison against ENI on discrepancies in gas prices and FBME bank against the Cypriot government after the takeover of the local branch by the Central Bank. The team is also defending Hydro against the Republic of Albania on expropriation measures.

**Team & differentiation:** One hundred percent dedicated to international arbitration, the law firm avoids conflicts of interest and has global expertise in white collar crime litigation and intellectual property. The added value of Philippe Pinsolle lies in his experience as arbitrator, what allows him to decode messages from the tribunals, thanks to a thorough knowledge of how they work. The latest arrivals, Isabelle Michou and Michael Young, have further strengthened the team.

**BETTO SERAGLINI:  
A BOUTIQUE FIRM WITH PRESTIGIOUS CASES**



Jean-Georges Betto

Leader:  
Jean-Georges Betto  
Established:  
2013

**Track record:** The team has distinguished itself during several cases with high media interest acting for Safran. They advised the French businessman Bernard Tapie in a recent high-profile arbitration and home improvement giant Leroy Merlin in a case related to the development of their stores. They also represented Africarail in an arbitration concerning the construction of a rail loop in Africa.

**Team & differentiation:** Betto Seraglini draws on its partners' complimentary areas of activity and has reinforced the investment arbitration practice with the arrival of Julien Fourret. In addition, this boutique law firm places high importance on the appointment of its staff as arbitrators, which allows it to have a global vision of the activity.

**TEYNIER PIC: FULL-ON ARBITRATION SERVICES, FROM ARBITRATION TO EXECUTION**



Eric Teynier

Leaders:  
Eric Teynier, Pierre Pic,  
Laurence Kiffer and Raphaël  
Kaminsky  
Established:  
2004

**Track record:** One of the first boutiques for international arbitration in Paris, the multi-lingual team has strong experience arbitrating in the global market. Teynier's act for a variety of corporate clients as well as states and are currently acting for the Republic of Cameroon in an arbitration valued at \$50m. Construction, aeronautics and telecommunications are key sectors.

**Team and differentiation:** The firms' partners regularly act as arbitrators in addition to counsel, with department head and founding partner Eric Teynier recently acting as chairman of an ICSID Tribunal. Acting from the inception of a dispute until the enforcement of award, the firm's arbitration practice is growing. This year three new members joined the team including new partner - Raphaël Kaminsky.

## Our analysis

### NGO JUNG & PARTNERS: ENHANCING THEIR TEAMS



Diana Paraguacuto-Mahéo

**Leader:**  
Diana Paraguacuto-Mahéo  
**Established:**  
1978

**Track record:** The firm took part in the commercial aspects of an investment arbitration involving a gaming industry company against an Asian state. Specialists in the oil and gas and the telecoms industries, they are able to handle highly complex cases.

**Team & differentiation:** At the head of the arbitration department, Diana Paraguacuto-Mahéo has been named co-president of the ICC working group on emergency arbitration procedure. She regularly acts as an arbitrator. The team is frequently involved in support of international cases, obtaining evidence in France. 2016 saw a new partner in the area of M&A come on board who will oversee the development of the firm in North Africa.

### SQUIRE PATTON BOGGS: LEADING THE FIELD IN THE ENERGY SECTOR



Antoine Adeline

**Leaders:**  
Antoine Adeline, George  
von Mehren and Marie  
Aimée Peyron  
**Established:**  
1996

**Track record:** Active in energy arbitrations, the team has acted on behalf of clients such as Enel on issues such as gas prices. They obtained a favourable arbitral award for a client in a commercial arbitration concerning gold mines in Laos and have taken part in investment arbitrations, including one in Eastern Europe.

**Team & differentiation:** The Paris team of Squire Patton Boggs are well integrated into the global team and in fact operate as one. This allows the firm to pick and choose from the skills of their lawyers depending on the case. Considering the enormous stakes that are often involved, Antoine Adeline dedicates himself to involving his clients on the case right up to the day of the hearing.

### CASTALDI PARTNERS: SERVICE OF THE HIGHEST QUALITY



Valentine Chessa

**Leaders:**  
Valentine Chessa and  
Priscille Pedone  
**Established:**  
1996

**Track record:** Castaldi is a trilingual firm working in French, Italian and English. They strive to provide legal advice which brings their clients added value. Recent highlights in Castaldi's arbitration practice include a favorable award in a €15m ICC arbitration for an Albanian construction company. Construction, as well as energy, banking and agri-food are key sectors for the firm.

**Team and differentiation:** Valentine Chessa and Priscille Pedone lead the international arbitration practice. Chessa was formerly the deputy counsel to the International Court of Arbitration for the ICC during which time she oversaw many arbitrations and Pedone has worked as both counsel and arbitrator in various international cases.

### ACERIS: A DYNAMIC ARBITRATION BOUTIQUE



William Kirtley

**Leader:**  
William Kirtley  
**Established:**  
2015

**Track record:** The law firm has acted as counsel in many international arbitration proceedings, whether in commercial, investment or construction arbitrations. Recent cases include varied institutions, such as ICC, LCIA, JAMS, UNCITRAL and ICSID. The team also represents clients in the enforcement of the decisions, as well as annulment of awards.

**Team and differentiation:** The team of four lawyers – including founding partner William Kirtley – focuses exclusively on international arbitration and has an international client base. The Paris-based law firm also has an office in Geneva, and has access to an international network of 110 offices. The law firm has attractive rates, due to unparalleled cost-efficiency.



### METHODOLOGY

#### The criteria are:

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

#### Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.



## FRANCE BEST ARBITRATORS

Arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>1</b> Yves Derains	Derains & Gharavi
Emmanuel Gaillard	Shearman & Sterling
Pierre Mayer	Professor
Alexis Mourre	ICC President
Jan Paulsson	Three Crowns
<b>2</b>	
Laurent Aynès	Darrois Villey Maillot Brochier
Daniel Cohen	Professor
Ibrahim Fadlallah	Professor
Fernando Mantilla-Serrano	Latham & Watkins
Eric Schwartz	Sole Practitioner
Eduardo Silva Romero	Dechert
Brigitte Stern	Professor
<b>EXCELLENT</b>	
<b>1</b> Bernard Audit	Professor emeritus
W. Laurence Craig	Orrick Rambaud Martel
Raëd Fathallah	Bredin Prat
Hamid Gharavi	Derains & Gharavi
Laurent Jaeger	Orrick Rambaud Martel
Charles Jarrosson	Professor
Carole Malinvaud	Gide
Nathalie Meyer Fabre	Meyer Fabre
Christopher Seppälä	White & Case
Eric Teynier	Teynier Pic
Roland Ziadé	Linklaters
<b>2</b>	
Matthieu de Boisséson	Linklaters
Thomas Clay	Professor
Yas Banifatemi	Shearman & Sterling
Louis Degos	K&L Gates
Paul A. Gélinas	Paul A. Gélinas
Marc Henry	Hughes Hubbard & Reed
Charles Kaplan	Orrick Rambaud Martel
Christophe Lapp	Altana
Nicolas Molfessis	Professor

<b>Georgios Petrochilos</b>	Three Crowns
<b>Philippe Pinsolle</b>	Quinn Emanuel Urquhart & Sullivan
<b>Michael Polkinghorne</b>	White & Case
<b>Christophe Seraglini</b>	Betto Seraglini
<b>Philippe Stoffel Munck</b>	Professor
<b>Peter Turner</b>	Freshfields Bruckhaus Deringer
<b>Mélanie van Leeuwen</b>	Derains & Gharavi
<b>Todd Wetmore</b>	Three Crowns
<b>Peter M. Wolrich</b>	Curtis Mallet-Prevost Colt & Mosle
<b>Alain Viandier</b>	Professor
<b>HIGHLY RECOMMENDED</b>	
<b>Pierre Duprey</b>	Linklaters
<b>Benoît Le Bars</b>	Lazareff Le Bars
<b>Philippe Leboulanger</b>	Leboulanger & Associés
<b>Bruno Leurent</b>	Foley Hoag
<b>Tim Portwood</b>	Bredin Prat
<b>Jacques Salès</b>	Salès Testu Hill Henry-Gaboriau & Associés
<b>RECOMMENDED</b>	
<b>Georges Affaki</b>	Affaki Avocats
<b>Jérôme Barbet</b>	Enjea
<b>Denis Bensaude</b>	Denis Bensaude
<b>Xavier Boucobza</b>	Professor
<b>Eliseo Castineira</b>	Eliseo Castineira
<b>Philippe Cavalieros</b>	Winston & Strawn
<b>Caroline Duclercq</b>	Altana
<b>Alain Féneon</b>	Jeanetet
<b>Laurence Kiffer</b>	Teynier Pic
<b>Elie Kleiman</b>	Freshfields Bruckhaus Deringer
<b>Joachim Kuckenburg</b>	Kuckenburg Bureth Boineau & Associés
<b>Jean-Claude Magendie</b>	Former Magistrate
<b>Annet van Hooft</b>	Bird & Bird

### ELISEO CASTINEIRA: AN ARBITRATOR WITH MULTIPLE DIMENSIONS



Eliseo Castineira

Leader:  
Eliseo Castineira  
Established:  
2010

**Track record:** Eliseo Castineira handles commercial arbitrations first and foremost, and currently has about 30 arbitrations, either as co-arbitrator or sole arbitrator. He is also acting as president in eight arbitrations. Having worked in many different laws – from Italian to Chinese and Korean, he handles cases in Latin America, in oil & gas and construction, pharmaceuticals and in the food processing industry.

**Team and differentiation:** An ex-lawyer in M&A who also worked for six years at the ICC, Eliseo Castineira has a unique approach to his arbitrator role and is able to handle cases in French, English, Portuguese and Spanish. He also acts as counsel and handles arbitration proceedings as well as the enforcement and annulment of awards.

## COMPETITION & ANTITRUST

### France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b>	
<b>Bredin Prat</b>	H. Calvet, O. Billard, R. Saint-Esteben, M.-C. Rameau, M. Pittie
<b>Darrois Villey Maillot Brochier</b>	I. Simic, D. Théophile
<b>Dethomas Peltier Juvigny</b>	Olivier de Juvigny, Thibault Reymond
<b>Gide</b>	A. Choffel, S. Hautbourg, D. Dimitrov, L. Godfroid, O. Prost, J. Salzmann, B. Le Bret, E. Reille
<b>Jeanetet</b>	F. Prunet, L. Donnedieu de Vabres-Tranié, T. Picot
<b>Linklaters</b>	P. Zelenko, A. Waschmann
<b>Vogel &amp; Vogel</b>	J. Vogel, L. Vogel
<b>Willkie Farr &amp; Gallagher</b>	J.-P. Gunther, D. Tayar
<b>2</b>	
<b>Allen &amp; Overy</b>	Michel Struys, Florence Ninane
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	François B. Brunet, Antoine Winckler
<b>Freget Tasso De Panafieu</b>	Olivier Fréget, Charlotte Tasso de Panafieu
<b>Viguié Schmidt</b>	I. Saint-Esteben
<b>White &amp; Case</b>	Jean-Paul Tran Thiet, Yann Utzschneider
<b>EXCELLENT</b>	
<b>1</b>	
<b>BDGS</b>	M. Bamont, M. Tabuchi, A. Gosset Grinville
<b>Dechert</b>	Mélanie Thill Tayara
<b>De Pardieu Brocas Maffei</b>	Laure Givry, Philippe Guibert
<b>Dunaud Clarenc Combles &amp; Assoceis</b>	C. Clarenc, D. de Combles de Nayves
<b>Freshfields Bruckhaus Deringer</b>	Jérôme Philippe
<b>Magenta</b>	Sylvain Justier, Vincent Jaunet
<b>Orrick Rambaud Martel</b>	Michel Roseau, Philippe Rinczaux
<b>2</b>	
<b>Ashurst</b>	C. Lemaire, M. Cousin
<b>Baker McKenzie</b>	R. Fabre, A. Dowding, L. Sersiron
<b>Borrel Avocats</b>	Laurence Borrel-Prat
<b>Clifford Chance</b>	Emmanuel Durand, Patrick Hubert, Michel Petite
<b>DLA Piper</b>	Edouard Sarrazin
<b>Fidal</b>	M. Koehler de Montblanc, S. Hotte, D. Ferré, F. Puel, M. Du Gardin, P. de Gouville, P. Vanni, A. Lacresse, L. François-Martin
<b>Fourgoux &amp; Associés</b>	Leyla Djavadi, Jean-Louis Fourgoux
<b>Franklin</b>	Julie Catala Marty
<b>Grall &amp; Associates</b>	J.-C. Grall, T. Lamy, C. Henri Calla, N. Kouchnir-Cargill, E. Bordenave Marzocchi
<b>HWH</b>	Dominique Heinz
<b>Jones Day</b>	Eric Barbier de la Serre, Eric Morgan de Rivery
<b>Latham &amp; Watkins</b>	Hugues Vallette Viillard, Frédéric Pradelles
<b>Mayer Brown</b>	Nathalie Jalabert-Doury
<b>Nomos</b>	Emmanuelle Voisset, Christophe Pecnard
<b>Norton Rose Fulbright</b>	Marta Giner Asins
<b>Simmons &amp; Simmons</b>	Ombline Ancelin
<b>HIGHLY RECOMMENDED</b>	
<b>August &amp; Debouzy Avocats</b>	Mahasti Razavi, Renaud Christol
<b>Ayache Salama</b>	Frédéric Fuchs
<b>Bird &amp; Bird</b>	Thomas Oster, Florence Leroux
<b>Cabinet Renaudier</b>	Richard Renaudier, Karine Turbeaux, Muriel Perrier
<b>CMS Bureau Francis Lefebvre</b>	C. Vannini, N. Pétrignet, B. Geneste, D. Redon
<b>De Gaulle Fleurance &amp; Associes</b>	B. Lebrun, F. Manin, G. Gaillard, L. De Gaulle, J.-F. Vilotte
<b>Dentons</b>	Emmanuelle van den Broucke
<b>Ds Avocats</b>	Xavier Lacaze, Sandra Dorizon, Michel Debroux, Jean-Louis Lesquins
<b>Fieldfisher</b>	F. Veisse, O. Lantrès, A.-L.-H. des Ylouses
<b>Ginestié Magellan Paley-Vincent</b>	Pierre de Montalembert
<b>Herbert Smith Freehills</b>	Sergio Sorinas
<b>McDermott Will &amp; Emery</b>	Sabine Naugès, Lionel Lesur, Jacques Buhart
<b>Paul Hastings</b>	Pierre Kirch
<b>Racine</b>	F. Chaput, B. Néouze, V. Ledoux-Tömek, B. Thomas
<b>Squire Patton Boggs</b>	Antoine Adeline, Stéphane Adell
<b>Weil Gotshal &amp; Manges</b>	Romain Ferla





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## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> <b>Vogel &amp; Vogel</b>	Joseph Vogel, Louis Vogel
<b>2</b> <b>Altana</b>	Jean-Philippe Thibault
<b>Amadio Parleani Gazagnes</b>	Gilbert Parleani, Jean-Marie Gazagnes, Laurent Parleani
<b>Baker McKenzie</b>	Régis Fabre, Alex Dowding, Léna Sersiron
<b>Cabinet Renaudier</b>	Richard Renaudier, Karine Turbeaux, Muriel Perrier
<b>Cornet Vincent Ségurel</b>	Thomas Deschryver
<b>Fourgoux &amp; Associés</b>	Leyla Djavadi, Jean-Louis Fourgoux, Marie-Véronique Jeannin
<b>Gide</b>	Dimitri Dimitrov, Antoine Choffel, Joëlle Salzmann, Emmanuel Reille
<b>Grall &amp; Associés</b>	Emmanuelle Bordenave-Marzocchi, Jean-Christophe Grall, Thomas Lamy, Charles Henri Calla, Nathalia Kouchnir-Cargill
<b>Poirier Schrimpf &amp; Associés</b>	Bruno Schrimpf, Isabelle Lagrange
<b>Racine</b>	Frédérique Chaput, Bruno Néouze, Valérie Ledoux-Tömek
<b>EXCELLENT</b>	
<b>1</b> <b>Aramis</b>	Aurélien Condomines, Mireille Dany
<b>Bredin Prat</b>	Olivier Billard, Robert Saint-Esteben, Marie-Cécile Rameau, Jean-Daniel Bretzner
<b>Fidal</b>	Dominique Ferré, Pierre le Monnier de Gouville, Corinne Hovnanian, Thierry Titone, Marie Du Gardin, Philippe Vanni
<b>HW&amp;H</b>	Dominique Heintz, Christophe Chapoullié
<b>JP Karsenty &amp; Associés</b>	Linda Capoano-Le Pen, Béatrice Moreau-Margotin, Jean-Philippe Arroyo, Paul Ricard, Martine Karsenty-Ricard
<b>Nomos</b>	Emmanuelle Voisset, Christophe Pecnard
<b>Redlink</b>	Emmanuelle Behr, Frédéric Fournier
<b>Simon Associés</b>	Sandrine Richard, François-Luc Simon
<b>Threard Bourgeon Meresse &amp; Associés</b>	Serge Meresse, Charlotte Bellet, Valerie Guillin, Christian Bourgeon, Olivier Tiquant
<b>White &amp; Case</b>	Yann Utschneider
<b>2</b> <b>Clifford Chance</b>	Dessislava Savova, Thomas Baudesson, Jean-Pierre Grandjean
<b>Courtois Lebel</b>	Bruno Martin, Philippe Courtois
<b>De Pardieu Brocas Maffei</b>	Barbara Levy, Laure Givry
<b>Dentons</b>	Odile Caron, Christine Sévère, Frédérique Meslay-Caloni, Emmanuelle van den Broucke
<b>Deprez Guignot Associés</b>	Pierre Deprez, Olivier Guidoux, Jean-Christophe André
<b>Dethomas Peltier Juvigny &amp; Associés</b>	Olivier de Juvigny, Thibault Reymond
<b>DS Avocats</b>	Dimitri Delesalle, Xavier Lacaze, Sandra Dorizon
<b>LMBE</b>	Sylvain Beaumont, Jeanne-Marie Henriot-Bellargent
<b>Taylor Wessing</b>	Evelyne Friedel, Grégoire Toulouse
<b>Tessler Avocats Conseil</b>	Jean-François Tessler
<b>Viguié Schmidt</b>	Iñaki Saint-Esteben
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> <b>August &amp; Debouzy</b>	Mahasti Razavi
<b>Ayache Salama</b>	Frédéric Fuchs
<b>CMS Bureau Francis Lefebvre</b>	Nathalie Pétrignet, Denis Redon
<b>DM&amp;D Avocats</b>	Rémi de Balmann
<b>Gouache Avocats</b>	Jean-Baptiste Gouache
<b>Jean-Marie Leloup</b>	Jean-Marie Leloup
<b>Jeantet</b>	Florent Prunet, Loraine Donnedieu de Vabres-Tranié, Paul Cocchiello
<b>King &amp; Spalding</b>	Vanessa Benichou
<b>Magenta</b>	Sylvain Justier, Vincent Jaunet
<b>Péchenard &amp; Associés</b>	Gauthier Moreuil
<b>Reinhart Marville Torre</b>	Antoine Dérot
<b>Simmons &amp; Simmons</b>	Ombline Ancelin
<b>UGGC Avocats</b>	Corinne Khayat, Michel Ponsard
<b>Wilhelm &amp; Associés</b>	Pascal Wilhelm

2	<b>Aklea</b>	Bénédicte de Carlan	
	<b>Allen &amp; Overy</b>	Florence Ninane	
	<b>Alexandre Levy Kahn Braun &amp; Associés</b>	Bernard Levy	
	<b>Bersay &amp; Associés</b>	Emmanuel Schulte	
	<b>BFPL Avocats</b>	Christophe Pech de Laclause	
	<b>Borrel Avocats</b>	Laurence Borrel Prat	
	<b>CLP Avocats</b>	Martin Le Péchon	
	<b>De Gaulle Fleurance &amp; Associés</b>	Frédéric Manin, Francine Le Péchon-Joubert, Andrea Pinna, Louis de Gaulle, Valérie Lafarge-Sarkozy	
	<b>Dizier &amp; Bourayne</b>	Arnaud Dizier, Cyril Bourayne	
	<b>DLA Piper</b>	Marie Hindré	
	<b>Gowling WLG</b>	Yohann Toreau	
	<b>Guégen Avocats</b>	Mathieu Baron, Antoine Blanchard	
	<b>Herbert Smith Freehills</b>	Dominique Jardin, Sergio Sorinas	
	<b>Jean-Claude Coulon &amp; Associés</b>	Jean Claude Coulon	
	<b>Laude Esquier Champey</b>	Nathalie Karpik	
	<b>Linkea</b>	Olivier Deschamps, Cécile Peskine	
	<b>LMT Avocats</b>	Jean-Yves Foucard, Christophe Héry	
	<b>Mayer Brown</b>	Nathalie Jalabert Doury	
	<b>Mihaïlov Avocats</b>	Patrice Mihaïlov	
	<b>Orrick Rambaud Martel</b>	Michel Roseau, Philippe Rinczaux	
	<b>Paul Hastings</b>	Pierre Kirch, Philippe Bouchez El Ghozi, Nicolas Faguer	
	<b>PWC Société d'Avocats</b>	Edith Baccichetti	
	<b>Renaud Bertin</b>	Renaud Bertin	
	<b>Winston &amp; Strawn</b>	Jean-Pierre Collet	
<b>RECOMMENDED</b>			
	<b>AV&amp;A</b>	Cynthia Picart	
	<b>Bernard Hertz Béjot</b>	Michel Béjot	
	<b>Biard, Bouscatel &amp; Associés</b>	Philippe Biard, Claire Bouscatel	
	<b>Bilalian Avocats</b>	Lara Morel, Marguerite Bilalian	
	<b>Bird &amp; Bird</b>	Alexandre Vuchot, Thomas Oster	
	<b>Claude &amp; Sarkozy</b>	Christofer Claude	
	<b>D'Alverny Avocats</b>	Arnaud Rougeau-Mauger	
	<b>DBK</b>	Thomas Debiesse	
	<b>DMMS &amp; Associés</b>	Laurent Dolfi	
	<b>Granrut Avocats</b>	Olivier Binder, Richard Milchior	
	<b>Hogan Lovells</b>	Mikael Salmela	
	<b>Hughes Hubbard and Reed</b>	Alain Vincent	
	<b>Kramer Levin Naftalis &amp; Frankel</b>	Marco Plankensteiner	
	<b>Lamy &amp; Associés</b>	Yves Reinhard, Anne Covillard, Philippe Genin	
	<b>Latournerie Wolfrom Avocats</b>	Chantal Cordier-Vasseur, Marie-Hélène Tonnellier, Pauline de Lanzac	
	<b>Lefèvre Pelletier &amp; Associés</b>	Xavier Cledat	
	<b>Legrand Lesage-Catel Gaultier</b>	Olivier Legrand	
	<b>LMP Avocats</b>	François Loubières, Flore Mazas	
	<b>LPLG</b>	Laura Dubois, Mary-Claude Mitchell, Jean-Jacques Le Pen	
	<b>MBA Société d'avocats</b>	Hélène Moisan Florand	
	<b>Osmose</b>	Alexis Vichnievsky, Antoine Gendreau, Alexandra Le Corroncq	
	<b>PDGB Avocats</b>	Gérald Bachasson, Bertrand Jardel	
	<b>Vivien &amp; Associés</b>	Jacques Epstein	
<b>STRONG EXPERTISE</b>			
	<b>Atem Avocats</b>	<b>FTPA</b>	<b>Lamy Lexel</b>
	<b>BCTG</b>	<b>Fieldfisher</b>	<b>LeMore Avocat</b>
	<b>Carbonnier Lamaze Rasle &amp; Associés</b>	<b>Franklin</b>	<b>Marvell Avocats</b>
	<b>Coteg &amp; Azam Associés</b>	<b>Grenier Avocats</b>	<b>SBKG &amp; Associés</b>
	<b>Espace Juridique avocats</b>	<b>Harlay Avocats</b>	<b>Singer Avocats</b>
	<b>Eversheds Sutherland</b>	<b>Hoffman</b>	<b>Vigo</b>

## DS AVOCATS: SPECIALISTS IN MASS-MARKET RETAILING



Xavier Lacaze

Leader:  
Xavier Lacaze  
Established:  
1972

**Track record:** As counsel of the head office of the retail group Intermarché, the team put in place the monitoring process of the whole network and of practices towards their distributors. They also worked on the reconciliation between the central purchasing body and the head office in mass food retail (Système U and Auchan; Casino and ITM; Carrefour and Cora).

**Team & differentiation:** The team is highly involved in the cases and has an excellent knowledge of their clients' business sectors, and notably mass distribution and home improvement. The firm is also connected to the international markets with offices overseas, which allows their lawyers to deal with a wide range of important cross-border issues.

## FINANCIAL &amp; POST-ACQUISITION LITIGATION

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bredin Prat</b>	Sébastien Prat, Florian Bouaziz, Sylvie Morabia, Didier Martin
<b>Darrois Villey Maillot Brochier</b>	Matthieu Brochier, Cyril Bonan, Emmanuel Brochier, Jean-Michel Darrois, Christophe Ingrain, Laurent Aynès
<b>Davis Polk</b>	Georges Terrier, Christophe Perchet, Louis-Marie Pillebout
<b>Linklaters</b>	Arnaud de La Cotardière
<b>Orrick Rambaud Martel</b>	Frédéric Lalance, Jean-Pierre Martel, Jean-Michel Leprêtre, Etienne Boursican, Alexis Maraud des Grottes, Marine Lallemand
<b>Veil Jourde</b>	Jean Veil, Georges Jourde, Emmanuel Rosenfeld
<b>EXCELLENT</b>	
<b>1 Allen &amp; Overy</b>	Erwan Poisson, Denis Chemla
<b>Brandford Griffith &amp; Associés</b>	Diane Pasturel, Henri Brandford Griffith
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Jean-Yves Garaud
<b>Clifford Chance</b>	Diego de Lammerville, Thomas Baudesson, Jean-Pierre Grandjean
<b>De Pardieu Brocas Maffei</b>	Matthieu Barthélemy, Patrick Jaïs, Philippe Dubois, Dominique Lefort, Paul Talbourdet, Thierry Brocas
<b>Dethomas Peltier Juvigny &amp; Associés</b>	Arthur Dethomas, Frédéric Peltier, Benoît Marpeau
<b>Freshfields Bruckhaus Deringer</b>	Stéphane Bénouville, Dimitri Lecat
<b>Lantourne &amp; Associés</b>	Kristell Cattani, Maurice Lantourne, Flavie Hannoun
<b>Skadden</b>	Olivier Diaz, Armand W. Grumberg, Gregoire Bertrou
<b>Viguié Schmidt</b>	Nicolas Viguié, Yves Schmidt
<b>Weil Gotshal &amp; Manges</b>	Didier Malka, Claude Serra, Bernard Casanova
<b>2 Altana</b>	Christophe Lapp, Guillaume Forbin, Julien Balensi, Michel Jockey
<b>August &amp; Debouzy</b>	Marie Danis, Carine Dupeyron, Kami Haeri, Benjamin van Gaver
<b>CVML</b>	Philippe Lauzeral, Thierry Cotty
<b>FTPA</b>	Edouard Fabre, Rajeev Sharma Fokeer, Robert Corcos, Laurence Lepinoix, Serge-Antoine Tchekhoff, Alexandre Omaggio, Bruno Robin
<b>Gide</b>	Michel Pitron, Bruno Quentin, Stéphane Puel, Jean-Guillaume de Tocqueville
<b>Hogan Lovells</b>	Antoine Juaristi, Thomas Rouhette, Antonin Levy
<b>Jeantet</b>	Guillaume Berruyer, Martine Samuelian, Jean-François Adelle, Frank Martin Laprade, Julien Martinet
<b>Latham &amp; Watkins</b>	Myria Saarinen, Fabrice Fages
<b>Laude Esquier Champey</b>	Richard Esquier, Olivier Laude, Victor Champey
<b>Paul Hastings</b>	Aline Poncelet, Pierre Kirch, Dominique Borde, Philippe Bouchez El Ghozi, Nicolas Faguer
<b>Willkie Farr &amp; Gallagher</b>	Dominique Mondoloni
<b>HIGHLY RECOMMENDED</b>	
<b>1 Advocacy 4</b>	Emmanuel Draï, Olivier Gedin, Stéphane Dayan, Pierre Forget
<b>Archers</b>	Fabrice Patrizio
<b>BCTG Avocats</b>	Clément Sabatier, Nuno de Ayala Boaventura, Séverin Kullmann, Augustin Nicolle, Diane Mouratoglou, Philippe Lebrut
<b>Bernard Hertz Béjot</b>	Marie-Elisabeth Hertz, Alexander Blumrosen, Sylvain Rieuneau, Stéphane Cournot, Patrick Bernard
<b>Brunswick Société d'Avocats</b>	Nicolas Lisimachio, Philippe Brunswick
<b>De Gaulle Fleurance &amp; Associés</b>	Andrea Pinna, Valérie Lafarge-Sarkozy, Philippe Blaquier-Cirelli
<b>Dentons</b>	Aurélien Chardeau, Pascale Poupelin, Fédérique Meslay Caloni, Pierre Lévêque, Christine Sévère
<b>Dunaud Clarenc Combles &amp; Associés</b>	Bénédicte Michel, Natacha Levine, Patrick Dunaud
<b>Fieldfisher</b>	Philippe Netto, Bruno Paccioni
<b>Ginestie Magellan Paley-Vincent</b>	Xavier Pernot, Philippe Ginestie
<b>Hughes Hubbard &amp; Reed</b>	Marc Henry, Alain Vincent, José Rosell
<b>Jones Day</b>	Frédéric Gros, Laurent Martinet, Ozan Akyurek
<b>Kramer Levin Naftalis &amp; Frankel</b>	Dominique Penin, Marie-Christine Fournier
<b>Racine</b>	Laurent Jourdan, Bruno Néouze, Bruno Cavalié, Emmanuel Laverrière, Antoine Diesbecq, Antoine Hontebeyrie
<b>Reinhart Marville Torre</b>	Jean Reinhart, Jérôme Marsaudon, Louis-Marie Absil, Marc Susini, Antoine Dérot
<b>Scotto &amp; Associés</b>	Noémie de Galembert
<b>Simmons &amp; Simmons</b>	Eric Boillot, Thierry Gontard
<b>SLV&amp;F</b>	Olivier Loizon, Martin Donato
<b>Stehlin &amp; Associés</b>	Marc Pierre Stehlin
<b>Szpinar Toby Ayela Semerdjian</b>	Christophe Ayela, Renaud Semerdjian
<b>White &amp; Case</b>	Philippe Métais, Michel Beaussier
<b>Winston &amp; Strawn</b>	Gilles Bigot, Guillaume-Denis Faure, Anne-Carine Ropars Furet

2	<b>Ashurst</b>	Jean-Pierre Farges
	<b>Ayache Salama</b>	Michel Ayache
	<b>Baker McKenzie</b>	Eric Borysewicz, Jean-Dominique Touraille
	<b>DLA Piper</b>	Bruce Mee, Frédéric Azoulay
	<b>HPML</b>	Christophe Théron
	<b>Norton Rose Fulbright</b>	Christian Dargham, Philippe Hameau
	<b>Rossi Bordes</b>	Dominique Bordes
	<b>Solférino Associés</b>	Guillaume Buge, Charlotte Plantin, Oun-Tat Tieu
	<b>Villey Girard Grolleaud</b>	Daniel Villey
<b>RECOMMENDED</b>		
1	<b>Arago</b>	Julien Andrez
	<b>Bersay &amp; Associés</b>	Yves Ardaillou, Cédric de Pouzilhac, Jérôme Bersay, Frédéric Flatrès
	<b>BGB &amp; Associés</b>	Alexandre Gaudin, Daphné Bès de Berc
	<b>Biard Bouscatel &amp; Associés</b>	Claire Bouscatel, Philippe Biard
	<b>Bochamp</b>	François Géry, Nicolas Demard
	<b>Coblence &amp; Associés</b>	Jean-Marc Coblence, Alexandre Brugière, Ludovic Dorès
	<b>D'Alverny Avocats</b>	Arnaud Rougeau-Mauger, Henri-Joseph Trémolet de Villers, Hubert d'Alverny
	<b>Dechert</b>	Jacques Sivignon, Xavier Nyssen
	<b>De Fontmichel</b>	Alexandre de Fontmichel
	<b>Eversheds Sutherland</b>	Rémi Kleiman
	<b>Gibson Dunn</b>	Bernard Grinspan, Ariel Harroch
	<b>Herbert Smith Freehills</b>	Clément Dupoirier
	<b>LMT Avocats</b>	Antoine Lemétais, Jean-Yves Foucard, Arnaud Bourdon
	<b>PDGB Avocats</b>	Xavier Hugon
	<b>Ribeyre David &amp; Associés</b>	Alain Ribeyre, Annie David
	<b>Selene Avocats</b>	Laurent Archambault
	<b>Taylor Wessing</b>	Philippe Glaser
	<b>UGGC Avocats</b>	Jean-François Canat, Jean-Philippe Crot, Thierry Montéran, Jean-Jacques Uettwiller, Sylvie Welsch
	<b>Visconti &amp; Grundler</b>	Julien Visconti, Benjamin Grundler
	<b>Wilhelm &amp; Associés</b>	Pascal Wilhelm
2	<b>1862</b>	David Sabatier, Sephora Ansellem
	<b>APE Avocats</b>	Adrien Perrot, Laetitia Avia
	<b>BG2V</b>	Julien Vernet, Camille de Verdellan, Rolan Guény, Stanislas Richoillez
	<b>Bird &amp; Bird</b>	Marion Barbier, Anne-Florence Raducault
	<b>Boken</b>	Raphaël Gauvain, Félix de Belloy, Antoine Beauquier
	<b>Bryan Cave</b>	Kathie Claret, Constantin Achillas
	<b>CGR Legal</b>	Gilles Gassenbach, Alexia Eskinazi
	<b>CNK Associés</b>	Jean-Paul Coudray, Mohamed Naït Kaci
	<b>Diametis</b>	Ambroise Liard
	<b>Fidal</b>	Bruno Berger-Perrin, Daniel Rota, Isabelle Vaugon
	<b>Genesis Avocats</b>	Philippe Feitussi
	<b>Granrut Avocats</b>	Olivier Binder, Bertrand Pébrier, Bruno Quint, Etienne Rocher, Jean-Patrick Delmotte
	<b>KGA</b>	Frédéric Boucly
	<b>King &amp; Spalding</b>	Vanessa Benichou, Joël Alquezar
	<b>Lacourte Raquin Tatar</b>	Alexis le Lièpvre, Jean-Jacques Raquin
	<b>Lefèvre Pelletier &amp; Associés</b>	Martine Blanck-Dap, Xavier Cledat
	<b>Lussan</b>	François Martineau
	<b>Margulis Associés</b>	Marie-Laure Rouquet
	<b>Meridian Avocats</b>	Arnaud Barthès de Montfort, Vincent Vilchien
	<b>Meyer Fabre Avocats</b>	Damien Devot, Nathalie Meyer Fabre
	<b>Miguères Moulin</b>	Guilhem Affre, Emmanuel Moulin
	<b>Morgan Lewis &amp; Bockius</b>	Alexandre Bailly
	<b>Prism Avocats</b>	Benjamin Fa, Agathe Aumont
	<b>Ravet &amp; Associés</b>	Yves-Marie Ravet, Valérie Douard
	<b>Rivedroit Avocats</b>	Guillaume Krafft, David Lutran
	<b>SBKG &amp; Associés</b>	Julien Mayeras, David Gordon-Krief
	<b>Stephenson Harwood</b>	Barthélemy Cousin, Nicolas Demigneux

## BREDIN PRAT: THE ART OF LITIGATION FOR THE MOST PRESTIGIOUS CLIENTS



Jean-Daniel Bretzner

Leader:  
Jean-Daniel Bretzner  
Established:  
1995

**Track record:** The team represented Uber in multiple litigations including the one against taxi drivers for which it recently obtained a favourable decision. The law firm defended Foncia in the class action case opened against them and dealt with the consequences of the European Commission decision regarding state aid for the French national railway company, SNCF.

**Team & differentiation:** The partners complement each other in terms of skills and knowledge, which allows each of them to deal perfectly with any and all aspects of business law. They have been instrumental in drafting law reforms, which has enabled them to stay one step ahead of the competition and remain the leader when it comes to commercial litigation.

## DAVIS POLK: CONTINUES TO DOMINATE ON MAJOR ISSUES



Christophe Perchet

Leaders:  
Christophe Perchet and  
Georges Terrier  
Established:  
1962

**Track record:** The law firm accompanied Rothschild against Edmond de Rothschild in the litigation regarding the use of the family name in the banking and finance sectors, as well as the *Caisse des Dépôts* against a private investor. The team also represented a major French food retail group against one of its partners in the south-east of France.

**Team & differentiation:** Previously the figurehead of French firm Jeantet, Georges Terrier joined Davis Polk in 2007, with colleague Christophe Perchet also coming from the same boutique. Partner of Davis Polk between 2007 and 2016, and having driven growth of the US law firm in France, he has become counsel in 2017, at the age of 70.



## WHITE COLLAR CRIME

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Bredin Prat	Eric Dezeuze, Jean-Daniel Bretzner, Florian Bouaziz, Didier Martin
Temime	Julia Minkowski, Hervé Temime, Corinne Dreyfus-Schmidt, Martin Reynaud
<b>2</b> Szpiner Toby Ayela Semerdjian	Francis Szpiner, Caroline Toby, Christophe Ayela
Veil Jourde	Jean Veil, Georges Jourde, Pierre-François Veil, François Esclatine
<b>EXCELLENT</b>	
<b>1</b> Altana	Philippe Goossens
Bougartchev-Moyne Associés	Kiril Bougartchev, Emmanuel Moyne
Cabinet Maisonneuve	Patrick Maisonneuve, Antoine Maisonneuve
Delecroix Gublin	Fabienne Delecroix, Alexis Gublin
French Cornut Gentille	Pierre Cornut-Gentille
Henri Leclerc & Associés	Henri Leclerc, Frédérique Beaulieu
Hogan Lovells	Antonin Lévy
Kiejman & Marembert	Georges Kiejman, Thierry Marembert
Marsigny Avocats	Emmanuel Marsigny
Pierre Haïk	Pierre Haïk, Jacqueline Laffont
Soulez Larivière & Associés	Daniel Soulez Larivière, Astrid Mignon Colombet
Vigo	Emmanuel Daoud, Emmanuel Mercinier, Julie Ferrari
White & Case	Ludovic Malgrain, Michel Beaussier, Jean-Pierre Picca
<b>2</b> Allen & Overy	Denis Chemla
Cabinet Thierry Herzog	Thierry Herzog
Chemarin & Limbour	Claudia Chemarin
Darrois Villey Maillot Brochier	Cyril Bonan, Christophe Ingrain, Jean-Michel Darrois
Dethomas Peltier Juvigny & Associés	Arthur Dethomas, Frédéric Peltier
Farthouat Avocats	Nicolas Boulay, Jean-René Farthouat, Nathalie Roret, Nicolas Cassart, Christophe Llorca
Fischer, Tandeau de Marsac, Sur & Associés	Pierre-Olivier Sur, Nathalie Schmelck
Huc-Morel Labrousse Associés	Nicolas Huc-Morel, Cédric Labrousse
Le Borgne Saint-Palais Associés	Christian Saint-Palais, Jean-Yves Le Borgne
Lysias Partners	Emmanuel Tordjman, Jean-Pierre Mignard, Benoît Huet, Pierre-Emmanuel Biard, François de Cambiaire
Lombard Baratelli & Associés	Céline Astolfé, Paul Lombard, Olivier Baratelli, Marie Courpied-Baratelli
Pech de Laclause, Bathmanabane & Associés	Arnaud Péricard, Emmanuel Gouesse, Philippe Pech de Laclause
Reinhart Marville Torre	Olivier Bluche, Jean Reinhart, Louis-Marie Absil
Schneerb Leroy	Olivier Schneerb
Taylor Wessing	Philippe Glaser, Benoît Goulesque-Monaux, Paul-Albert Iweins
Visconti & Grundler	Benjamin Grundler, Julien Visconti
<b>3</b> Arago	Julien Andrez
August & Debouzy	Kami Haeri, Pierre-Charles Ranouil, Marie Danis, Benjamin van Gaver
Baudelot Cohen Richelet Poitvin	Yves Baudelot
Benoît Chabert	Benoît Chabert
BG2V	Karim Beylouni, Julien Vernet
Bochamp	François Géry, Nicolas Demard
Courrégé Foreman	Mauricia Courrégé, Simon Foreman
Dalmasso	Thierry Dalmasso
De Castro & Stasse Avocats	François de Castro, Julia Stasse
Dentons	Aurélien Chardeau
Emmanuelle Kneusé	Emmanuelle Kneusé
François Saint-Pierre	François Saint-Pierre
Gutkès Avocats	Olivier Gutkès
Herbert Smith Freehills	Jonathan Mattout
Jean-Marc Férida	Jean-Marc Férida
Lantourne & Associés	Kristell Cattani, Maurice Lantourne, Flavie Hannoun
Lasek Avocats	Céline Lasek, Pierre Stasse
Levy & Soussen	Charles-Emmanuel Soussen, Jean-Paul Levy
Lussan	Jean-Yves Dupeux, François Martineau
McDermott Will & Emery	Alexis Werl
Montbrial Avocats	Thibault de Montbrial
Obadia & Stasi	Sophie Obadia, Mario Pierre Stasi
Paul Hastings	Philippe Bouchez El Ghozi
Schapira Associés	Sébastien Schapira, Marion Grégoire
Teitgen & Viottolo	Francis Teitgen
Weil, Gotshal & Manges	Didier Malka, Bernard Casanova

### HIGHLY RECOMMENDED

<b>28 octobre</b>	David Koubbi
<b>AB Avocats</b>	Olivier d'Antin, Luc Brossollet
<b>APE Avocats</b>	Adrien Perrot
<b>Bernard Hertz Béjot</b>	Sylvain Rieuneau, Patrick Bernard
<b>BFPL Avocats</b>	Arnault Buisson-Fizellier, Christophe Pech de Laclause, François Berbinau
<b>BGB &amp; Associés</b>	Alexandre Gaudin, Daphné Bès de Berc
<b>Boken</b>	Raphaël Gauvain, Félix de Belloy, Antoine Beauquier
<b>Bonifassi Avocats</b>	Stéphane Bonifassi
<b>Cabinet Charrière-Bournazel</b>	Christian Charrière-Bournazel
<b>Cabinet Neuer</b>	Jean-Jacques Neuer
<b>Chatain &amp; Associés</b>	Hippolyte Marquetty
<b>Cyril Gosset</b>	Cyril Gosset
<b>Deprez &amp; Associés</b>	Eric Deprez
<b>Eversheds Sutherland</b>	Sophie Scemla
<b>Flecheux &amp; Associés</b>	Xavier Flécheux
<b>Gide</b>	Michel Pitron, Patrick Quart, Aurélien Boulanger, Bruno Quentin
<b>Ingouf Avocats</b>	Marie-Laure Ingouf
<b>Jeantet</b>	Lorraine Donnedieu de Vabres-Tranié, Martine Samuelian, Yves Repiquet
<b>Lafarge Associés</b>	Grégoire Lafarge
<b>Liénard Car Simonin</b>	Jean-Yves Liénard
<b>Linklaters</b>	Arnaud de La Cotardière
<b>Navacelle</b>	Stéphane de Navacelle
<b>Pardo et Associés</b>	Olivier Pardo, Johann Bioche
<b>Pons &amp; Carrère</b>	Frédérique Pons
<b>Rivedroit Avocats</b>	Emmanuel Raynaud, Iris Nakov
<b>Solférino Associés</b>	Guillaume Buge, Charlotte Plantin, Oun-Tat Tieu
<b>Tamalet &amp; Associés</b>	Jean Tamalet
<b>Vinci Avocats</b>	Virginie Bouchet

### RECOMMENDED

<b>Ader Jolibois</b>	Basile Ader
<b>BCW &amp; Associés</b>	Antoine Arebalo-Camus
<b>Bourdon &amp; Forestier</b>	William Bourdon
<b>Brandi Partners</b>	Guillaume Dolidon
<b>Carbonnier Lamaze Rasle &amp; Associés</b>	Marie-Laure Barré, Eric Morain, Michel Rasle
<b>Cayol Cahen &amp; Associés</b>	Bernard Cahen
<b>Christine Courrégé</b>	Christine Courrégé
<b>Clifford Chance</b>	Thomas Baudesson
<b>Dartevelle &amp; Dubest</b>	Fabrice Dubest, Bernard Dartevelle
<b>De Pardieu Brocas Maffei</b>	Dominique Lefort
<b>Deprez Guignot Associés</b>	Olivier Guidoux
<b>Feugère Avocats</b>	William Feugère
<b>GKA &amp; Associés</b>	Ivan Terel, Patrick Klugman
<b>Granrut Avocats</b>	Jean Castelain, Stéphane Micheli
<b>JP Karsenty &amp; Associés</b>	Paul Ricard, Thomas Ricard, Matthieu Chirez
<b>Laude Esquier Champey</b>	Richard Esquier, Olivier Laude, Victor Champey
<b>Lefèvre Pelletier &amp; Associés</b>	Pascaline Déchelette-Tolot
<b>LLCM</b>	Hervé Catteau
<b>Montpensier Avocats</b>	François Honnorat
<b>Nioré Avocats</b>	Vincent Nioré
<b>Noir &amp; Associés</b>	Karine Benadava
<b>Norton Rose Fulbright</b>	Christian Dargham
<b>Roland Poynard</b>	Roland Poynard
<b>SBKG &amp; Associés</b>	Julien Mayeras, Laurent Moreuil, Bertrand de Haut de Sigy
<b>Wilkie Farr &amp; Gallagher</b>	Dominique Mondoloni

### ARAGO AVOCATS: INNOVATIVE PROCEDURAL AGILITY



Julien Andrez

Leader:  
Julien Andrez  
Established:  
2011

**Track record:** The law firm represents SME entrepreneurs, political figures, print media organizations and foreign statesmen. The team intervenes in cases related to diversion of funds for company directors and entrepreneurs, with tens of millions of euros in value.

**Team & differentiation:** The firm's organization allows the team to benefit from an ideal collaboration with other partners specialized in tax and corporate law. The lawyers place particular emphasis on maintaining close ties with their clients, supporting them with an innovative procedural agility in their litigations.

## INTERNATIONAL INVESTIGATIONS

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Denis Chemla
<b>Bredin Prat</b>	Jean-Daniel Bretzner, Florian Bouaziz, Didier Martin, Eric Dezeuze
<b>White &amp; Case</b>	Ludovic Malgrain, Michel Beaussier, Jean-Pierre Picca
<b>EXCELLENT</b>	
<b>Delecroix Gublin Associés</b>	Fabienne Delecroix, Alexis Gublin
<b>Hogan Lovells</b>	Antonin Lévy
<b>Kiejamn &amp; Marembert</b>	Georges Kiejman, Thierry Marembert
<b>Linklaters</b>	Arnaud de La Cotardière
<b>Temime et associés</b>	Julia Minkowski, Hervé Temime, Corinne Dreyfus-Schmidt, Martin Reynaud
<b>HIGHLY RECOMMENDED</b>	
<b>Altana</b>	Philippe Goossens
<b>August &amp; Debouzy</b>	Kami Haeri, Pierre-Charles Ranouil, Marie Danis, Benjamin van Graver
<b>Bougartchev-Moyne Associés</b>	Kiril Bougartchev, Emmanuel Moyne
<b>Darrois Villey Maillot Brochier</b>	Cyril Bonan, Christophe Ingrain, Jean-Michel Darrois
<b>Dethomas Peltier Kopf Juvigny</b>	Arthur Dethomas, Frédéric Peltier
<b>Emmanuel Marsigny Avocats</b>	Emmanuel Marsigny
<b>Huc-Morel Labrousse Associés</b>	Nicolas Huc-Morel, Cédric Labrousse
<b>Navacelle</b>	Stéphane de Navacelle
<b>Soulez Larivière &amp; Associés</b>	Daniel Soulez Larivière, Astrid Mignon-Colombet
<b>Veil Jourde</b>	Jean Veil, Georges Jourde, Pierre-François Veil, François Esclatine

# INDUSTRIAL RISK & INSURANCE LITIGATION

## France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> <b>BOPS Avocats</b>	Rémi Passemard, Aurélie Cadain, Romain Dupeyré, Alexis Valençon, Pascal Ormen, Christian Bouckaert
<b>HMN &amp; Partners</b>	Sarah Xerri-Hanote, Juliette Vogel, Bernard Mettetal, Simon Ndiaye, Gérard Honig, Christophe Wucher-North, Vladimir Rostan d'Ancezune
<b>Soulié &amp; Coste-Floret</b>	Mohamed Zohair, Emmanuelle Lutfalla, Isabelle Allemand, Jean-Marie Coste-Floret, Amélia Brault
<b>2</b> <b>Clyde &amp; Co</b>	Yannis Samothrakis, Rozenn Lopin, Maylis Casati-Ollier, David Méheut, Anne-Isabelle Torti, David Brown, Gildas Rostain
<b>Holman Fenwick Willan</b>	Pierre-Olivier Leblanc, Guillaume Brajeux, Olivier Purcell, Pauline Arroyo
<b>Moureu Associés</b>	Xavier Lebrasseur, Philippe El Fadl, Patrick Moureu, Stéphanie Luttringer
<b>Raffin &amp; Associés</b>	Stéphane Launey, Laurent Cazelles, Matthieu Patrimonio, Catherine Mauduy-Dolfi, Catherine Raffin-Patrimonio, Patricia Le Tourain-Laillet
<b>EXCELLENT</b>	
<b>1</b> <b>BFPL Avocats</b>	Arnaud Buisson-Fizellier, Christophe Pech de Laclause, François Berbinau
<b>Carakters</b>	Xavier Marchand, Philippe Savatic, Fanny Guimon Quatrevent
<b>Delrue Boyer Gadot</b>	Etienne Boyer, Jean-François Delrue, Alexandre Gadot
<b>Hascoët Associés</b>	Pierre-Etienne Kuehn, François Hascoët, François-Genêt Kiener, Catherine Dupuy
<b>HW&amp;H</b>	Dominique Heintz, Michel Wolfer, Béatrice Deshayes
<b>PHPG</b>	Françoise Hecquet, Jean-Baptiste Payet-Godel, Jean-Marie Prael
<b>2</b> <b>Adrien Avocats</b>	Christophe Adrien, Florent Salesses, Florent Schapira, Lorraine Duzer
<b>Altana</b>	Christophe Lapp, Guillaume Forbin, Louis des Cars, Julien Balensi, François Muller
<b>Beldev</b>	Emmanuelle Devin, Michel Bellaiche, Carine Détré, Louise Fourcade
<b>Dizier &amp; Associés</b>	Arnaud Dizier
<b>EBA Endrös-Baum Associés</b>	Marguerite de Vaublanc, Florian Endrös, Myriam Benaïm, Céline Lustin-Le Core, Muriel Mazaud
<b>Gide</b>	Richard Ghueldre, Capucine Bernier
<b>Grenier Avocats</b>	Patrice Grenier
<b>Hogan Lovells</b>	Cécile Derycke, Christine Gateau, Thomas Rouhette
<b>Lambard &amp; Associés</b>	Nathanaël Rochard, Fabrice Hagège, Laurence Maillard, Christian Lambard, Nicole Jami
<b>LMT Avocats</b>	Christian Connor, Alexandre Gruber
<b>LPA - CGR Avocats</b>	Séverine Hotellier, Gilles Gassenbach, Alexia Eskinazi
<b>Mussat &amp; Landault</b>	Jean-Marc Landault, Patrick Mussat
<b>Ngo Jung &amp; Partners</b>	Gérard Ngo, Pierre Jung, Grégory Lévy, Philippe Bernard
<b>Squire Patton Boggs</b>	Valérie Ravit, Carole Sportes
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> <b>Allen &amp; Overy</b>	Erwan Poisson, Denis Chemla
<b>August &amp; Debouzy Avocats</b>	Alexandra Cohen Jonathan, Kami Haeri, Marie Danis, Morgane Boucher, Aude Vandenbroucq
<b>Bernard Hertz Bejot</b>	Sylvain Rieuneau
<b>Bernards</b>	Thierry Bernard
<b>Bird &amp; Bird</b>	Marion Barbier
<b>BJMR</b>	Juliette Ribeiro, Bertrand Joliff
<b>Comolet Mandin &amp; Associés</b>	Jean-Marc Zanati, Amélie Chiffert, Gilbert Comolet, Marylise Comolet, Éric Mandin, Stanislas Comolet
<b>Courrégé Foreman</b>	Mauricia Courrégé, Simon Foreman
<b>Fizellier &amp; Associés</b>	Patrick Fizellier
<b>Houle</b>	Yanick Houle
<b>Karila &amp; Associés</b>	Laurent Karila, Jean-Pierre Karila
<b>Naba &amp; Associés</b>	Jérôme Grandmair, Delphine Aberlen, Emmanuelle Bock, Evelyne Naba
<b>Normand &amp; Associés</b>	Xavier Normand-Bodard, Ralph Boussier, Pascal Paillard, Gilles Cariou, Charlotte Cret
<b>Paetzold Associés</b>	Stephan Paetzold
<b>Reed Smith</b>	Benoît Charot, Marie Albertini
<b>Rome Associés</b>	Juliette Mel, Arnaud Rogel
<b>Simon Associés</b>	Simone-Claire Chetivaux, Joachim Bernier
<b>Simmons &amp; Simmons</b>	Jacques-Antoine Robert, Alexandre Regnault, Étienne Kowalski
<b>Stephenson Harwood</b>	Barthélemy Cousin, Nicolas Demigneux
<b>Trillat &amp; Associés</b>	Pascal Trillat
<b>2</b> <b>Amadio Parleani Gazagnes</b>	Gilbert Parleani, Jean-Marie Gazagnes
<b>Baro Alto</b>	Géraldine Brasier Porterie
<b>Boivin &amp; Associés</b>	Jean-Pierre Boivin, Frédéric Defradas, Manuel Pennaforte, Steve Hercé, Malik Memloul
<b>Cabinet Cavoizy</b>	Renaud Cavoizy
<b>Dentons</b>	Aurélien Chardeau, Pascale Poupelin, Pierre Lévêque, Christine Sévère, Frédérique Meslay-Caloni, Maxime Simonnet
<b>De Gaulle Fleurance &amp; Associés</b>	Frank Valentin, Gilles Gaillard, Valérie Lafarge-Sarkozy
<b>DLA Piper</b>	Vonnick Le Guillou, Bruce Mee
<b>DS Avocats</b>	Yvon Martinet, Patricia Savin, Patricia Cuba-Sichler, Arnaud Constant
<b>Frêche &amp; Associés</b>	Alain Frêche, Julien Lampe, Thomas Grancher, Emmanuelle Morvan, Hugues Vignon
<b>Granrut Avocats</b>	Valérie Maintrieu-Frantz, Christophe Bourdel, Pierre-Yves Rossignol
<b>Ince &amp; Co</b>	Vy-Loan Huynh- Olivier
<b>King &amp; Spalding</b>	Vanessa Benichou, Joëlle Herschel
<b>Kramer Levin Naftalis &amp; Frankel</b>	Renaud Dubois, Reid Feldman
<b>LPLG</b>	Laura Dubois, Jean-Jacques Le Pen
<b>Montpensier Avocats</b>	François Honnorat
<b>PDGB</b>	Jean-Marie Gueguen, Bertrand Jardel, Philippe Julien
<b>Racine</b>	Annie Berland, Thierry Buraud, Emilie Buttier, Laurent Jourdan
<b>RCB - Bykoff &amp; Couturier</b>	Margareth Bykoff, Alain Couturier



RECOMMENDED	
Armfelt	Patricia Ghozland
Ashurst	Éric Bouffard, Jean-Pierre Farges
Awkis	Anne-Sophie Pia
Baker McKenzie	Éric Borysewicz
BCW & Associés	Laurent Garrabos
Boken	Franck Poindessault, Raphaël Gauvain
Chatain & Associés	Solën Guezille, Antoine Chatain
Cheysson Marchadier & Associés	Bernard Cheysson
Claude & Sarkozy	Christofer Claude
Courteaud Pellisier	Joyce Labi, Marc Courteaud, Dominique Raynard, Gilles Roumens, Bertrand Delcourt
De Pardieu Brocas Maffei	Barbara Levy, Paul Talbourdet, Dominique Lefort
Deprez Perrot	Marine Duponcheel
Espace Juridique Avocats	Philippe Chaillot, Gilles Gardel, Laurent Heyte
Eversheds Sutherland	Frédérique de la Chapelle, Rémi Kleiman, Sophie Scemla
FTPA	Robert Corcos
Godin Associés	Olivier Decour
Jones Day	Laurent Martinet, Ozan Akyurek
Karsenty & Associés	Paul Ricard
Laude Esquier Champey	Richard Esquier
Le Berre Engelsen Witvoet	Béatrice Witvoet, Frédéricque Le Berre, Axel Engelsen
Linklaters	Kiril Bougartchev, Arnaud de La Cotardière
Neveu Sudaka & Associés	Pierre Sudaka
Norton Rose Fulbright	Christian Dargham
Pech De Laclause Bathmanabane	Arnaud Pericard, Philippe Pech de Laclause, Catherine Popineau-Dehaullon, Emmanuel Gouesse
Pennec & Michau	Goulwen Pennec, Clément Michau
Picart	Cynthia Picart
RBM2L (Garnault Rembauville Bureau Tassy)	Patrice Rembauville-Nicolle, Fernand Garnault
Reinhart Marville Torre	Agathe Moreau
Roiné & Associés	Jean-Louis Roiné, Nathalie Roiné, William Fumey
Selene Avocats	Laurent Archambault
Teynier Pic & Associés	Laurence Kiffer, Pierre Pic, Éric Teynier
Vigo	Christine Carpentier, Emmanuel Daoud
Vogel & Vogel	Sylvain Corvol, Charles Fahrner
Wragge Lawrence Graham & Co	Frédéric Dereux
Ydès	Valérie Nicod
STRONG EXPERTISE	
Alma Monceau	Marine Guguen
Bryan Cave	Constantin Achillas
Cabinet Beaumont	Brigitte Beaumont
Duclos Thorne Mollet Viéville & Associés	Lin Nin, Magalie Thorne
Fieldfisher	Brigitte Daille-Duclos
Meridian Avocats	Xavier Desnos, Olivier Delsupexhe
Meyer Fabre	Damien Devot, Nathalie Meyer Fabre
Paul Hastings	Philippe Bouchez El Ghozi, Nicolas Faguer
Ravet & Associés	Stanley Chaney
Reibell Associés	Franck Reibell, Agnès Braquy-Poli
Sekri Valentin Zerrouk	Anne Dumas-L'hoir
Stehlin & Associés	Marc-Pierre Stehlin
Taylor Wessing	Philippe Glaser, Benoît Goulesque Monaux, Paul-Albert Iweins

## Our analysis

### AMADIO PARLEANI GAZAGNES: CULTIVATING PROXIMITY AND LOYALTY



Gilbert Parleani

**Leaders:**  
Gilbert Parleani and  
Jean-Marie Gazagnes  
**Established:**  
1990

**Track record:** The team is most of all contentious, handling cases in industrial risk and product liability, but also counsels its client base ahead of disputes. Its traditional client base ranges from manufacturers in the automotive and agricultural machinery industries, but the team also represents energy suppliers.

**Team & differentiation:** The law firm has built strong links with operational teams working in the manufacturers' organizations. This allows those lawyers to be at the core of their clients' issues, saving a tremendous amount of time and boosting efficiency. Their wide field of vision enables the team to deal with cross-cutting issues, notably in the distribution sector.

### PAETZOLD AVOCATS: BEYOND THE RHINE AND FURTHER AFIELD



Stephan Paetzold

**Leader:**  
Stephan Paetzold  
**Established:**  
1986

**Track record:** At the heart of cases of tens of millions euros in value, the team has built up solid experience in insurance litigation. In the finance, construction, transportation and energy sectors, the law firm accompanies companies qualified to handle significant risk exposure, such as Société Générale or Suez Environnement.

**Team & differentiation:** Young and growing, the team continues to strengthen each year, in order to deal with the influx of new cases with important issues at stake. The light structure of the law firm, however, benefits from an important international network, combining flexibility and an open-mindedness prized by multinationals. Therefore, the lawyers make the most of multiple jurisdictions and a variety of laws.

### ENDRÖS-BAUM: ACTIVE ON BOTH SIDES OF RHINE



Florian Endrös-Baum

**Leader:**  
Florian Endrös-Baum  
**Established:** 1997

**Track record:** The team assists insurers and manufacturers and intervened during appraisals regarding engine coolant containers (a Franco-German case) and in an arbitration case dealing with an automotive battery recall. The lawyers have negotiated contracts regarding various power plants and the ITER project, one of the most ambitious energy projects of the moment.

**Team & differentiation:** The motto of the law firm is *"keep our feet on the ground."* With offices in Paris, Munich, and most recently in Berlin, the firm has gathered experts on civil liability and on claims management. Its multilingual team assists a loyal clientele, concerned with a file processing that's in line with their activities.

### INCE & CO: RECOGNIZED EXPERTISE IN INDUSTRIAL RISK



Vy-Loan Huynh-Olivieri

**Leader:**  
Vy-Loan Huynh-Olivieri  
**Established:**  
2002 (Paris office)

**Track record:** Working in various industries such as oil and nuclear power, the team deals with a variety of cases – railways accidents, boat fires, ranging from court-expert expertise, transaction and litigations of any type. The team is also competent in seizure and enforcement. They handle ICC arbitrations and have extensive experience in broader commercial litigations.

**Team & differentiation:** Able to manage litigations abroad thanks to the international network of 12 Ince & Co offices worldwide, the law firm can handle cases from the very first days of a crisis up until the litigation or the transaction. The team of one partner and four associates prides themselves on their rapid response capability.



## METHODOLOGY

#### The criteria are:

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

#### Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.

## CLAIMS & LITIGATION – AVIATION

### France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Clyde &amp; Co</b>	Maylis Casati-Ollier, Fabrice Pradon
<b>Courrégé Foreman</b>	Mauricia Courrégé, Simon Foreman
<b>DLA Piper</b>	Vonnick Le Gilou
<b>HMN &amp; Partners</b>	Sarah Xerri-Hanote, Simon Ndiaye, Gérard Honig
<b>Squire Patton Boggs</b>	Carole Sportes
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Denis Chemla
<b>BFPL Avocats</b>	Arnaud Buisson-Fizellier
<b>BOPS Avocats</b>	Aurélia Cadain, Christian Bouckaert, Rémi Passemard
<b>De Gaulle Fleurance &amp; Associés</b>	Frank Valentin, Valérie Lafarge-Sarkozy
<b>Dechert</b>	Jacques Sivignon, Xavier Nyssen
<b>Hogan Lovells</b>	Thomas Rouhette
<b>Holman Fenwick Willan</b>	Stéphanie Schweitzer, Timothy Clemens-Jones, Pierre Frühling, Olivier Purcell
<b>LPLG &amp; Associés</b>	Laura Dubois, Jean-Jacques Le Pen
<b>HIGHLY RECOMMENDED</b>	
<b>Claude &amp; Sarkozy</b>	Christofer Claude
<b>Bourayne &amp; Preissl</b>	Cyril Bourayne, Sigrid Preissl
<b>FTPA</b>	Rajeev Sharma Fokeer, Robert Corcos, Serge-Antoine Tchekhoff, Nathalie Younan
<b>Ince &amp; Co</b>	Laurence Hanley
<b>RBM2L (Garnault Rembauville Bureau Tassy)</b>	Patrice Rembauville-Nicolle, Xavier Bureau, Fernand Garnault
<b>Reed Smith</b>	Luc Grellet, Ana Atallah
<b>Selene Avocats</b>	Laurent Archambault
<b>Soulez Larivière &amp; Associés</b>	Daniel Soulez Larivière, Astrid Mignon Colombet
<b>RECOMMENDED</b>	
<b>BCW &amp; Associés</b>	Laurent Garrabos
<b>Bird &amp; Bird</b>	Éric Wallenbrock
<b>Boken</b>	Franck Poindessault
<b>Chevrier Associés</b>	Lionel Guijarro, Jean Chevrier
<b>D'Alverny Avocats</b>	Arnaud Rougeau-Mauger, Henri-Joseph Trémolet de Villers, Hubert d'Alverny
<b>Gide</b>	Richard Ghueldre
<b>Gilles Khaïat Law</b>	Gilles Khaïat
<b>Jones Day</b>	Laurent Martinet
<b>Le Berre Engelsen Witvoet</b>	Frédérique Le Berre, Axel Engelsen, Béatrice Witvoet
<b>Norton Rose Fulbright</b>	George Paterson, Marc Hamilton
<b>PenLaw</b>	Henry Page
<b>Rappaport Hocquet Schor</b>	Judith Schor, Claire Hocquet, Roland Rappaport
<b>Sekri Valentin Zerrouk</b>	Anne Dumas-L'hoir
<b>Simmons &amp; Simmons</b>	Alexandre Regnault
<b>Vovan &amp; Associés</b>	Patrick Vovan

## CLAIMS & LITIGATION – SHIPPING

France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Clyde &amp; Co</b>	Rozenn Lopin, Gildas Rostain
<b>Holman Fenwick Willan</b>	Pierre-Olivier Leblanc, Guillaume Brajeux, Stéphanie Schweitzer, Timothy Clemens-Jones, Stanislas Lequette, Olivier Purcell
<b>Ince &amp; Co</b>	Alexandre Besnard, Jérôme de Sentenac, Vy-Loan Huynh-Olivieri, Mathieu Croix
<b>Villeneuve Rohart Simon &amp; Associés</b>	Jean-Serge Rohart, Benoît Pincemin, Bertrand Coste, Patrick Simon, Sébastien Lootgieter
<b>EXCELLENT</b>	
<b>Godin &amp; Associés</b>	Philippe Godin, Olivier Decour
<b>LBEW</b>	Béatrice Witvoet, Frédéricque Le Berre, Axel Engelsen
<b>Lewis &amp; Co</b>	Lars Lewis, Peter Iglowski, Guillaume de Bascher, Leïla Esnard
<b>Reed Smith</b>	Luc Grellet, Ana Atallah
<b>Richemont Nicolas &amp; Associés</b>	Christophe Nicolas, Henri de Richemont
<b>Stephenson Harwood</b>	Barthélémy Cousin, Nicolas Demigneux
<b>Thomas Cooper</b>	Christophe Hunkeler, Dani Allan
<b>HIGHLY RECOMMENDED</b>	
<b>BCW &amp; Associés</b>	Laurent Garrabos
<b>Bourayne &amp; Preissl</b>	Cyril Bourayne
<b>Courtois &amp; Finkelstein</b>	Nathalie Finkelstein, Bertrand Courtois
<b>Gide</b>	Richard Ghuelldre
<b>Houle</b>	Yanick Houle
<b>Huchet Dagorne</b>	Claude Huchet, Jean-Pierre Dagorne
<b>Hughes Hubbard &amp; Reed</b>	Marc Henry
<b>Laroque &amp; Associés</b>	Hervé Laroque
<b>Lassez &amp; Associés</b>	Jacques-Max Lassez
<b>LMT Avocats</b>	Alexandre Gruber
<b>Meyer Fabre Avocats</b>	Damien Devot, Nathalie Meyer Fabre
<b>Normand &amp; Associés</b>	Gilles Cariou, Charlotte Cret
<b>Penlaw</b>	Henry Page
<b>RBM2L</b>	Xavier Bureau, Fernand Garnault
<b>Schmill &amp; Lombrez</b>	Erik Schmill, François Lombrez
<b>Watson Farley &amp; Williams</b>	Alexia Russell, Laurence Martinez-Bellet

### HOLMAN FENWICK WILLAN: PAN-EUROPEAN FIRM WITH A SHARP FOCUS IN MARITIME CLAIMS



Guillaume Brajeux

Leaders:  
Guillaume Brajeux,  
Pierre-Olivier Leblanc and  
Olivier Purcell

Established:  
1977 (Paris office)

**Track record:** With offices in Asia, Australia, the Middle East, Europe and the Americas, Holman Fenwick have a firm focus in the shipping industry, providing unparalleled expertise in handling claims of all natures in this sector. Energy, insurance, commodities, construction, and aviation are key sectors for the firm, as well as considerable strength in corporate and financial law. Notable clients include Allianz Marine, Global Aerospace, and Helvetia.

**Team & differentiation:** The team have recently bolstered their global reach, following a merger with the energy boutique law firm Legge Farrow, based in Houston – the energy capital of the US. Team leader Brajeux's practice spans both the insurance and maritime spheres, allowing him to handle complex shipping insurance matters with ease. Brajeux also specializes in the management of proceedings following major industrial incidents.



## CLAIMS & LITIGATION – ROAD & RAIL

### France Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
<b>Clyde &amp; Co</b>	Gildas Rostain
<b>Delrue Boyer Gadot</b>	Etienne Boyer
<b>Holman Fenwick Willan</b>	P.FrÜling, O. Purcell, S. Schweitzer, T. Clemens-Jones
<b>Ince &amp; Co</b>	Alexandre Besnard, Vy-Loan Huynh-Olivieri
<b>HIGHLY RECOMMENDED</b>	
<b>BCW &amp; Associés</b>	Laurent Garrabos
<b>CLB Avocats</b>	Christine Lebourgeois
<b>Cabinet Choisez</b>	Stéphane Choisez
<b>Courrégé Foreman</b>	Mauricia Courrégé, Simon Foreman
<b>Dizier &amp; Associés</b>	Arnaud Dizier
<b>Godin &amp; Associés</b>	François Citron, Philippe Godin, Olivier Decour
<b>Kramer Levin Naftalis &amp; Frankel</b>	Reid Feldman
<b>Lambard &amp; Associés</b>	Nathanaël Rochard, Fabrice Hagège, Laurence Maillard, Christian Lambard
<b>Le Berre Engelsen Witvoet</b>	Frédéricque Le Berre, Axel Engelsen, Béatrice Witvoet
<b>LMT Avocats</b>	Alexandre Gruber
<b>LPA - CGR Avocats</b>	Séverine Hotellier, Gilles Gassenbach
<b>Neige Avocats</b>	Sylvie Neige
<b>Paetzold Associés</b>	Carsten Heisig
<b>Pennec &amp; Michau</b>	Goulwen Pennec, Clément Michau
<b>Reed Smith</b>	Luc Grellet
<b>Squire Patton Boggs</b>	Marie-Aimée Peyron

## INSURANCE EXPERTS

The companies are listed alphabetically within each band

COMPANY	EXPERTS
<b>LEADING</b>	
<b>1</b> <b>CPA Experts</b>	Samuel Cohen, Bruno Perrot, Astrid Larcher-Bourveau
<b>Naudet</b>	Bernard Hébert, Dominique Brossais, Vivianne Grouchko
<b>Saretec</b>	Philippe Tromson, Alain Decorniquet, Dominique Delmas, François-Xavier Lemaire
<b>Texa TGS</b>	Philippe Donaint, Bruno Ducassou, José Do Nascimento
<b>2</b> <b>Cerutti Experts</b>	Dominique Ragout, Pierre Cerutti, Ludovic Cerutti
<b>Ciblexperts</b>	Marc Bontemps
<b>Equad</b>	Guy Caumes, Nathalie Rey, Yann Le Dantec, Frédéric Moriez, Roland Herpin, Olivier Coulon
<b>Erget</b>	L. Redier, M. Thinnes, P. Fabre, P.-B. Faivre, D. Deliens, B. Belloeuve, J. Le Goff, A. Desjonquères
<b>GM Consultant</b>	P. Azoulay, O. Richard, N. Musk, A. Nardone, F. Chermette, J.-P. Marques
<b>Real I.F.C.</b>	Renaud Jacquier, Alain Courtet
<b>EXCELLENT</b>	
<b>1</b> <b>Cabinet Cochard &amp; Associés</b>	Jean-François Cochard
<b>Chem-In Expertise</b>	Denis Chemin
<b>Cunningham Lindsey</b>	Olivier Vial, Christophe Fournial, Sami Challakh, Philippe Lacoste, Bernard Hauser
<b>LVS Expertise</b>	Xavier Van Der Haegen, Jean-Philippe Sabater, Didier Le Fèvre
<b>Vering</b>	Tançrède Stagnara
<b>2</b> <b>CDH Expertises</b>	Nathalie Hugué, Philippe Baudin, Richard Dutot, Nicolas Saint-Jalmes
<b>DB Expertise</b>	Jérôme Brazillier, Sylvain Dadure
<b>Groupe CET</b>	Pierre Bonte, Michel Jacinto, Éric Mosca, Patrick Gerber, Nicolas Le Meur
<b>Ixi Groupe</b>	Christian Andreu, Philippe Gregori, Yann Bocquillon
<b>Volvaria</b>	Éric Kotolevsky
<b>HIGHLY RECOMMENDED</b>	
<b>1</b> <b>Cabinet Altec</b>	Alain Chanut
<b>Cabinet Robert Bouchet</b>	Céline Lotenberg
<b>CI - Cabinet Levesque</b>	Fabrice Levesque
<b>Hintze Devouassous Experts</b>	Bruno Hintze, Jean-Marc Devouassoux
<b>MG Tech</b>	Christian Mayen
<b>Polyexpert</b>	Emmanuel Géli, Dominique Chaumeron, Jean-Luc Pauget
<b>2</b> <b>Algor Expertises</b>	Yves Peytavin, Bernard Gagnadoux, Jean-Marie Estoup
<b>Apex</b>	Didier Juilliart
<b>Cabinet Hudault</b>	Didier Hudault
<b>Cerec</b>	Pierre-Philippe Landoïn
<b>Clerc &amp; Associés</b>	Jean-Pierre Clerc
<b>Eurexo</b>	Patrick Weil, Thierry Sinquin
<b>Exppass</b>	Michel Passemard
<b>IES</b>	Daphné Naudy
<b>Union D'Experts</b>	Philippe Mahé
<b>RECOMMENDED</b>	
<b>Cadex Environnement</b>	Fabrice Cadot
<b>FS Consultants</b>	Florence Sablayrolles
<b>Meridien Conseil</b>	Roland Couvreur
<b>Pierre Dutru &amp; Cie</b>	Patrice Dutru

### TEXA GLOBAL SOLUTIONS (TGS): PRESENT ON ALL EXPERTISE MARKET NICHES



Philippe Donaint

Leader:  
Philippe Donaint  
Established:  
1987 (Texa Group)

**Track record:** The industrial risks of key accounts are one of the key activities of the group. As cases become ever more complex, TGS mainly intervenes in civil responsibility and damage on issues related to a great variety of sectors: engineering, nuclear energy or cyber risks among others. The firm's turnover has seen two-digit growth thanks to an ever evolving range of offers.

**Team & differentiation:** Partnering with American firm Crawford – a worldwide specialist in claims administration – TGS benefits from a very deep international network to follow up on cross border cases. The use of new technology such as drones offers unique development opportunities both for clients and experts. Civil liability in the financial sector is also a strong speciality of the team.



**GERMANY**

## COMMERCIAL LITIGATION

### Germany Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Freshfields Bruckhaus Deringer</b>	Christian Duve, Thomas Kreifels
<b>Gleiss Lutz</b>	Stefan Rützel, Stephan Wilske
<b>Hengeler Mueller</b>	Markus Meier, Henning Bälz
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Burkhard Schneider, Uwe Hornung
<b>CMS Hasche Sigle</b>	Matthias Schlingmann, Claus Thiery
<b>Hogan Lovells</b>	Detlef Hass
<b>Linklaters</b>	Rupert Bellinghausen, Klaus Saffenreuther
<b>Noerr</b>	Michael Molitoris
<b>Oppenhoff &amp; Partner</b>	Peter Klappich
<b>SZA Schilling, Zutt &amp; Anschutz</b>	Thomas Liebscher, Jochem Reichert
<b>Wach + Meckes</b>	Karl Wach
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Marc Zimmerling
<b>Beiten Burkhardt</b>	Holger Peres
<b>Herbert Smith Freehills</b>	Mathias Wittinghofer
<b>Heuking Kühn Lüer Wojtek</b>	Walter Eberl, Thomas Wambach
<b>Latham &amp; Watkins</b>	Sebastian Seelmann-Eggebert, Volker Schäfer
<b>Schmitz &amp; Partner</b>	Bernd-Wilhelm Schmitz
<b>Taylor Wessing</b>	Wolfgang Gruber
<b>RECOMMENDED</b>	
<b>1 Baker McKenzie</b>	Guenther Pickrahn
<b>Borris Hennecke Kneisel</b>	Christian Borris, Rudolf Hennecke
<b>DLA Piper</b>	Wolfgang Jäger, Frank Roth
<b>Luther</b>	Richard Happ
<b>2 Haver &amp; Mailänder</b>	Klaus Gerstenmaier
<b>Kantenwein Zimmermann Fox Kröck Partnerschaft</b>	Alexander Kröck
<b>Lindenpartners</b>	Matthias Birkholz
<b>Norton Rose Fulbright</b>	Jamie Nowak
<b>Thümmel, Schütze &amp; Partner</b>	Roderich Thümmel

#### HENGELER MUELLER: THE MERCEDEZ-BENZ OF LITIGATION



Markus Meier

Leaders:  
Markus Meier  
and Henning Bälz  
Established:  
1990

**Track record:** After having won a victory in December 2015 in the regional court of Hamburg, the firm again successfully represented Nordcapital Treuhand in July 2016 before the Hanseatic Higher Regional Court, which denied the appeal of three investors and their damage claims. Other clients include Commerzbank, Deutsche Telekom, Porsche and Siemens.

**Team & differentiation:** The extensive experience of Hengeler Mueller's stellar litigator bench covers areas such as contractual disputes, securities or antitrust litigation, shareholder actions and post M&A disputes. Highly respected expert Markus Meier focuses on high-stakes disputes as well as cross-border issues, notably in the areas of corporate, capital markets and banking & finance.



## INTERNATIONAL ARBITRATION

## Germany Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Jörg Risse, Guenter Pickrahn
<b>CMS Hasche Sigle</b>	Torsten Lörcher, Dorothee Ruckteschler
<b>Freshfields Bruckhaus Deringer</b>	Rolf Trittman, Boris Kasolowsky, Christian Duve
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Daniel Busse, Marc Zimmerling
<b>Borris Hennecke Kneisel</b>	Christian Borris, Rudolf Hennecke
<b>Gleiss Lutz</b>	Stefan Rützel, Stephan Wilske
<b>Hengeler Mueller</b>	Markus Meier, Henning Bälz
<b>HIGHLY RECOMMENDED</b>	
<b>1 Heuking Kühn Lüer Wojtek</b>	Wolfgang Kühn, Ulrike Gantenberg
<b>Linklaters</b>	Alexandros Chatzinerantzis
<b>Noerr</b>	Michael Molitoris, Anke Meier
<b>SZA Schilling, Zutt &amp; Anshütz</b>	Thomas Liebscher
<b>2</b>	
<b>Hanefeld Rechtsanwälte</b>	Inka Hanefeld
<b>Haver &amp; Mailänder</b>	Gert Brandner
<b>Herbert Smith Freehills</b>	Patricia Nacimiento, Thomas Weimann
<b>Latham &amp; Watkins</b>	Sebastian Seelmann-Eggebert
<b>Luther</b>	Richard Happ
<b>Wach + Meckes</b>	Frank Meckes, Karl Wach
<b>RECOMMENDED</b>	
<b>Beiten Burkhardt</b>	Holger Peres
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Richard Kreindler
<b>DLA Piper</b>	Wolfgang Jäger
<b>Kantenwein Zimmermann Fox Kröck &amp; Partner</b>	Alexander Kröck
<b>Reeg Rechtsanwälte</b>	Axel Reeg
<b>Schmitz &amp; Partner</b>	Bernd-Wilhelm Schmitz
<b>Taylor Wessing</b>	Wolfgang Gruber
<b>Wagner Arbitration</b>	Philipp Wagner
<b>White &amp; Case</b>	Markus Burianski

### GLEISS LUTZ: OUTSTANDING ARBITRATION EXPERTISE



Stephan Wilske

Leaders:  
Stephan Wilske and Stefan Rützel

Established:  
1949

**Track record:** Gleiss Lutz successfully acted for the German investor Adem Dogan in annulment proceedings against Turkmenistan, and an ICSID award in January 2016 marked the first investment arbitration ruling requiring the latter to pay damages. It is also advising in the post M&A arbitration proceedings of a Korean group vs. the insolvency administrator of Q CELLS, once the world's largest solar cell manufacturer.

**Team & differentiation:** Composed of nine partners and 27 other qualified lawyers, the dispute resolution group has a strong reputation. Acting as both counsel and arbitrator, partner Stephan Wilske is praised for his expertise in antitrust, project-related disputes and post M&A issues.

### HEUKING KÜHN LÜER WOJTEK: A GOOD BALANCE BETWEEN LITIGATION AND ARBITRATION



Wolfgang Kühn

Leaders:  
Wolfgang Kühn and Ulrike Gantenberg

Established:  
1971

**Track record:** The firm successfully represented the German subsidiary of a global oil & gas company in two German courts in a five year litigation related to contractual duties in deep drilling. The amount in dispute was approximately €1.8 million. It is also acting as counsel for a German appliance producer on two ICC arbitration proceedings against Turkish sellers of shares.

**Team & differentiation:** With around 80 professionals, the dispute resolution group is one of the firm's biggest practices and works closely across offices. Active in post-M&A, construction and energy related arbitrations, its expertise in arbitration award enforcement, directors' liability disputes and insolvency is also highly recognized.

## GERMANY BEST ARBITRATORS

The arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>Klaus Peter Berger</b>	University of Cologne
<b>Karl-Heinz Böckstiegel</b>	Sole practitioner
<b>Peter Heckel</b>	Hengeler Mueller
<b>Stefan Kröll</b>	Sole practitioner
<b>Torsten Lörcher</b>	CMS Hasche Sigle
<b>Klaus Sachs</b>	CMS Hasche Sigle
<b>Rolf Trittmann</b>	Freshfields Bruckhaus Deringer
<b>EXCELLENT</b>	
<b>Christian Borris</b>	Borris Hennecke Kneisel
<b>Siegfried Elsing</b>	Orrick
<b>Klaus Gerstenmaier</b>	Haver & Mailänder
<b>Inka Hanefeld</b>	Hanefeld Rechtsanwälte
<b>Wolfgang Kühn</b>	Heuking Kühn Lüer Wojtek
<b>Hilmar Raeschke-Kessler</b>	Ziemons & Raeschke-Kessler
<b>Fabian von Schlabrendorf</b>	Sole practitioner
<b>Rolf Schütze</b>	Thümmel, Schütze & Partner
<b>Volker Triebel</b>	Sole practitioner
<b>HIGHLY RECOMMENDED</b>	
<b>Daniel Busse</b>	Allen & Overy
<b>Mathias Habersack</b>	Ludwig Maximilian University of Munich
<b>Anett Kuhli</b>	Kantenwein Zimmermann Fox Kröck & Partner
<b>Dorothee Ruckteschler</b>	CMS Hasche Sigle
<b>Karl Wach</b>	Wach + Meckes
<b>Gerhard Wegen</b>	Gleiss Lutz
<b>RECOMMENDED</b>	
<b>Ulrike Gantenberg</b>	Heuking Kühn Lüer Wojtek
<b>Anke Meier</b>	Noerr
<b>Roderich Thümmel</b>	Thümmel, Schütze & Partner
<b>Gerhard Wagner</b>	Humboldt University Berlin
<b>Stephan Wilske</b>	Gleiss Lutz



# ITALY

## COMMERCIAL LITIGATION

### Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>BonelliErede</b>	Sergio Erede, Giuseppe Sbisà, Paolo Di Giovanni
<b>Lombardi Segni</b>	Giuseppe Lombardi
<b>EXCELLENT</b>	
<b>Cleary Gottlieb</b>	Ferdinando Emanuele, Carlo Santoro
<b>Gianni, Origoni, Grippo, Cappelli &amp; Partners</b>	GianBattista Origoni della Croce, Antonio Auricchio
<b>Legance</b>	Stefano Parlatore, Paolo Pototschnig, Daniele Geronzi
<b>Pedersoli e Associati</b>	Alessandro Pedersoli, Andrea Magliani
<b>Studio Mariconda</b>	Vincenzo Mariconda
<b>HIGHLY RECOMMENDED</b>	
<b>Arblit</b>	Massimo Benedettelli, Marco Torsello
<b>Chiomenti</b>	Silvio Martuccelli
<b>Clifford Chance</b>	Fabio Gastadisegni
<b>Craca Di Carlo Guffanti Pisapia Tatozzi</b>	Alfredo Craca
<b>DLA Piper</b>	Bruno Giuffré
<b>Freshfields Bruckhaus Deringer</b>	Enrico Castellani
<b>Gitti and Partners</b>	Gregorio Gitti, Alessandro D'Adda, Stefano Roncoroni
<b>NCTM</b>	Luca Toffoletti
<b>Pavia e Ansaldo</b>	Marina Santarelli
<b>Santa Maria Studio Legale Associato</b>	Alberto Santa Maria, Claudio Biscaretti di Ruffia
<b>Ughi &amp; Nunziante</b>	Agostino Clemente, Roberto Leccese, Vincenzo D'Ambra, Carlo Mezzetti, Fiorella Alvino
<b>RECOMMENDED</b>	
<b>Astolfo Di Amato Associati</b>	Alessio Di Amato, Astolfo Di Amato
<b>Baker McKenzie</b>	Gianfranco Di Garbo
<b>Castladi &amp; Partners</b>	Enrico Castaldi
<b>De Berti Jacchia Franchini Forlani</b>	Maria Christina Franchini
<b>Gattai, Minoli, Agostinelli &amp; Partners</b>	Sergio Fulco
<b>Gatti Pavesi Bianchi</b>	Lorenzo Pintus, Francesco Gatti
<b>Giliberti Triscornia e Associati</b>	Enrico Giliberti
<b>Hi.Lex</b>	Maurizio Traverso
<b>La Scala</b>	Stefano La Porta, Francesco Rampone
<b>LCA</b>	Gian Paolo Coppola, Giovanni Carcaterra
<b>Macchi Di Cellere Gangemi</b>	Silvia Lazzaretti
<b>Mondini Rusconi Studio Legale</b>	Giacomo Bonelli
<b>Paul Hastings</b>	Francesca Petronio
<b>PG Legal</b>	Lorenzo Ranieri
<b>Rucellai e Raffaelli</b>	Enrico Raffaelli, Lorenzo Conti
<b>Tonucci &amp; Partners</b>	Giorgio Altieri

#### GITTI & PARTNERS: A TRUSTED NAME IN THE ITALIAN MARKET



Alessandro D'Adda

Leaders:  
Alessandro D'Adda,  
Gregorio Gitti and Stefano  
Roncoroni  
Established:  
2015

**Track record:** Gitti & Partners litigation and arbitration department handles complex cases for major local and international clients. The team has recently been involved in important commercial disputes in the real estate sector as well as in insolvency matters regarding the banking field and in corporate disputes. The firm's lawyers have extensive experience in domestic, international, trade and investment arbitration, acting both as arbitrators and as lawyers.

**Team & differentiation:** Founding partner Gregorio Gitti and partner Stefano Roncoroni have a solid experience in corporate and post M&A litigation, while Alessandro D'Adda provides legal advice and assistance in civil, contractual, corporate, financial, banking and environment law, as well as on domestic and international arbitrations. Alessandro is a professor of private law at the Catholic University of Milan.



## INTERNATIONAL ARBITRATION

## Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>BonelliErede</b>	Antonio Crivellaro
2 <b>Arblit</b>	Luca Radicati Di Brozolo, Michele Sabatini, Massimo Benedettelli
<b>EXCELLENT</b>	
<b>Eversheds Sutherland</b>	Giorgio Sacerdoti
<b>Legance</b>	Cecila Carrara
<b>Studio Legale dell'Avvocato Prof. Luzzatto</b>	Riccardo Luzzatto
<b>Studio Prof. Luigi Fumagalli</b>	Luigi Fumagalli
<b>Ughi e Nunziante</b>	Piero Bernardini, Roberto Leccese, Vincenzo D'Ambra
<b>HIGHLY RECOMMENDED</b>	
<b>Cleary Gottlieb</b>	Ferdinando Emanuele, Carlo Santoro
<b>Craca Di Carlo Guffanti Pisapia Tatozzi</b>	Alfredo Craca, Vittorio Pisapia, Claudio Tatozzi
<b>Studio Legale De Nova</b>	Giorgio De Nova
<b>Gianni, Origoni, Grippo, Cappelli &amp; Partners</b>	Gian Battista Origoni della Croce
<b>Giliberti Pappalettera Triscornia e Associati</b>	Enrico Giliberti
<b>Gitti and Partners</b>	Gregorio Gitti, Alessandro D'Adda, Stefano Roncoroni
<b>Hi.Lex</b>	Maurizio Traverso
<b>Lombardi Segni</b>	Giuseppe Lombardi
<b>Pavia e Ansaldo</b>	Marina Santarelli, Maria Elena Armandola
<b>Pedersoli e Associati</b>	Alessandro Pedersoli, Andrea Magliani
<b>Santa Maria Studio Legale Associato</b>	Alberto Santa Maria, Claudio Biscaretti di Ruffia
<b>Studio Mariconda</b>	Vincenzo Mariconda
<b>RECOMMENDED</b>	
<b>Chiomenti</b>	Andrea Bernava
<b>Gatti Pavesi Bianchi Studio Legale Associato</b>	Lorenzo Pintus
<b>Giovanardi e Associati</b>	Valeria Mazzoletti
<b>LCA</b>	Gian Paolo Coppola
<b>Mazzoni &amp; Associati</b>	Alberto Mazzoni
<b>NCTM</b>	Luca Toffoletti
<b>Visconti &amp; Associati</b>	Giuseppe Visconti, Giuseppe Portale

## ARBLIT: AN ITALIAN BOUTIQUE WITH AN INTERNATIONAL FLAVOR



Luca G. Radicati di Brozolo

Leaders:  
Luca G. Radicati di Brozolo,  
Michele Sabatini and  
Massimo Benedettelli

Established:  
2013

**Track record:** The team is particularly recognized for its expertise in investor-state arbitrations, having acted for two Italian companies of bond investors against the Republic of Argentina. The firm's practices include international law, civil law, commercial law, European Union and competition law, liberalizations and privatizations, distribution, energy and M&A.

**Team & differentiation:** Luca Radicati di Brozolo, the firm's founder, is one of the most respected arbitration practitioners in Italy. He has acted as counsel and as arbitrator. Michele Sabatini focuses on commercial and investment arbitration and Massimo Benedettelli, a former partner at Freshfields, specializes in international arbitration and corporate law.

## GENERAL IP LITIGATION

### Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Bird & Bird	Giovanni Galimberti, Massimiliano Mostardini
Hogan Lovells	Luigi Mansani, Giovanni Ghirardi
<b>2</b> Avvocati Associati Franzosi Dal Negro Setti	Mario Franzosi
Studio Vanzetti e Associati	Adriano Vanzetti, Giulio Sironi
<b>EXCELLENT</b>	
<b>1</b> IP Law Galli	Cesare Galli
Orsingher Ortu	Matteo Orsingher, Fabrizio Sanna
Trevisan & Cuonzo Avvocati	Luca Trevisan, Gabriel Cuonzo
<b>2</b> BonelliErede	Giovanni Guglielmetti
DLA Piper	Gualtiero Dragotti, Roberto Valenti
LGV	Luigi Goglia, Simona Lavagnini
NCTM	Lorenzo Attolico, Paolo Lazzarino
SIB	Pier Luigi Roncaglia
<b>HIGHLY RECOMMENDED</b>	
Chiomenti	Paolo Bertoni
Clifford Chance	Monica Riva
De Simone & Partners	Domenico De Simone
Gianni, Origoni, Grippo, Cappelli & Partners	Nino Di Bella
LCA	Gianluca De Cristofaro
Legance	Paolo Marzano
Lombardi Segni	Renato Bocca
Maschietto Maggiore Besseghini	Massimo Maggiore
MilaLegal Mina Lanfranconi & Associati	Elisabetta Mina, Marina Lanfranconi
Mondini-Rusconi Studio Legale	Giorgio Mondini
Pavia e Ansaldo	Gian Paolo Di Santo
Simmons & Simmons	Laura Orlando
Studio Legale Jacobacci & Associati	Fabrizio Jacobacci
Studio legale Sena e Tarchini	Paola Tarchini, Giuseppe Sena
<b>RECOMMENDED</b>	
Gattai, Minoli, Agostinelli & Partners	Licia Garotti
Martini Manna Avvocati	Luigi Manna, Elena Martini
Portolano Cavallo	Micael Montinari, Ernesto Apa
Rapisardi & Ginevra	Alfio Rapisardi, Carlo Ginevra
Rucellai & Raffaelli	Lorenzo Conti
Santa Maria Studio Legale Associato	Luigi Fontanesi
Scarpellini Naj-Oleari & Associati	Marella Naj-Oleari
Studio Legale De Berti Jacchia Franchini Forlani	Roberto Jacchia, Maria Cristina Franchini
Tornato Prado	Carlo Maria Prado, Alberto Tornato
Ughi & Nunziante	Agostino Clemente, Carlo Mezzetti
Withers	Ida Palombelli

## INSURANCE LITIGATION

### Italy Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
DLA Piper	David Maria Marino
Gianni, Origoni, Grippo, Cappelli & Partners	Emanuele Grippo
Norton Rose Fulbright	Cecilia Buresti
PG Legal	Giovanna Aucone, Gianfranco Puopolo
<b>EXCELLENT</b>	
BonelliErede	Giulio Ponzanelli
Legance	Gian Paolo Tagariello
NCTM	Anthony Perotto
Simmons & Simmons	Francesco Maruffi
Studio Legale Volpe Putzolu e Russo	Giovanna Putzolu, Claudio Russo
<b>HIGHLY RECOMMENDED</b>	
Hogan Lovells	Francesca Rolla
Macchi di Cellere Gangemi	Ernesto Pucci
Mondini Rusconi	Francesco Rusconi, Paolo Flavio Mondini
Pavia e Ansaldo	Marina Santarelli, Deborah Bolco
Ughi & Nunziante	Carlo Mezzetti, Vincenzo D'Ambrà
<b>RECOMMENDED</b>	
Laways	Luisella Sarullo
Taurini e Hazan Studio Legale	Maurizio Hazan
Zitiello e Associati	Silvia Colombo

#### PG LEGAL: HIGHLY SPECIALIZED INSURANCE LAW FIRM



Giovanna Aucone

Leaders:  
Giovanna Aucone,  
Gianfranco Puopolo and  
Lorenzo Ranieri  
Established:  
1996

**Track record:** PG Legal provides insurance companies, brokers, agents and other distribution networks expert advice on all aspects of Italian insurance law, with specific reference to life, damage, D&O liability, and financial lines policies. The law firm is also very active in the shipping, aviation, yachting and financial sectors.

**Team & differentiation:** The firm is organized into two different departments, the business & finance team representing companies investing in Italy in sectors such as steel, energy, service industry and insurance and the dispute resolution team representing clients in litigation and arbitration matters. All the lawyers have a solid international background.



# LUXEMBOURG



## COMMERCIAL LITIGATION

### Luxembourg Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Arendt &amp; Medernach</b>	François Kremer, Christian Point
<b>Bonn Steichen &amp; Partners</b>	Fabio Trevisan
<b>Elvinger, Hoss &amp; Prussen</b>	Marc Elvinger
<b>Kleyr Grasso</b>	Marc Kleyr, Donata Grasso, Pascal Sassel, Rosario Grasso***
<b>Wurth Kinsch Azizi</b>	Patrick Kinsch
<b>EXCELLENT</b>	
<b>Bonn &amp; Schmitt</b>	Alex Schmitt, Alain Grosjean
<b>Brucher Thieltgen &amp; partners</b>	Nicolas Thieltgen
<b>Clifford Chance</b>	Albert Moro, Olivier Poelmans*
<b>Linklaters</b>	Guy Loesch
<b>Lutgen + Associés</b>	André Lutgen***, Pierre Hurt
<b>Molitor</b>	Paulo Lopes Da Silva, François Cautaerts
<b>Thewes &amp; Reuter</b>	Pierre Reuter
<b>Turk &amp; Prum</b>	François Prum***
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Thomas Berger*
<b>AMMC Law</b>	Christophe Maillard
<b>DCL Avocats</b>	Nadine Cambonie, Dorothée Ciolino
<b>Loyens &amp; Loeff</b>	Véronique Hoffeld
<b>Moyse Bleser</b>	François Moyse
<b>Schiltz &amp; Schiltz</b>	Franz Schiltz
<b>Wildgen</b>	Pierre Metzler
<b>RECOMMENDED</b>	
<b>Chevalier &amp; Sciales</b>	Rémi Chevalier
<b>ChristmannSchmitt</b>	Arnaud Schmitt
<b>Dentons Luxembourg</b>	Vincent Alleno**
<b>DSM - Di Stefano Moyse Avocats à la cour</b>	Alban Colson
<b>Pierre Thielen Avocats</b>	Jean-Luc Schaus

\*Counsel \*\*Senior associate \*\*\*Specialized in white-collar crime

#### KLEYR GRASSO: A PRIME LITIGATION LEADER WITH STRONG SPECIALIZATION



Marc Kleyr

**Leaders:**  
Marc Kleyr, Donata Grasso,  
Pascal Sassel and Rosario  
Grasso  
**Established:**  
1994

**Track record:** The team led by Marc Kleyr successfully dismissed the claims of investors against the auditors in the LuxAlpha test cases before Luxembourg's court of cassation, the value of the matter being \$1.3bn-plus. It won a recent victory in defending Hellas Group against €976m damage claims brought by the English liquidators of holding company Hellas II.

**Team & differentiation:** One of the few Luxembourg firms to boast specialist litigation departments, including labor law, insolvency, insurance and tax litigation, Kleyr Grasso has a formidable reputation in high-profile international financial & insolvency disputes, with landmark cases such as Lehman Brothers and Madoff. Litigation contributes 60% of its work.

#### ARENDDT & MEDERNACH: DISPUTE RESOLUTION LEADER WITH A TRANSVERSAL VISION



François Kremer

**Leaders:**  
François Kremer  
and Christian Point  
**Established:**  
1988

**Track record:** Arendt & Medernach regularly acts for clients in complex commercial and corporate disputes, and is very active in representing financial institutions including banks and insurance companies, as well as investment funds. It recently acted for a local insurance company and its UK reinsurer in a coverage dispute regarding a complex bank fraud.

**Team & differentiation:** Working in a cross-functional way with the firm's other practices such as banking and real estate, the dispute resolution team is well reputed in commercial, real estate, banking and financial disputes. Apart from litigation, practice head François Kremer is actively involved in the promotion of arbitration at the legislative level in Luxembourg.

## INTERNATIONAL ARBITRATION

### Luxembourg Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Arendt &amp; Medernach</b>	François Kremer
<b>Bonn Steichen &amp; Partners</b>	Fabio Trevisan
<b>Elvinger, Hoss &amp; Prussen</b>	Marc Elvinger
<b>Kleyr Grasso</b>	Marc Kleyr
<b>EXCELLENT</b>	
<b>Bonn &amp; Schmitt</b>	Alex Schmitt, Armelle Waisse*
<b>Loyens &amp; Loeff</b>	Véronique Hoffeld
<b>Molitor</b>	Paulo Lopes Da Silva
<b>HIGHLY RECOMMENDED</b>	
<b>B&amp;F Avocats</b>	Vincent Bolard
<b>Thewes &amp; Reuter</b>	Pierre Reuter
<b>Turk &amp; Prum</b>	François Prum
<b>Wildgen</b>	Pierre Metzler

\*Counsel

#### BONN STEICHEN & PARTNERS (BSP): ACTIVE IN COMPLEX CASES AND ARBITRATION EXECUTIONS



Fabio Trevisan

Leader:  
Fabio Trevisan  
Established:  
2012

**Track record:** BSP was instructed to enforce a highly publicized ICSID arbitral award issued in 2013 against the state of Romania to reclaim due amounts by seizing the funds held in Luxembourg financial institutions. The firm also successfully assisted a Mexican public company in dismissing its contractor's first attempt to enforce an annulled arbitration award in Luxembourg.

**Team & differentiation:** Led by the highly experienced and widely praised Fabio Trevisan, who is also head of the Italian desk, and labor law expert Anne Morel, BSP's dispute resolution team is composed of 11 lawyers, and is very active in handling complex, high-stakes arbitrations, notably mandates involving shareholder disputes and arbitration enforcement proceedings.

**IP LITIGATION**

## Luxembourg Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	

<b>Allen &amp; Overy</b>	Katia Manhaeve
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<b>Arendt &amp; Medernach</b>	Héloïse Bock, Sophie Wagner-Chartier
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<b>Decker &amp; Braun</b>	Nicolas Decker, Marianne Decker
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<b>EXCELLENT</b>	
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<b>/c Law</b>	Claire Léonelli
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<b>NautaDutilh</b>	Vincent Wellens
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<b>HIGHLY RECOMMENDED</b>	
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<b>Bonn Steichen &amp; Partners</b>	Fabio Trevisan, Anne Morel
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<b>DCL Avocats</b>	Dorothee Ciolino
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<b>LG@vocats</b>	Stéphan Le Goueff
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<b>Thewes &amp; Reuter</b>	Marc Thewes
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<b>Wildgen</b>	Emmanuelle Ragot
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# MONACO



## COMMERCIAL & CORPORATE LITIGATION

### Monaco Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Etude Mullot</b>	Richard Mullot
<b>Etude Zabaldano</b>	Arnaud Zabaldano
<b>Giaccardi Avocats</b>	Thomas Giaccardi
<b>EXCELLENT</b>	
<b>Gardetto Law Offices</b>	Jean-Charles S. Gardetto
<b>Donald Manasse Law Offices*</b>	Donald Manasse
<b>Etude Maître Géraldine Gazo</b>	Géraldine Gazo
<b>Etude Maître Jean-Pierre Licari</b>	Jean-Pierre Licari
<b>Etude Marquet</b>	Alexis Marquet
<b>INCE &amp; Co*</b>	Ian Cranston
<b>PCM Avocats</b>	Olivier Marquet
<b>HIGHLY RECOMMENDED</b>	
<b>Ballerio &amp; Lécuyer Avocats Associés</b>	Charles Lécuyer, Christophe Ballerio
<b>Etude Lajoux</b>	Yann Lajoux
<b>Norton Rose Fulbright*</b>	Dimitri Sofianopoulos

\*Acting as legal advisor in Monaco

### ETUDE ZABALDANO: AMONG THOSE WHO COUNT



Arnaud Zabaldano

Leader:  
Arnaud Zabaldano  
Established:  
2011

**Track record:** The law firm has a first class international client base, ranging from building and construction companies, international banks, cosmetics and pharmaceutical companies to luxury retail companies. The law firm has excelled dealing in international criminal law cases and investigations, and is seen as one of the leading experts in the market.

**Team & differentiation:** Arnaud Zabaldano, the founding partner, has built a 12-strong team – one of the biggest in the market, which has been recently reinforced in litigation. The team handles complex litigations in civil and criminal law, as well as white-collar crime and real estate for a wide range of clients. The law firm also has a strong employment law practice.

### GARDETTO LAW OFFICES: VERY ACTIVE IN BUSINESS LAW LITIGATION



Jean-Charles Gardetto

Leader:  
Jean-Charles Gardetto  
Established:  
1988

**Track record:** The law firm has acted for a great variety of clients in banking, retail, private clients, luxury among others, representing them in many aspects of business law litigation. The team has recently acted for a bank in a fraud case and in diverse banking and financial responsibility cases. They also handled cases of criminal law, notably money laundering, as well as family law, in private clients' divorces.

**Team & differentiation:** The team, headed by founding partner Jean-Charles S. Gardetto is able to handle a very diverse range of matters in the sphere of business law. The team, which is composed of one partner and six legal counsel (French lawyers for the most part), is at ease dealing with the international clients that compose the bulk of its client base.

### PCM AVOCATS: A ROBUST TEAM ABLE TO HANDLE COMPLEX CASES



Olivier Marquet

Leader:  
Olivier Marquet  
Established:  
2009

**Track record:** The team has represented some of the most prestigious banks in corporate and commercial litigations. They recently advised a Swiss bank on the sale of its local subsidiary, another bank in a major internal fraud case and represented various others in debt recovery cases. The team handles cases for industries ranging from oil & gas to air transportation.

**Team & differentiation:** The team is split into two departments: four lawyers in banking and five in business law, with Olivier Marquet managing both teams. This structure allows the team to handle any kind of business law case, white-collar crime – with increased activity in international investigations – as well as intellectual property, employment and real estate matters.



# NETHERLANDS

## COMMERCIAL LITIGATION

### Netherlands Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Arnold Croiset van Uchelen
<b>De Brauw Blackstone Westbroek</b>	Marnix Leijten, Harm-Jan de Kluiver
<b>Houthoff Buruma</b>	Rob Meijer
<b>NautaDutilh</b>	Paul Olden
<b>Stibbe</b>	Fons Leijten
<b>EXCELLENT</b>	
<b>Baker McKenzie Amsterdam</b>	Frank Kroes
<b>Clifford Chance</b>	Jeroen Ouwehand
<b>Freshfields Bruckhaus Deringer</b>	Hub Harmeling, Jeroen Van Hezewijk
<b>Kennedy Van der Laan</b>	Erik van Orsouw, Chris van Dijk
<b>Loyens &amp; Loeff</b>	Sidney Berendsen, Jeroen van den Brande
<b>Pels Rijcken &amp; Droogleever Fortuijn</b>	Willem Heemskerck, Hans van Wijk
<b>Wijn &amp; Stael</b>	Willem Jan van Andel, Noor Zetteler
<b>HIGHLY RECOMMENDED</b>	
<b>Barentskrans</b>	Martijn van Maanen
<b>DLA Piper</b>	Paul Hopman
<b>Lemstra Van der Korst</b>	Pieter van der Korst
<b>Linklaters</b>	Daniella Strik
<b>Rutgers &amp; Posch</b>	Gerard Endedijk, Karen Harmsen
<b>Simmons &amp; Simmons</b>	Bernard Verbunt
<b>Van Doorne</b>	Walter Hendriksen, Jasper Leedeckerken
<b>RECOMMENDED</b>	
<b>AKD</b>	Guido Vergowen
<b>Bird &amp; Bird</b>	Evelyn Tjon-En-Fa
<b>Boekel</b>	Mark Kuijper*
<b>CMS</b>	Bas Baks
<b>De Breij Evers Boon</b>	Marcel Evers
<b>Le Poole &amp; Bekema</b>	Bas Le Poole
<b>Lexence</b>	Bram Thomas Craemer
<b>Norton Rose Fulbright</b>	Yke Lennartz
<b>Osborne Clarke</b>	Jeroen Bedaux
<b>Stek</b>	Dierik Cras, Jan Bart van de Hel

\*Competition Litigation

#### STIBBE: STRONG TRACK RECORD IN CROSS-BORDER LITIGATION



Fons Leijten

Leader:  
Fons Leijten  
Established:  
1911

**Track record:** This Benelux based law firm recently defended AkzoNobel in an antitrust damage litigation claim and represented ABN AMRO in a cross-border dispute with Fortis concerning the redemption of hybrid securities. The firm regularly acts for financial institutions. Notable clients include ExxonMobil, KLM and Lion Capital.

**Team & differentiation:** Stibbe has firmly established itself as a renowned, full-service firm with over 350 lawyers, including about 175 lawyers in the Amsterdam HQ and over 150 lawyers in Brussels. The team provides unparalleled expertise in cross border disputes. M&A litigation is a key area, with many of the corporate litigators at the firm experienced in corporate transactions.

#### HOUTHOFF BURUMA: LEADING INDEPENDENT LAW FIRM



Dirk Knottenbelt

Leader:  
Dirk Knottenbelt  
Established:  
1939

**Track record:** Houthoff Buruma were involved in the largest bankruptcy in history, as a bankruptcy trustee of Lehman Brothers Treasury Co, the largest claimant of Lehman Brothers. The team also defended an air cargo carrier in a number of civil proceedings before the Dutch courts, initiated by several claimants as a follow-on damages action to an alleged air cargo cartel.

**Team & differentiation:** Houthoff Buruma houses 285 lawyers and 51 partners. The diversity of its employees enriches the organization and the service it provides. Noted for their Supreme Court expertise, the firm is the exclusive Lex Mundi firm in the Netherlands. Lex Mundi is the world's leading association of independent law firms.

## INTERNATIONAL ARBITRATION

Netherlands Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>De Brauw Blackstone Westbroek</b>	Marnix Leijten
<b>Houthoff Buruma</b>	Dirk Knottenbelt
<b>NautaDutilh</b>	Gerard Meijer
<b>EXCELLENT</b>	
<b>Allen &amp; Overy</b>	Willem van Baren
<b>Clifford Chance</b>	Juliette Luycks
<b>Freshfields Bruckhaus Deringer</b>	Hub Harmeling
<b>HIGHLY RECOMMENDED</b>	
<b>Loyens &amp; Loeff</b>	Serge Zwanen
<b>Pels Rijcken &amp; Droogleever Fortuijn</b>	Martijn Scheltema
<b>Simmons &amp; Simmons</b>	Rogier Schellaars
<b>Stibbe</b>	Jeroen Fleming, Matthijs Kuijpers
<b>RECOMMENDED</b>	
<b>Baker McKenzie</b>	Frank Kroes
<b>Boekel</b>	Michel Deckers
<b>CMS</b>	Peter Soede, Mark Ziekman, Jeroen Berlage
<b>DLA Piper</b>	Diederik de Groot
<b>Eversheds Sutherland</b>	Jurjen de Korte
<b>Linklaters</b>	Daniella Strik
<b>Norton Rose Fulbright</b>	Yke Lennartz
<b>Osborne Clarke</b>	Jeroen Bedaux
<b>Van Doorne</b>	Jasper Leedekerken

### DE BRAUW BLACKSTONE WESTBROEK: A GLOBAL FIRM WELL VERSED IN INTERNATIONAL ARBITRATION



Marnix Leijten

Leader:  
Marnix Leijten  
Established:  
1871

**Track record:** The leading arbitration team at De Brauw are noted for their expertise in the energy sector. Standing with their clients wherever they operate globally, De Brauw advises 70% of the largest companies headquartered in the Netherlands and prominent clients include Philips, Ageas and GasTerra. Team leader Leijten recently advised Achmea on its recently won UNCITRAL investment arbitration against the Slovak Republic.

**Team & Differentiation:** The firm has 40 partners and 160 associates representing various nationalities, in the arbitration and litigation department itself, who are all qualified in their jurisdiction of origin. The firm is a member of 'Our Best Friends' – a network of premier European law firms.

### NAUTADUTILH: HIGHLY REGARDED IN INTERNATIONAL ARBITRATION



Gerard Meijer

Leader:  
Gerard Meijer  
Established:  
1724

**Track record:** The arbitration team at NautaDutilh are one of the only stand-alone arbitration teams in the Benelux market. Bilateral investment treaty arbitrations (BITs) are a specialty of the firm, with the team currently assisting Chevron in an ongoing UNCITRAL arbitration concerning the BIT between the USA and the Republic of Ecuador. Notable clients for the firm include ABN AMRO, ING, RBS, PwC, Lufthansa.

**Team & Differentiation:** Team leader Gerard Meijer is an expert in international arbitration, also acting as professor at the Erasmus University in Rotterdam. The firm has a repertoire of 400+ lawyers and almost 300 years of experience in the legal world, with expertise in white-collar crime and corporate investigations.



## INSURANCE LITIGATION

### Netherlands Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
Houthoff Buruma	Berry Jonk-van Wijk, Hans Londonck Sluijk
NautaDutilh	Stijn Franken
Van Doorne	Annemieke Hendrikse, Maurits Kalff
<b>HIGHLY RECOMMENDED</b>	
Allen & Overy	Brechje van der Velden
Cox Ten Bruggencate Advocaten	Joeri Cox, Carlijn ten Bruggencate
De Brauw Blackstone Westbroek	Eelco Meerdink
Hogan Lovells International	Victor de Vlaam
Kennedy Van der Laan	Chris van Dijk
Loyens & Loeff	Kitty Lieveise
Norton Rose Fulbright	Ep Hannema
Ploum Lodder Princen	Natalie Vloemans
Van Traa Advocaten	Robert de Haan, Robert Pessers
<b>RECOMMENDED</b>	
Boekel	Krijn Hoogenboezem, Paul Wanders
Dirkzwager	Harry Kruitwagen
Rutgers & Posch	Gerard Endedijk, Karen Harmsen
Stadermann Luiten Advocaten	Wence Rupert

#### VAN DOORNE: NO-NONSENSE LEGAL ADVICE



Annemieke Hendrikse

Leaders:  
Annemieke Hendrikse and  
Maurits Kalff  
Established:  
1930

**Track record:** Working with multinational insurance companies such as Chubb and ACE, fraud coverage is a key area of expertise at Van Doorne. A recent highlight for the team was representing AIG, XL Catlin and Zurich in a coverage dispute with ABN Amro. Working in most areas of insurance law, the firm represent major players at both national and international level.

**Team & differentiation:** The 160 lawyers at Van Doorne provide personal commitment to their clients and tackle problems with a no-nonsense, down-to-earth approach. The team are adept at providing policy advice. The team represents a significant number of civil law notaries and lawyers for alleged malpractice claims on behalf of their insurers.

#### KENNEDY VAN DER LAAN: EXPERIENCED IN INSURANCE

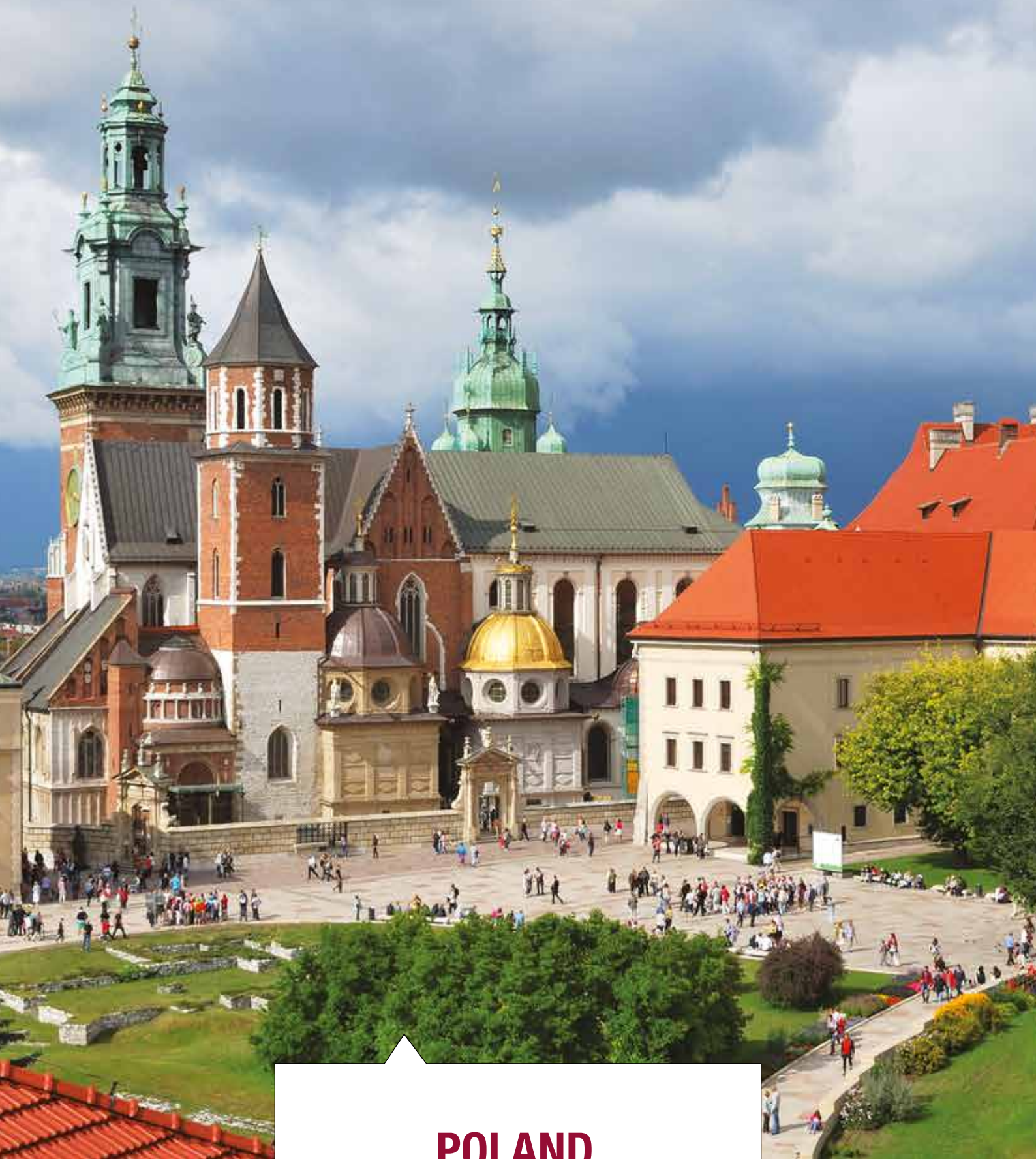


Chris van Dijk

Leader:  
Chris van Dijk  
Established:  
1992

**Track record:** The 90-lawyer strong team at Kennedy Van der Laan hold some of the largest insurers, including AIG, Zurich, Hiscox, Liberty and Amlin, as clients. Advising on D&O liability and professional liability is a key area of expertise for the firm. The team have advised civil law notaries on the legality of their participation in the HEMA notary service.

**Team & differentiation:** The insurance team is comprised of attorneys from various disciplines providing the expertise to represent a broad spectrum of insurance legal matters. Several of the lawyers in the firm's insurance team also work in the financial supervision team – making them a choice firm for setting up insurance products and portfolios.



# POLAND

## COMMERCIAL LITIGATION

## Poland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Clifford Chance</b>	Bartosz Krużewski, Marcin Ciemiński
<b>Dentons</b>	Wojciech Kozłowski, Patrick Radzimierski
<b>Domanski Zakrzewski Palinka</b>	Józef Palinka, Paweł Lewandowski
<b>Sołtysiński Kawecki &amp; Szlęzak</b>	Stanisław Sołtysiński
<b>EXCELLENT</b>	
<b>CMS</b>	Małgorzata Surdek
<b>Drzewiecki Tomaszek &amp; Partners</b>	Zbigniew Drzewiecki, Tomasz Ludwik Krawczyk, Marcin Szymański
<b>K&amp;L Gates</b>	Maciej Jamka, Andrej Kubaro
<b>Kubas Kos Galkowski</b>	Rafał Kos, Andrzej Kubas
<b>Wardynski &amp; Partners</b>	Jan Ciećwierz, Monika Hartung
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Marcin Gmaj, Łukasz Hejmej
<b>Chadbourne &amp; Parke</b>	Sylwester Pieckowski
<b>DLA Piper</b>	Krzysztof Kycia
<b>Gide</b>	Piotr Sadownik
<b>Greenberg Traurig Grzesiak</b>	Paweł Pietkiewicz, Andrzej Wysokiński
<b>Röhrenschef</b>	Marcin Radwan-Röhrenschef
<b>Studnicki Pleszka Cwiakalski Gorski</b>	Zbigniew Cwiakalski
<b>Weil, Gotshal &amp; Manges</b>	Jarosław Kolkowski, Andrzej Miklas
<b>Wierzbowski Eversheds Sutherland</b>	Henryk Romanczuk
<b>RECOMMENDED</b>	
<b>Chajec, Don-Siemion &amp; Zyto</b>	Krzysztof Żyto
<b>FKA, Furtek Komosa Aleksandrowicz</b>	Marek Furtek, Leszek Rydzewski
<b>Kochanski Zieba Rapala &amp; Partners</b>	Piotr Kochański, Rafał Zięba
<b>Laszczuk &amp; Partners</b>	Maciej Laszczuk, Justyna Szpara
<b>Linklaters</b>	Cezary Wiśniewski
<b>Magnusson</b>	Andrzej Tokaj
<b>White &amp; Case</b>	Paweł Samborski, Michał Subocz
<b>Wolf Theiss</b>	Marcin Aślanowicz

### K&L GATES: A LEADER IN INVESTMENT TREATY ARBITRATION



Maciej Jamka

Leaders:  
Maciej Jamka, Andrzej Kuboro

Established:  
1991

**Track record:** The practice has strong experience in investment treaty arbitration, having acted for the Republic of Poland, as well as several major international companies in the sector of investment arbitration. Some of the firm's most notable clients include DONG Energy, Saipem, Aecom, Orlen Koltrans, and the Pinggao Group.

**Team & differentiation:** Head of practice Maciej Jamka, is one of the most respected lawyers in the field of arbitration. The dispute resolution team consists of five partners and 12 other qualified associates. The practice is known to be very active with investment treaty arbitrations and international arbitration cases. Mr. Jamka currently serves as the president of ICC Poland.

### SOŁTYSIŃSKI KAWECKI & SZLĘZAK: A TRADITIONAL FIRM WITH LARGE CAPACITY



Stanisław Sołtysiński

Leaders:  
Stanisław Sołtysiński

Established:  
1991

**Track record:** The practice, very active in investment treaty arbitration and white-collar crime cases, is one of the largest in Poland. The team is recognized for representing clients at proceedings before major arbitration institutions such as: KIG, ICC, UNCITRAL, ICSID and VIAC. They gave successful representation to the Republic of Poland in a \$150 million dispute brought in Paris under the Polish-Jordanian Bilateral Investment Treaty.

**Team & differentiation:** The firm is nationally and internationally renowned for having acted in some of the most sophisticated international arbitration cases in Poland with a focus on construction and investment treaties. Of Counsel Stanisław Sołtysiński and the practice's five partners and 28 lawyers have handled over 3,000 cases.



## INTERNATIONAL ARBITRATION

### Poland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Clifford Chance	Bartosz Krużewski
K&L Gates	Maciej Jamka
Sołtysiński Kawecki & Szlęzak	Stanisław Sołtysiński, Andrzej Szlęzak
Wardynski & Partners	Monika Hartung, Tomasz Wardyński
<b>EXCELLENT</b>	
CMS	Małgorzata Surdek, Joanna Młot
Dentons	Wojciech Kozłowski, Anna Maria Pukszo
Domanski Zakrzewski Palinka	Grzegorz Domański, Paweł Lewandowski, Józef Palinka
Greenberg Traurig Grzesiak sp.k.	Paweł Pietkiewicz, Andrzej Wysokiński
Laszcuk & Partners	Maciej Łaszcuk, Justyna Szpara
Linklaters	Cezary Wiśniewski
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Łukasz Hejmej
Drzwiecki, Tomaszek & Partners	Andrzej Tomaszek
Gessel Attorneys at Law	Beata Gessel
Gide	Piotr Sadownik, Krzysztof Ciepłiński
Kocur & Partners	Michał Kocur
Magnusson	Daniel Klementewicz, Andrzej Tokaj
Weil, Gotshal & Manges	Andrzej Miklas
White & Case	Paweł Samborski
<b>RECOMMENDED</b>	
Chadbourne & Parke	Sylwester Pieckowski
DLA Piper	Krzysztof Kycia
FKA, Furtek Komosa Aleksandrowicz	Marek Furtek, Leszek Rydzewski
Wierzbowski Eversheds Sutherland	Krzysztof Wierzbowski
Wysok i Wysok	Violetta Wysok

#### MAGNUSSON: INNOVATIVE IN CROSS-BORDER MATTERS



Daniel Klementewicz

Leaders:  
Daniel Klementewicz and  
Andrzej Tokaj  
Established:  
2001

**Track record:** The litigation practice at Magnusson is striving to achieve representation for private investors at the court level related to Polish and regional investments. It has particular experience in M&A disputes as well as shareholder disputes. The firm has acted for Pameni Polska in the past in a series of disputes pertaining to the bankruptcy procedure.

**Team and differentiation:** Head of practice Daniel Klementewicz joined Magnusson in April of 2016 from Wolf Theiss and brings his vast experience in litigation and international arbitration to the firm's 50 lawyers and 10 partners. Magnusson offers a range of services to their clients and has expanded its energy sector with the recent hire of Magdalena Mitas in September of 2016.

#### CLIFFORD CHANCE: STRENGTH IN KNOWLEDGE AND EXPERIENCE



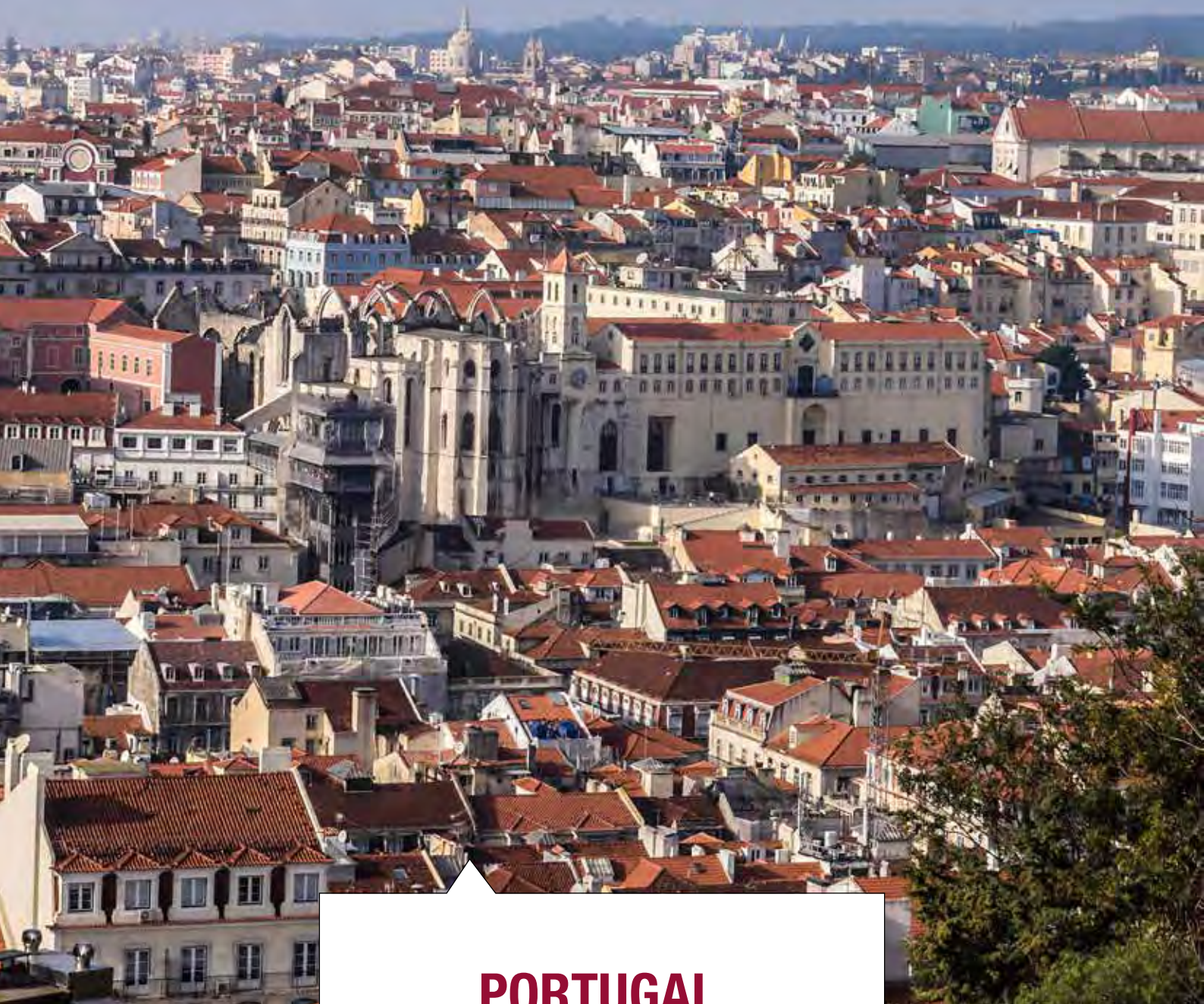
Bartosz Krużewski

Leader:  
Bartosz Krużewski  
Established:  
1992 (in Poland)

**Track record:** The firm is well respected for its handling of a broad range of sectors, in particular concerning construction and the energy sectors. The team is currently representing RBS in a bankruptcy litigation dispute, and is also acting on behalf of Mercor in unfair competition proceedings with a rival company pertaining to fire-resistant doors.

**Team and differentiation:** The highly respected Bartosz Krużewski is a leader in the field, who has built up a reputation over the years for being meticulous and analytical in his approach. Mr Krużewski regularly sits as an arbitrator under various rules and has published extensively, a reflection of the caliber of service that the firm's clients receive.





# PORTUGAL

## DISPUTE RESOLUTION

### Portugal Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Morais Leitão, Galvão Teles, Soares da Silva &amp; Associados</b>	Rui Patrício, António Pinto Leite, Miguel de Almada, Francisco Cortez
<b>PLMJ Sociedade de Advogados</b>	Nuno Líbano Monteiro, José Miguel Júdice, Pedro Metello de Nápoles
<b>Sérvulo &amp; Associados</b>	João Saúde, António Teles
<b>Uría Menéndez – Proença de Carvalho</b>	Tito Arantes Fontes, Daniel Proença de Carvalho, Nuno Casanova
<b>EXCELLENT</b>	
<b>CMS Rui Pena &amp; Arnaut</b>	Nuno Pena, Joaquim Shearman, Diogo Castanheira*
<b>Cuatrecasas, Gonçalves Pereira</b>	Miguel Esperança Pina, José de Freitas, Paulo de Sá e Cunha
<b>Linklaters</b>	Nuno Ferreira Lousa
<b>Serra Lopes, Cortes Martins &amp; Associados</b>	Luís Miguel Cortes Martins, Maria Raquel Moreira
<b>SRS Advogados</b>	José Carlos Soares Machado
<b>Vieira de Almeida &amp; Associados</b>	Frederico Gonçalves Pereira, Miguel Pinto Cardoso
<b>HIGHLY RECOMMENDED</b>	
<b>AAA Advogados</b>	José Jacome
<b>ABBC – Azevedo Neves, Benjamim Mendes, Carvalho &amp; Associados</b>	João Nuno Azevedo Neves, João Guedes, Benjamim Mendes
<b>Albuquerque &amp; Associados</b>	Francisco Colaço
<b>Anselmo Vaz, Afra &amp; Associados</b>	Teresa Anselmo Vaz
<b>APTS   Alves Pereira &amp; Teixeira De Sousa</b>	José Alves Pereira, João Marques de Almeida
<b>Garrigues</b>	João Duarte de Sousa
<b>Miranda &amp; Associados</b>	Tiago Amorim, Sofia Martins
<b>RECOMMENDED</b>	
<b>Abreu Advogados</b>	Miguel Castro Pereira, Natália Garcia Alves
<b>Caiado Guerreiro &amp; Associados</b>	Sandra Ferreira Dias, João Caiado Guerreiro
<b>Cardigos</b>	Pedro Cardigos, Porfírio Moreira
<b>Carlos Aguiar, Ferreira de Lima &amp; Associados</b>	Carlos Aguiar
<b>CCA Ontier</b>	Henrique Salinas
<b>FCB - F. Castelo Branco &amp; Associados</b>	Rui Tabarra e Castro, Miguel Castelo Branco
<b>Gómez-Acebo &amp; Pombo</b>	Albano Sarmento, Paulo Nogueira da Rocha
<b>Macedo Vitorino &amp; Associados</b>	João de Macedo Vitorino
<b>MGRA &amp; Associados</b>	Sílvia Santos Ferreira
<b>Raposo Bernardo &amp; Associados</b>	Ana Cláudia Rangel
<b>STRONG EXPERTISE</b>	
<b>Campos Ferreira, Sá Carneiro &amp; Associados</b>	João Maria Pimentel
<b>pbb.r Sociedade de Advogados</b>	César Bessa Monteiro, Gonçalo Malheiro

#### URÍA MENÉNDEZ – PROENÇA DE CARVALHO: PARTNERSHIPS BEYOND THE PENINSULA



Tito Arantes Fontes

**Leaders:**  
Tito Arantes Fontes and  
Daniel Proença de Carvalho  
**Established:**  
2010

**Track record:** Uría Menéndez's dispute resolution team, which is led by Tito Arantes Fontes (litigation) and Daniel Proença de Carvalho (arbitration), has half a decade's worth of experience in advising clients from a variety of sectors, such as water, renewables and environment in the most relevant issues for the Iberian market.

**Team & differentiation:** With 17 offices spread across Europe, Asia, North and Latin America, Uría's team is able to deal with high-profile Iberian and international clients. In 2015, the firm established the first ever Iberian American partnership with Chilean firm Phillippi, Yrarrázaval, Pulido & Brunner; Colombian firm Prietocarrizosa and Ferrero Abogados y Delmar Ugarte, from Peru.

#### PLMJ SOCIEDADE DE ADVOGADOS: A STEADY REPUTATION BASED ON TRADITION



Nuno Líbano Monteiro

**Leaders:**  
Nuno Líbano Monteiro and  
José Miguel Júdice  
**Established:**  
1967

**Track record:** Giving continuity to a tradition that started almost 50 years ago, PLMJ's dispute resolution team has spent the year dealing with high-profile litigation cases from the energy, real state, food and beverage, transport, telecommunications, and pharmaceutical industries among others.

**Team & differentiation:** Under the guidance of José Miguel Júdice and Nuno Líbano Monteiro, PLMJ's arbitration team of 20 lawyers, including eight partners, from five different nationalities are spread among offices in Europe and Africa. They have experience representing clients in five different languages and are part of the only Portuguese arbitration team to be independent from the litigation practice.



## PORTUGAL BEST ARBITRATORS

The arbitrators are listed alphabetically

ARBITRATOR	FIRM
<b>Tito Arantes Fontes</b>	Uría Menéndez - Proença de Carvalho
<b>João Calvão da Silva</b>	Professor
<b>Luís Miguel Cortes Martins</b>	Serra Lopes, Cortes Martins & Associados
<b>Nuno Ferreira Lousa</b>	Linklaters
<b>José Miguel Júdice</b>	PLMJ Sociedade de Advogados
<b>António Menezes Cordeiro</b>	Professor
<b>Pedro Metello de Nápoles</b>	PLMJ Sociedade de Advogados
<b>Rui Pinto Duarte</b>	Rui Pinto Duarte & Associados
<b>António Pinto Leite</b>	Morais Leitão, Galvão Teles, Soares da Silva & Associados
<b>Daniel Proença de Carvalho</b>	Uría Menéndez - Proença de Carvalho
<b>Armindo Ribeiro Mendes</b>	Sole practitioner
<b>Pedro Siza Vieira</b>	Linklaters

\*University





# RUSSIA



## COMMERCIAL LITIGATION

### Russia Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Vladimir Khvalei, Edward Bekeschenko
<b>Clifford Chance</b>	Timur Aitkulov
<b>Egorov Puginsky Afanasiev &amp; Partners</b>	Sergey Kovalev, Dimitry Afanasiev, Ivan Smirnov
<b>Monastyrsky, Zyuba, Stepanov &amp; Partners</b>	Yuri Monastyrsky
<b>EXCELLENT</b>	
<b>Chadbourne &amp; Parke</b>	Julia Romanova
<b>Dechert Russia</b>	Yuri Makhonin
<b>Dentons</b>	Roman Zaitsev
<b>Goltsblat BLP</b>	Rustam Kurmaev, Oleg Arkhipov
<b>Herbert Smith Freehills</b>	Vladimir Melnikov, Alexei Panich
<b>KIAP</b>	Andrey Korelskiy, Anna Grishchenkova
<b>Nektorov, Saveliev &amp; Partners</b>	Alexander Nektorov
<b>Pepeliaev</b>	Yuri Vorobyev
<b>TRUBOR Law Firm</b>	Kirill Trukhanov
<b>HIGHLY RECOMMENDED</b>	
<b>DLA Piper</b>	Yaroslav Moshennikov
<b>FBK Legal</b>	Alexander Ermolenko
<b>Hogan Lovells</b>	Alexei Dudko
<b>Muranov, Chernyakov &amp; Partners</b>	Dmitry Chernyakov
<b>Norton Rose Fullbright</b>	Yaroslav Klimov
<b>YUST</b>	Evgeny Zhillin
<b>RECOMMENDED</b>	
<b>CMS</b>	Sergey Yuryev
<b>White &amp; Case</b>	Julia Zagonek

#### BAKER MCKENZIE: A TEAM WITH A STELLAR REPUTATION



Vladimir Khvalei

Leader:  
Vladimir Khvalei  
Established:  
1989

**Track record:** The team has represented a major, privately owned US fund at the LCIA in addition to Russian precious metals company ALROSA at the Stockholm Chamber of Commerce, as well as the government of Uzbekistan, demonstrating their flexibility and prowess on the biggest international stages.

**Team and differentiation:** Baker McKenzie's CIS head of dispute resolution, Vladimir Khvalei and the team's seven partners and 23 qualified lawyers are one of the best known and most effective dispute resolution practices in the country, and his high-profile reputation precedes him, acting as the current vice-president of the ICC and the vice-chair of the IBA committee, amongst other positions.

#### EGOROV, PUGINSKY AFANASIEV & PARTNERS: THE LARGEST TEAM ON THE MARKET



Evgeny Raschevsky

Leaders:  
Evgeny Raschevsky and Ilya Nikiforov  
Established:  
1991

**Track record:** Some of the biggest highlights for the firm were acting for Albaco and Hamer on separate international arbitration cases, advising them on enforcement of the arbitral awards in different jurisdictions. The firm also has significant experience in the energy sector, representing Sakhalin Energy in a multi-billion dollar dispute over pipeline access.

**Team and differentiation:** Acting in the highest-profile disputes, the international arbitration team of more than 60 lawyers is able to provide expertise and capabilities that are difficult to match. They represented the Ministry of Finance of the Russian Federation in a \$500m arbitration brought by ExxonMobil concerning alleged overpayment of taxes.

## INTERNATIONAL ARBITRATION

### Russia Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Baker McKenzie</b>	Vladimir Khvalei
<b>Clifford Chance</b>	Timur Aitkulov
<b>Egorov Puginsky Afanasiev &amp; Partners</b>	Ilya Nikiforov, Evgeny Raschevsky
<b>EXCELLENT</b>	
<b>ALRUD</b>	Vassily Rudomino
<b>Chadbourne &amp; Parke</b>	Julia Romanova
<b>Dechert Russia</b>	Yuri Makhonin
<b>Hogan Lovells</b>	Alexei Dudko
<b>KIAP</b>	Konstantin Astafiev, Anna Grishchenkova
<b>Monastyrsky, Zyuba, Stepanov &amp; Partners</b>	Yuri Monastyrsky
<b>Muranov, Chernyakov &amp; Partners</b>	Alexander Muranov
<b>Pepeliaev</b>	Yuri Vorobyev
<b>Vegas Lex Law</b>	Kirill Trukhanov
<b>HIGHLY RECOMMENDED</b>	
<b>Dentons</b>	Roman Zaitsev
<b>DLA Piper</b>	Yaroslav Moshennikov
<b>FBK Legal</b>	Alexander Ermolenko
<b>Goltsblat BLP</b>	Rustam Kurmaev, Oleg Arkhipov
<b>Herbert Smith Freehills</b>	Vladimir Melnikov, Alexei Panich
<b>Norton Rose Fullbright</b>	Yaroslav Klimov
<b>YUST</b>	Alexander Evdokimov
<b>RECOMMENDED</b>	
<b>Baker Botts</b>	Ivan Marisin
<b>CMS</b>	Sergey Yuryev
<b>Morgan, Lewis &amp; Bockius</b>	Nane Oganesyanyan
<b>White &amp; Case</b>	Julia Zagonek

#### CLIFFORD CHANCE: PRESTIGIOUS IN THE LOCAL MARKET WITH GLOBAL EXPERTISE



Timur Aitkulov

Leader:  
Timur Aitkulov  
Established:  
1991

**Track record:** The litigation practice, led by Timur Aitkulov, is defending Sberbank, in a bankruptcy-related case to recover \$200m as a result of diverted funds. They also acted for BNP Paribas on the recognition and enforcement of several LCIA awards relating to the recovery of debt valued at \$120 million. Other significant clients include Atomenergomash and Panasonic.

**Team and differentiation:** Led by Timur Aitkulov, who has been given several London Court of International Arbitration awards, the litigation practice is known for its expertise in the energy, financial, telecoms and pharmaceutical sectors with high-level contentious cases in oil and gas, IP, construction, anti-monopoly, and bankruptcy matters.

#### MONASTYRSKY, ZYUBA, STEPANOV: AN IMPRESSIVE CASELOAD WITH CONSISTENT PERFORMANCE

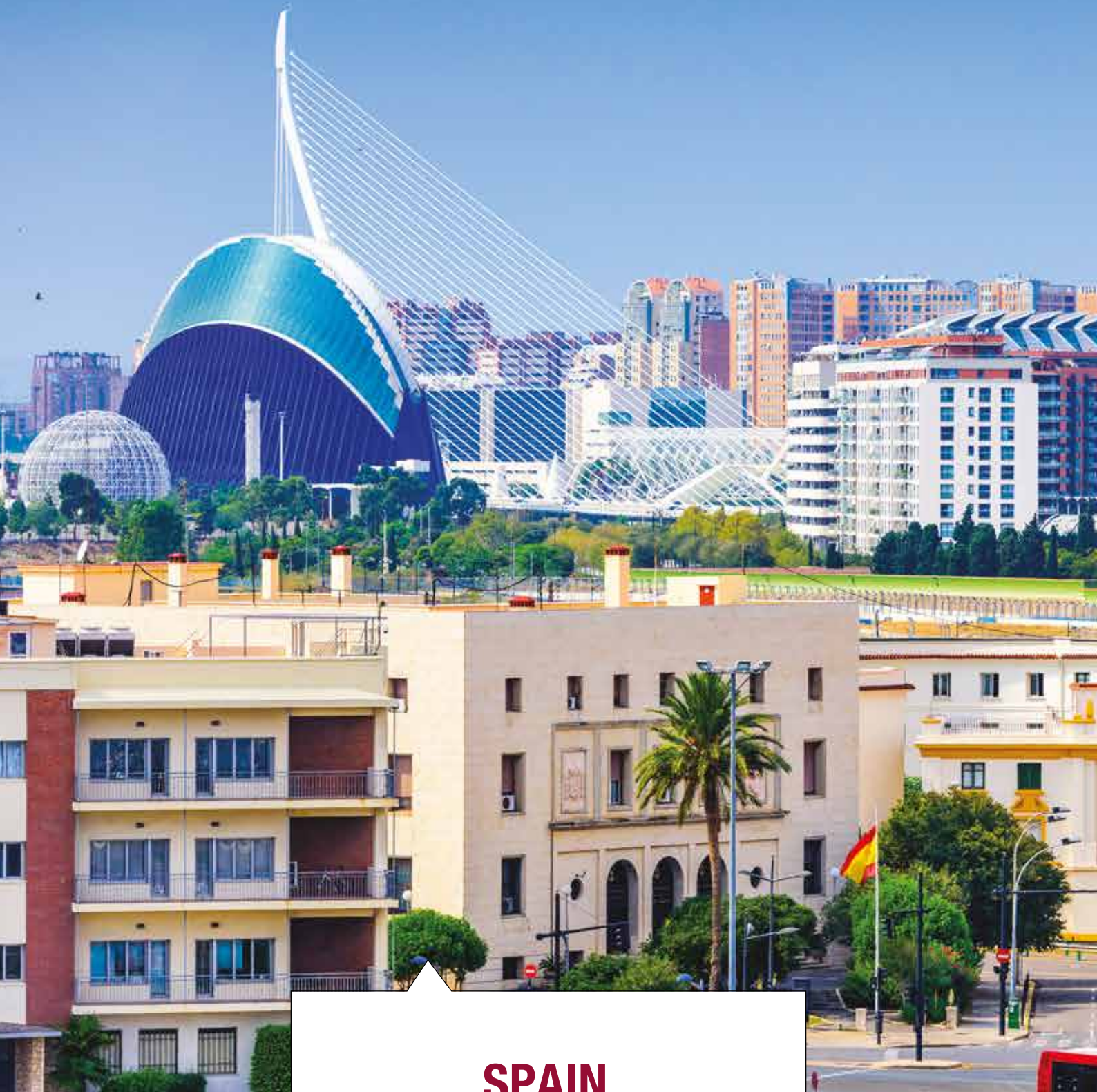


Yuri Monastyrsky

Leader:  
Yuri Monastyrsky  
Established:  
1991

**Track record:** The practice focuses on complex and high-value cases, providing quality litigation in high-profile cases. They have represented numerous major clients such as IKEA, Sistema, and Bashneft. The diversity of its offering, from expertise in financial markets, to corporate disputes and bankruptcy, ensures that the firm delivers high-standard services.

**Team and differentiation:** Headed by the very capable Yuri Monastyrsky, the firm's litigation practice is one of the best regarded on the market. The team provides top-quality litigation as well as criminal investigation with outstanding public-speaking abilities, meticulous presentation, analytical skills and lateral thinking, whilst fighting for clients in the court room.



# SPAIN

## COMMERCIAL LITIGATION

### Spain Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Cuatrecasas Gonçalves Pereira</b>	Jorge Badía, Alfonso Iglesia
<b>Garrigues</b>	Carlos de los Santos
<b>Uría Menéndez</b>	Jesús Remón
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	José Maria Alonso Puig, Fernando de la Mata
<b>Clifford Chance</b>	José Antonio Caínzos
<b>Gomez-Acebo y Pombo</b>	Francisco Peña González
<b>Rousaud Costas Duran (RCD)</b>	Juan Manuel De Castro, Jordi Sánchez, Ignacio Benejam, Isabel Burón
<b>HIGHLY RECOMMENDED</b>	
<b>1 Pérez-Llorca</b>	Félix Montero
<b>Roca Junyent</b>	Jordi Calvo Costa
<b>Cases &amp; Lacambra</b>	Luis Cordon
<b>2</b>	
<b>Araoz &amp; Rueda</b>	Eduardo de León, Alejandro Fernández de Araoz
<b>B Cremades y Asociados</b>	Ángel Tejada
<b>Freshfields Bruckhaus Deringer</b>	Vicente Sierra
<b>Ramon y Cajal Abogados</b>	Pedro Ramón y Cajal, Ramón Fernández-Aceytuno
<b>Ventura Garcés &amp; Lopez-Ibor</b>	Isabel Mateu, Alfonso López Ibor
<b>RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Antonio Vázquez-Guillén
<b>CMS Albiñana y Suarez de Lezo</b>	Juan Ignacio Fernández Aguado
<b>Herbert Smith Freehills</b>	Eduardo Soler Tappa
<b>Latham &amp; Watkins</b>	Antonio Morales
<b>Rivero &amp; Gustafson Abogados</b>	John Gustafson

### ROUSAUD COSTAS DURAN (RCD): A FAST GROWING TEAM OF LITIGATORS



Juan Manuel de Castro

Leaders:  
Juan Manuel de Castro,  
Ignacio Benejam, Jordi  
Sánchez and Isabel Burón  
Established:  
2003

**Track record:** The team of experienced litigators offers advice in financial services, pharmaceuticals and life sciences, chemicals, IP, IT, insurance, shipping, energy, and a number of other key sectors of the Spanish economy. RCD handles domestic and international arbitration before the ICC and the Madrid and Barcelona Court of Arbitration proceedings.

**Team & differentiation:** The dispute resolution department's coordinator Juan Manuel de Castro has worked as a judge for nine years, five of those as the director of the Commercial Court in Barcelona. The litigation practice includes 16 lawyers, four of whom are partners. RCD appears in the Financial Times most innovative law firms 2016 list in the innovation in strategic collaborations for clients category.



## INTERNATIONAL ARBITRATION

## Spain Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Clifford Chance	José Antonio Cainzos
Cuatrecasas Gonçalves Pereira	Jorge Badía
Garrigues	Carlos de los Santos
Uría Menéndez	Jesús Remón, Álvaro López de Argumedo
<b>EXCELLENT</b>	
<b>1</b> Baker McKenzie	José María Alonso
Freshfields Bruckhaus Deringer	Rafael Murillo
Gomez-Acebo y Pombo	Francisco Peña González
Pérez-Llorca	Félix Montero
<b>2</b>	
Araoz y Rueda	Clifford Hendel
Ashurst	Gonzalo Jiménez-Blanco
B Cremades y Asociados	Bernardo Cremades Sanz-Pastor, Angel Tejada
Roca Junyent	Jordi Calvo Costa
Rousaud Costas Duran (RCD)	Jordi Sánchez
<b>HIGHLY RECOMMENDED</b>	
Arias SLP	David Arias
Cases & Lacambra	Luis Cordon
Hierro Estudio Legal	Antonio Hierro
J. Almoguera y Asociados	Jesus Almoguera
Miguel Pintos Abogados MPA Legal	Miguel Pintos, José Ruiz-Camara
Ramon y Cajal Abogados	Pedro Ramón y Cajal
Stampa Abogados	Gonzalo Stampa

## BAKER MCKENZIE: FIRST CLASS ARBITRATION PRACTICE



José María Alonso Puig

Leader:  
José María Alonso Puig  
Established:  
1969

**Track record:** The litigation and arbitration department handles international arbitration cases primarily related to Latin America and the US. The team has significant experience in investor-state arbitration, acting for claimants and sovereign states. Important clients include; FC Barcelona, Siemens, Immobilien Investment, Red Eléctrica de España, CaixaBank and Deka.

**Team & differentiation:** José María Alonso is a prominent figure in the Spanish arbitration arena with a solid reputation especially in the construction and energy sectors. He is Baker McKenzie Madrid's managing partner and head of the dispute resolution practice. As an arbitrator he has acted in numerous proceedings in Spain and abroad.

## SPAIN BEST ARBITRATORS

The arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
José María Alonso	Baker McKenzie
David Arias	Arias SLP
Bernardo Cremades	B Cremades y Asociados
Antonio Hierro	Hierro Estudio Legal
Jesús Remón Peñalver	Uría Menéndez
Miguel Virgos	Uría Menéndez
<b>EXCELLENT</b>	
José María Abascal	Abascal Flores y Segovia
Jesús Almoguera	Almoguera Abogados
Juan Fernandez-Armesto	Armesto & Asociados
Miguel Angel Fernandez-Ballesteros	Miguel Angel Fernandez-Ballesteros Abogados
Clifford Hendel	Araoz y Rueda
Màrius Miró Gili	Roca Junyent
Gonzalo Jiménez-Blanco	Ashurst
Miguel Moscardó	Moscardó & Asociados
Gonzalo Stampa	Stampa Abogados
Angel M. Tejada	B Cremades y Asociados
Jean Marie Vulliemin	Froriep



**SWEDEN**

## INTERNATIONAL ARBITRATION

### Sweden Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Mannheimer Swartling</b>	Robin Oldenstam, Jakob Ragnwaldh, Krostoffer Löf
<b>Vinge</b>	James Hope, Johan Gernandt
<b>EXCELLENT</b>	
<b>Advokatfirman Lindahl</b>	Therese Isaksson, Jesper Tibergh
<b>Hannes Snellman</b>	Martin Wallin
<b>Magnusson</b>	Johan Molin, Christer Söderlund
<b>Setterwalls</b>	Jesper Grünbaum
<b>White &amp; Case</b>	Anders Reldén
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie</b>	Jonas Benedictsson
<b>Frank</b>	Marcus Axelryd, Helena Dandenell
<b>Hamilton</b>	Johannes Ericson
<b>Norburg &amp; Scherp</b>	Fredrik Norburg, Pontus Scherp
<b>Roschier</b>	Henrick Fieber, Johan Sidklev
<b>Wistrand</b>	Jörgen Eklund
<b>RECOMMENDED</b>	
<b>A1 Advokater</b>	Thomas Tendorf
<b>Bird &amp; Bird</b>	Michael Frie, Ulf Mellqvist
<b>Danowsky &amp; Partners Advokatbyrå</b>	Peter Danowsky
<b>Delphi</b>	Sverker Bonde
<b>Gernandt &amp; Danielsson</b>	Björn Tude
<b>Kastell</b>	Henrik Bielenstein
<b>MAQS Advokatbyrå</b>	Pontus Ewerlöf

#### VINGE: SEASONED DISPUTE RESOLUTION EXPERTS



James Hope

Leader:  
James Hope  
Established:  
1983

**Track record:** The firm has taken part in leading high-value energy disputes, representing Gazprom in its highly publicized dispute against Naftogaz with a case value of nearly \$25 billion. Other significant clients include Fortum Distribution AB, SEK, Sveriges Bildelsgrossisters Förening, H&M, Tele2, Delphi Automotive, SPP Pension & Försäkring.

**Team & differentiation:** With a strong team of 15 partners and about 50 associates in the Stockholm office, Vinge has established itself as a premier law firm that is not afraid to take on all kinds of cases, no matter how challenging they might be. Department Head James Hope is a member of the board of the Arbitration Institute of the Stockholm Chamber of Commerce.

#### MANNHEIMER SWARTLING: LEADERS IN SOPHISTICATED ARBITRATION PROCEEDINGS



Robin Oldenstam

Leader:  
Robin Oldenstam  
Established:  
1877

**Track record:** The team has represented clients in complex arbitrations covering a wide range of fields, such as energy, natural resources, telecommunications, engineering and construction under the auspices of the SCC, ICC, ICSID, HKIAC, and under Swiss rules. The department is also very active in investment treaty arbitrations. The firm represented Vattenfall in an ICSID arbitration on an energy sector investment.

**Team & differentiation:** Robin Oldenstam, head of the arbitration practice, has acted in numerous arbitration proceedings and has also considerable experience as an arbitrator in both domestic and international arbitrations. The firm has one of the largest teams in the country, which includes 12 partner and 50 associates.





**SWITZERLAND**

## COMMERCIAL LITIGATION

### Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Daniel Hochstrasser, Saverio Lembo, Andreas Länzlinger, Matthew T. Reiter
<b>Homburger</b>	Balz Gross, Felix Dasser, Gabrielle Nater-Bass, Georg Naegeli
<b>Lenz &amp; Staehelin</b>	Daniel Tunik, Harold Frey, Martin Burkhardt, Xavier Favre-Bulle, Miguel Oural
<b>Schellenberg Wittmer</b>	Martin Bernet, Christian Girod, Vincent Jeanneret, Alexander Jolles, Blaise Stucki
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Richard Gassmann, Daniel Peregrina, Anne-Catherine Hahn
<b>Kellerhals Carrard</b>	Bernhard Berger
<b>Lalive</b>	Marc D. Veit, Marc Henzelin, Alexander Troller
<b>Lévy Kaufmann-Kohler</b>	Antonio Rigozzi
<b>Niederer Kraft &amp; Frey</b>	Daniel Eisele, Ernst F. Schmid
<b>Pestalozzi</b>	Michael Kramer, Laurent Killias, Christophe Emonet, Thomas Rohner
<b>HIGHLY RECOMMENDED</b>	
<b>Bratschi Wiederkehr &amp; Buob</b>	Mirco Ceregato, Sandra De Vito Bieri
<b>Cabinet Chappuis</b>	Benoît Chappuis
<b>CMS von Erlach Poncet</b>	Beat von Rechenberg, Jodok Wicki, Christian Luscher
<b>Froriep</b>	Isabelle Romy, Alain Gros, Marcel Steinegger
<b>Meyerlustenberger Lachenal</b>	Marcel Lustenberger, Bernard Lachenal
<b>Poncet Turrettini</b>	François Bellanger
<b>Python</b>	Dominique Anchoz, Homayoon Arfazadeh
<b>Vischer</b>	Christian Oetiker, Thomas Weibel
<b>Walder Wyss</b>	Dieter Hofmann, Peter Straub
<b>Wartmann &amp; Merker</b>	Andrea Meier, Peter Hafner, Peter Reichart
<b>Wenger &amp; Vieli</b>	Urs Weber-Stecher, Marco Cereghetti
<b>RECOMMENDED</b>	
<b>Archipel</b>	Guillaume Tattevin
<b>Bianchi Schwald</b>	Jean-Marc Carnicé, Manuel Bianchi della Porta
<b>Blum &amp; Grob</b>	Albrecht Langhart
<b>Borel &amp; Barbey</b>	Alexandre de Weck
<b>Buis Bürgi</b>	Eric Buis, Paul Bürgi
<b>Burckhardt</b>	Regula Hinderling
<b>Canonica &amp; Associés</b>	François Canonica
<b>Eversheds Sutherland</b>	Claudius Triebold, Peter Haas
<b>FBT Attorneys-at-Law</b>	Serge Fasel
<b>Jacquemoud Stanislas</b>	Jean-Pierre Jacquemoud, Guy Stanislas
<b>Niedermann Rechtsanwälte</b>	Marco Niedermann
<b>Staiger Attorneys</b>	Philipp Känzig, Marc Bernheim
<b>Thouvenin</b>	Daniel Stoll, Patrick Rohn, Michael Bösch
<b>Vecchio Avocats</b>	Pierluca Degni

#### ARCHEPEL: AN ARBITRATION SPECIALIST HANDLING CASES FROM PROCEEDINGS TO EXECUTION



Guillaume Tattevin

Leader: Guillaume Tattevin  
Established:  
2015 (Geneva office)

**Track record:** A big market player in enforcement against sovereign assets, the boutique has made planning and execution of asset recovery one of its main skills. Also handling cases in commercial arbitration, they have had both French and international clients, with a specific focus on Europe, Africa and the Middle-East, in sectors ranging from airlines to construction companies.

**Team & differentiation:** Based in both Paris and Geneva, the team covers the full spectrum of international business law through arbitration, complex cross-border litigation, notably in Africa and on international contracts. They provide a full service, from the drafting of contracts, resolution of disputes, to the enforcement and execution of the award. Guillaume Tattevin is based at the Geneva office which is particularly focused on arbitration.

#### PYTHON: AN INTERNATIONAL MULTI-SPECIALIST SWISS INDEPENDENT LAW FIRM



Homayoon Arfazadeh

Leaders:  
Homayoon Arfazadeh,  
Dominique Henchoz,  
Nicolas de Gottrau  
Established:  
1981

**Track record:** With both Swiss and international clients – notably from the US, the team handles cases of commercial arbitration as well as banking and finance litigation, along with white collar crime matters. Homayoon Arfazadeh has extensive experience representing clients before US jurisdictions where he regularly deals with financial crime matters.

**Team & differentiation:** One of the few independent Swiss law firms to have opened offices overseas, in Brussels and Tokyo, they recently opened an office in the Iranian capital, Tehran and were the first Swiss firm to establish themselves there since the suspension of sanctions. They handle varied cases: dispute resolution, contracts, M&A, and questions related to the US and EU sanctions.



## INTERNATIONAL ARBITRATION

## Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
1 <b>Lalive</b>	Matthias Scherer, Michael E. Schneider, Veijo Heiskanen, Marc D. Veit, Philipp Habegger, Domitille Baizeau
2 <b>Bär &amp; Karrer</b>	Daniel Hochstrasser, Cesare Jermini, Michele Bernasconi, Pierre-Yves Gunter, Matthew T. Reiter
<b>Homburger</b>	Balz Gross, Felix Dasser, Gabrielle Nater-Bass, Mariella Orelli, Melissa Magliana
<b>Lenz &amp; Staehelin</b>	Harold Frey, Xavier Favre-Bulle
<b>Schellenberg Wittmer</b>	Elliott Geisinger, Martin Bernet, Philippe Bärtsch, Nathalie Voser, Christopher Boog
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Richard Gassmann, Lucas Beffa, Urs Zenhäusern,
<b>Kellerhals Carrard</b>	Bernhard Berger, Martin Molina, François Kaiser
<b>Lévy Kaufmann-Kohler</b>	Sébastien Besson, Antonio Rigozzi
<b>Tavernier Tschanz</b>	Pierre-Yves Tschanz, Frank Spoorenberg
<b>White &amp; Case</b>	Anne Véronique Schlaepfer
<b>HIGHLY RECOMMENDED</b>	
<b>Froiep</b>	Jean Marguerat, Jean-Marie Vulliemin, Franz X. Stirnimann Fuentes
<b>Meyerlustenberger Lachenal</b>	Marcel Lustenberger, Manuel Arroyo
<b>Niederer Kraft &amp; Frey</b>	Ernst F. Schmid, Peter C. Honegger, Daniel Eisele, Tamir Livschitz
<b>Patocchi &amp; Marzolini</b>	Paolo Michele Patocchi, Paolo Marzolini
<b>Pestalozzi</b>	Laurent Killias, Thomas Legler, Michael Kramer, Christophe Emonet
<b>Peter &amp; Partners</b>	Wolfgang Peter, Christoph Brunner
<b>Python</b>	Homayoon Arfazadeh
<b>Sidley Austin</b>	David Roney, Dorothée Schramm
<b>Thouvenin</b>	Hansjörg Stutzer, Michael Bösch, Patrick Rohn
<b>Walder Wyss</b>	Micha Bülher, Dieter Hofmann
<b>Wenger &amp; Vieli</b>	Daniel Girsberger, Urs Weber-Stecher
<b>RECOMMENDED</b>	
<b>Akikol, Béguin &amp; Richa</b>	Diana Akikol
<b>Akin Gump Strauss Hauer &amp; Feld</b>	Michael Stepek
<b>Archipel</b>	Guillaume Tattevin
<b>Bratschi Wiederkehr &amp; Buob</b>	Sandra De Vito Bieri
<b>Curtis, Mallet-Prevost, Colt &amp; Mosle</b>	Dori Yoldi*
<b>Hirsch</b>	Laurent Hirsch
<b>Nater Dallafior</b>	Roberto Dallafior
<b>Orrick</b>	Vanessa Liborio De Sousa
<b>Quinn Emanuel</b>	Thomas Werlen
<b>Vischer</b>	Daniele Favalli
<b>Wartmann &amp; Merker</b>	Andrea Meier

\*Counsel

## Our analysis

### BÄR & KARRER: A STRONG ARBITRATION TEAM GETS EVEN STRONGER



Daniel Hochstrasser

**Leaders:**  
Daniel Hochstrasser,  
Pierre-Yves Gunter and  
Saverio Lembo

**Established:**  
1969

**Track record:** Handling cases for international and local clients, the firm is able to deal with any kind of arbitration, whether commercial, investment related, institutional or *ad hoc*. The team was recently lauded for obtaining an interim order a preliminary arbitration proceeding for a power engineering company. The lawyers sit as arbitrators and have a comprehensive view of the practice.

**Team & differentiation:** With offices in all the Swiss language regions, the firm can handle cases in multiple languages and jurisdictions. Saverio Lembo has an extensive track record in investigations and white collar crime and Michele Bernasconi is active in sports arbitration. The team have expanded considerably in Geneva, where Pierre-Yves Gunter and Alexandra Johnson joined to reinforce the arbitration practice.

### LENZ & STAEHELIN: A LEADER IN THE MARKET WITH AN OUTSTANDING PRACTICE



Xavier Favre-Bulle

**Leaders:**  
Xavier Favre-Bulle and  
Harold Frey

**Established:**  
1951 (Geneva office)  
1917 (Zurich office)

**Track record:** The law firm has a prestigious client base, ranging from large multinationals to Swiss blue-chip companies, in the fields of retail, luxury, energy and technology, among others. They have acted for European and Middle-Eastern states in arbitration-related proceedings, and handle matters in international commercial arbitrations, complex multi-party arbitrations and investment arbitrations. The team also has strong expertise in sports-related matters.

**Team & differentiation:** The Geneva and Zurich arbitration teams of about 40 lawyers cooperate on a wide range of cases. They can also deal with competition, intellectual property and employment-related arbitrations, and have longstanding practice of disputes before NGOs such as the UN and the WTO. Harold Frey recently became a member of the board of ASA.

### NIEDERER KRAFT & FREY: ESTABLISHED EXPERTISE IN INTERNATIONAL ARBITRATION



Daniel Eisele

**Leaders:**  
Daniel Eisele, Ernst F.  
Schmid and Peter C.  
Honegger

**Established:**  
1936

**Track record:** A preeminent firm in Switzerland, NKF has a long-established practice in international arbitration. FIFA have been a client of NKF for the past 20 years, and the firm also represents some of the largest banks and biggest tech companies in Switzerland. The team has recently advised one of the leading banking groups in the highest profile Swiss arbitration case of the past 10 years.

**Team and differentiation:** The team of 18 partners and associates handles many diverse proceedings from construction and telecommunications to banking within the framework of contractual or post-M&A disputes. Recent highlights include a successful motion to compel arbitration in a dispute worth \$500m. Tamir Livschitz recently joined the team as partner.



## METHODOLOGY

### The criteria are:

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

### Rankings are established with the following tools:

- **Submission form procedure:**  
We send questionnaires & submission forms to the structure already included in Leaders League rankings and to others likely to be included. They are, in particular, invited to provide information on their organization, their client bases, their track record and their market.
- **Qualitative procedure:**  
To supplement the questionnaires, Leaders League teams conduct a large number of interviews, which enable us not only to learn more about the firm included in our listings, but also to assess the dynamism of the market. Analysts and market researchers also have meetings with a large number of companies' executives (private companies, funds, banks) who have the opportunity to comment and provide fresh intelligence on the market and on the advisors they are soliciting.



## SWITZERLAND BEST ARBITRATORS

The arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>LEADING</b>	
<b>1</b> Gabrielle Kaufmann-Kohler	Lévy Kaufmann-Kohler
Laurent Lévy	Lévy Kaufmann-Kohler
<b>2</b> Elliott Geisinger	Schellenberg Wittmer
Pierre-Yves Gunter	Bär & Karrer
Wolfgang Peter	Peter & Partners
Matthias Scherer	Lalive Avocats
Michael E. Schneider	Lalive Avocats
Pierre Tercier	Professor
Pierre-Yves Tschanz	Tavernier Tschanz
Markus Wirth	Homburger
<b>EXCELLENT</b>	
Domitille Baizeau	Lalive Avocats
Martin Bernet	Schellenberg Wittmer
Marc Blessing	Bär & Karrer
Dominique Brown-Berset	Brown & Page
Xavier Favre-Bulle	Lenz & Staehelin
Harold Frey	Lenz & Staehelin
Philipp Habegger	Lalive Avocats
Daniel Hochstrasser	Bär & Karrer
François Knoepfler	KG& Associés
Paolo Michele Patocchi	Patocchi & Marzolini
Charles Poncet	CMS von Erlach Poncet
Jacques Python	Etude Jacques Python
Ernst F. Schmid	Niederer Kraft & Frey
Frank Spooenberg	Tavernier Tschanz
Hansjörg Stutzer	Thouvenin
<b>HIGHLY RECOMMENDED</b>	
Bernhard Berger	Kellerhals Carrard
Michele Bernasconi	Bär & Karrer
Roberto Dallafior	Nater Dallafior
Teresa Giovannini	Lalive Avocats
Veijo Heiskanen	Lalive Avocats
Claudia Kälin-Nauer	Claudia Kälin-Nauer
Christopher Koch	Landolt & Koch
Vanessa Liborio Garrido de Sousa	Orrick
Anne-Véronique Schläepfer	White & Case

## INVESTIGATIONS & WHITE COLLAR CRIME

Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>EXCELLENT</b>	
Bär & Karrer	Saverio Lembo
Bianchi Schwald	Jean-Marc Carnicé
CMS Von Erlach Poncet	Christian Luscher
Homburger	Felix Dasser, Claudio Bazzani
Lalive	Marc Henzelin
Lenz & Staehelin	Miguel Oural
LHA Avocats	Maurice Harari
Pestalozzi	Christophe Emonet
Schellenberg Wittmer	Paul Gully-Hart, Vincent Jeanneret
<b>HIGHLY RECOMMENDED</b>	
Altenburger	Birgit Sambeth Glasner
Blum & Grob	Rolf Schuler, Stefan Wehrenberg
Buis Bürgi	Eric Buis, Paul Bürgi
Charles Russell Speechlys	Bruno Ledrappier
Walder Wyss	Oliver M. Kunz, Thomas Müller
Quinn Emanuel	Thomas Werlen
Wartmann & Merker	Peter Reichart, Alexander Wintsch

## BANKING & FINANCE LITIGATION

Switzerland Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Bär &amp; Karrer</b>	Saverio Lembo, Andreas Länzlinger, Matthew T. Reiter, Daniel Hochstrasser
<b>Homburger</b>	Benedikt Maurenbrecher
<b>Lenz &amp; Staehelin</b>	Daniel Tunik
<b>Niederer Kraft &amp; Frey</b>	Peter R. Isler
<b>Pestalozzi</b>	Christophe Emonet, Michael Kramer, Laurent Killias
<b>Schellenberg Wittmer</b>	Vincent Jeanneret, Martin Bernet, Paul Gully-Hart, Peter Burckhardt
<b>EXCELLENT</b>	
<b>Baker McKenzie</b>	Rodolphe Gautier
<b>Lalive</b>	Marc Henzelin, Alexander Troller
<b>Meyerlustenberger Lachenal</b>	Alain Le Fort, Alexander Vogel
<b>Walder Wyss</b>	Micha Bühler
<b>Wartmann &amp; Merker</b>	Peter Reichart, Peter Hafner
<b>Wenger &amp; Vieli</b>	Peter Altorfer, Andreas Hünerwadel, Marco Cereghetti
<b>HIGHLY RECOMMENDED</b>	
<b>Baldi &amp; Caratsch</b>	Michele A. Caratsch
<b>Bianchi Schwald</b>	Thomas Goossens
<b>BMG Avocats</b>	Louis Gaillard, Guillaume Fatío, Rocco Rondi
<b>Buis Bürgi</b>	Eric Buis
<b>DGE Avocats - Attorneys-at-Law</b>	Didier de Montmollin
<b>Froriep</b>	Alain Gros, Jérôme de Montmollin, Marcel C. Steinegger
<b>Monfrini Crettol &amp; Partners</b>	Enrico Monfrini, Yves Klein
<b>Poncet Turrettini</b>	Carlo Lombardini
<b>Python</b>	Nicolas de Gottrau
<b>RKR Attorneys-at-Law</b>	Marc Russenberger
<b>Rüd Winkler Partner</b>	Andreas Rüd

### PESTALOZZI: A CENTURY OF EXPERTISE IN COMPLEX COMMERCIAL AND BANKING LITIGATION



Christophe Emonet

Leaders:  
Christophe Emonet and  
Michael Kramer  
Established:  
1911

**Track record:** The traditional yet truly international Swiss firm is known for its experience in litigations in both the commodities and banking arenas, having held clients such as commodity giant GlencoreXstrata and bank Credit Suisse for decades. They are adept at cross border and complex commercial disputes, and recently secured a \$50m award for two Israeli banks.

**Team & differentiation:** The diverse and dynamic litigation team at Pestalozzi has eight full time partners and 30 lawyers – one of the largest litigation departments in the country. Team leader Christophe Emonet's practice covers both civil claims of banks against clients and financial providers, but also internal investigations, regulatory asset-tracing as well as some white-collar crime aspects. Michael Kramer is in charge of the Zurich litigation and arbitration practice.



**UK**

## INTERNATIONAL ARBITRATION

### UK Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1 Skadden, Arps, Slate, Meagher &amp; Flom</b>	David Kavanagh, Karyl Nairn
<b>WilmerHale</b>	Gary Born, Steven P. Finizio, Franz T. Schwarz
<b>2 Freshfields Bruckhaus Deringer</b>	Nigel Rawding, Reza Mohtashami
<b>Hogan Lovells</b>	Michael Davison
<b>EXCELLENT</b>	
<b>Clifford Chance</b>	Audley Sheppard
<b>Debevoise &amp; Plimpton</b>	Lord (Peter) Goldsmith
<b>Herbert Smith Freehills</b>	Paula Hodges, Craig Tevendale
<b>Three Crowns</b>	Constantine Partasides
<b>White &amp; Case</b>	Phillip Capper
<b>HIGHLY RECOMMENDED</b>	
<b>Allen &amp; Overy</b>	Mark Levy
<b>Ashurst</b>	Matthew Saunders
<b>Clyde &amp; Co</b>	Ben Knowles
<b>King &amp; Spalding</b>	Thomas Sprange
<b>Latham &amp; Watkins</b>	Philip Clifford, Charles Claypoole
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Stephen Jagusch
<b>RECOMMENDED</b>	
<b>Baker Botts</b>	Jay Alexander
<b>Baker McKenzie</b>	Steve Abraham
<b>CMS Cameron McKenna Nabarro Olswang*</b>	Guy Pendell
<b>Eversheds Sutherland</b>	Will Thomas
<b>Gibson, Dunn &amp; Crutcher</b>	Cyrus Benson
<b>Kirkland &amp; Ellis</b>	Christopher Colbridge
<b>Stephenson Harwood</b>	Louis Flannery
<b>Vinson &amp; Elkins</b>	George Burn
<b>STRONG EXPERTISE</b>	
<b>Boies, Schiller &amp; Flexner</b>	Wendy Miles
<b>Covington &amp; Burling</b>	Jeremy Wilson
<b>DLA Piper</b>	Philip Chong
<b>Linklaters</b>	Matthew Weiniger
<b>Mayer Brown</b>	Raid Abu-Manneh
<b>Norton Rose Fulbright</b>	Sherina Petit
<b>Pinsent Masons</b>	Mark Roe
<b>Reed Smith</b>	Gautam Bhattacharyya
<b>Shearman &amp; Sterling</b>	Mark McNeill
<b>Simmons &amp; Simmons</b>	Simon Morgan
<b>Weil, Gotshal &amp; Manges</b>	Juliet Blanch

\*Merger due to be complete on May 1<sup>st</sup> 2017.

### HOGAN LOVELLS: WORLD LEADERS IN INTERNATIONAL ARBITRATION



Michael Davison

Leader:  
Michael Davison  
Established:  
2010 (by merger)

**Track record:** Hogan Lovells' dedicated arbitration team are adept at arbitration under all major arbitration rules. They are best known for their work in the construction and engineering sectors, and investor-state arbitrations. Recent highlights include representing a global tech company in a \$4bn ICC arbitration.

**Team & differentiation:** Team leader Michael Davison has performed arbitrations under the rules of every major arbitration center in the world. The multilingual team provides unparalleled expertise in arbitration rules, including LCIA, ICC and UNCITRAL. They provide a broad range of expertise, with partner Kieron O'Callaghan specializing in IP arbitration, and Markus Burgstaller focusing on international public law.

### QUINN EMANUEL URQUHART & SULLIVAN: WELL VERSED IN ALL MAJOR ARBITRATION RULES



Stephen Jagusch

Leader:  
Stephen Jagusch  
Established:  
2008 (London office)

**Track record:** International arbitration is a core practice for the firm. The practice successfully represented Core Carbon in its claim following the termination of a contract with various Russian companies, relating to a gas emissions reduction program. Quinn Emanuel are best known for their work in oil and gas, mining, energy, telecoms, and construction disputes.

**Team & differentiation:** The globalized team work in unison, providing counsel in a variety of languages and hold deep knowledge of all major international arbitration rules. Team leader Stephen Jagusch QC has unrivalled expertise in international arbitration and frequently acts as arbitrator in commercial and investor-state arbitrations.



## COMMERCIAL LITIGATION

### UK Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Freshfields Bruckhaus Deringer	James Kennedy, Geoff Nicholas, Raj Parker, Paul Lomas
Herbert Smith Freehills	Mark Shillito, Alan Watts
<b>2</b> Allen & Overy	Tim House, Lawson Caisley, Jonathan Hitchin
Clifford Chance	Jeremy Sandelson, Simon Davis, Iain Roxborough, Jeremy Kosky
CMS Cameron McKenna Nabarro Olswang*	Tim Hardy, Jonathan Warne, Catherine Taylor
Hogan Lovells	Michael Davison, Chris Hardman, Richard Lewis
<b>EXCELLENT</b>	
<b>1</b> Ashurst	Simon Bromwich, Edward Sparrow
Linklaters	Michael Bennett, Christa Band
Simmons & Simmons	Robert Turner, Patrick Boylan
Slaughter and May	Deborah Finkler, Sarah Lee
Travers Smith	Stephen Paget-Brown, Caroline Edwards
Quinn Emanuel Urquhart & Sullivan	Richard East, Sue Prevezer
<b>2</b> Addleshaw Goddard	Michael Barnett
Berwin Leighton Paisner	Nathan Willmott
Clyde & Co	Conrad Walker
Debevoise & Plimpton	Lord (Peter) Goldsmith, Kevin Lloyd
DLA Piper	Jean-Pierre Douglas-Henry
Jones Day	Craig Shuttleworth
King & Wood Mallesons	Dorothy Murray, Andrei Yakovlev
Mayer Brown	David Allen
Norton Rose Fulbright	Deirdre Walker
Stephenson Harwood	John Fordham
White & Case	John Higham
<b>HIGHLY RECOMMENDED</b>	
Dechert	Bernard Caulfield
Eversheds Sutherland	Mark Davenport
Latham & Watkins	Simon Bushell
Pinsent Masons	Greg Lowson (based in Birmingham)
Reed Smith	Richard Spafford
RPC	Geraldine Elliott
Skadden, Arps, Slate, Meagher & Flom	Karyl Nairn

## RECOMMENDED

<b>Baker McKenzie</b>	John Leadley
<b>Bird &amp; Bird</b>	Ludovic de Walden
<b>Bond Dickinson</b>	Gareth Kagan
<b>Cleary Gottlieb Steen &amp; Hamilton</b>	Jonathan Kelly
<b>Enyo Law</b>	Simon Twigden
<b>Macfarlanes</b>	Iain Mackie
<b>Mishcon de Reya</b>	Kasra Nouroozi
<b>Osborne Clarke</b>	Leona Briggs
<b>Stewarts Law</b>	Clive Zietman
<b>Taylor Wessing</b>	Shane Gleghorn

## STRONG EXPERTISE

<b>Akin Gump Strauss Hauer &amp; Feld</b>	Justin Williams
<b>Blake Morgan</b>	Sarah Rees, Chris Potts
<b>Bristows</b>	Kevin Appleton
<b>Burges Salmon</b>	David Hall
<b>Cadwalader</b>	Steven Baker
<b>Cooke, Young &amp; Keidan</b>	Marc Keidan
<b>Cooley</b>	Laurence Harris
<b>Dentons</b>	Liz Tout
<b>Fieldfisher</b>	Colin Gibson
<b>Fladgate</b>	Simon Ekins
<b>Gibson, Dunn &amp; Crutcher</b>	Philip Rocher
<b>Gowling WLG</b>	Andrew Smith
<b>Holman Fenwick Willan</b>	Noel Campbell
<b>Sidley Austin</b>	Dorothy Cory-Wright
<b>Signature Litigation</b>	Graham Huntley
<b>Squire Patton Boggs</b>	Laurence Winston
<b>Winston &amp; Strawn London</b>	Michael Madden

\*Merger due to be complete on May 1<sup>st</sup> 2017.

### HERBERT SMITH FREEHILLS: A STRONG TEAM OF LITIGATORS



Mark Shillito

**Leader:**  
Mark Shillito and Alan Watts

**Established:**  
2012 (by merger)

**Track record:** Herbert Smith Freehills' reputation for litigation precedes them, having represented high profile clients including Bernie Ecclestone in the recent series of cases on the sale of Formula 1 shares by Bayerische Landesbank to CVC Capital Partners. Other notable clients include Goldman Sachs and BAT.

**Team and differentiation:** Head of disputes, Mark Shillito, is well versed in IP disputes, whilst partner Alan Watts' interests include company disputes. The broad range of expertise held by the team make them an apt choice for an array of commercial litigation cases. The international nature of the firm allows clients access to 24-hour service in time sensitive matters.

### TRAVERS SMITH: A UK FIRM WITH INTERNATIONAL REACH



Stephen Paget-Brown

**Leader:**  
Stephen Paget-Brown and Caroline Edwards

**Established:**  
1810

**Track record:** UK clients, as well as internationals who wish to pursue claims through British courts are the key clientele for the Travers Smith. The team have recently acted for HP in \$5bn-plus claims arising out of its acquisition of Autonomy. The firm practices in all types of commercial disputes, with strong expertise in financial disputes and holds Kaupthing Bank and Rosneft Oil as key clients.

**Team and differentiation:** Lead by Stephen Paget-Brown, who also co-heads the regulatory investigations group, the firm regularly handles heavyweight commercial litigations. Clients benefit from a consistent team assisting them, as the firm boasts the lowest attrition rates in the city.

## INSURANCE LITIGATION – INSURERS

## UK Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Clyde &amp; Co</b>	David Abbott, Nigel Brook
<b>EXCELLENT</b>	
<b>BLM</b>	Jennette Newman
<b>DAC Beachcroft</b>	Helen Faulkner
<b>Holman Fenwick Willan</b>	Christopher Cardona
<b>Kennedys</b>	Nick Williams
<b>RPC</b>	James Miller
<b>HIGHLY RECOMMENDED</b>	
<b>Chadbourne &amp; Parke</b>	Adrian Mecz
<b>CMS Cameron McKenna Nabarro Olswang****</b>	Stephen Netherway
<b>DWF</b>	Caroline Coates*
<b>Herbert Smith Freehills</b>	Martin Bakes
<b>Hogan Lovells</b>	Nick Atkins
<b>Ince &amp; Co</b>	Chris Jefferis, Allan Hepworth
<b>Mayer Brown International</b>	David Chadwick
<b>Norton Rose Fulbright</b>	Susan Dingwall, Liam O'Connell
<b>Slaughter and May</b>	Oliver Wareham
<b>RECOMMENDED</b>	
<b>Berwin Leighton Paisner</b>	Anthony Lennox
<b>Cooley</b>	David Kendall
<b>DLA Piper</b>	Prakash Paran
<b>Freshfields Bruckhaus Deringer</b>	Chris Chapman
<b>Hill Dickinson</b>	Ruth Lawrence**
<b>STRONG EXPERTISE</b>	
<b>Brodies</b>	Elena Fry
<b>BTO Solicitors</b>	Bill Speirs***
<b>Carter Perry Bailey</b>	Bill Perry, Stephen Carter
<b>Eversheds Sutherland</b>	Simon Brooks
<b>Gowling WLG</b>	David Breslin
<b>Keoghs</b>	Don Clarke
<b>Sedgwick</b>	Edward G. Smerdon
<b>Weightmans</b>	Kieran Jones

\* Based in Birmingham

\*\* Based in Liverpool

\*\*\* Based in Glasgow

\*\*\*\* Merger due to be complete on May 1<sup>st</sup> 2017.

### CLYDE & CO: A MAJOR PLAYER IN THE INSURANCE INDUSTRY



David Abbott

Leaders:  
David Abbott and Nigel Brook

Established:  
1933

**Track record:** One of the most prolific firms in insurance, Clyde & Co represent some of the largest insurers both in the UK and abroad including AXA, Allianz and Swiss Re. The team recently acted for QBE and AIG in the defense of a \$400m insurance claim by Noreco.

**Team & differentiation:** With over 150 partners in the insurance practice, the firm provides expertise for insurers in a complete range of matters. With a strong international presence, Clyde & Co provide excellent representation in international matters. Co-head of the practice David Abbott brings his knowledge of political risk to the team whilst Nigel Brook is adept in advising insurers on the impact of economic sanctions.

### KENNEDYS: INSURANCE EXPERTS PROVIDING CLEAR AND CONCISE COUNSEL



Nick Williams

Leader:  
Nick Williams  
Established:  
1899

**Track record:** International law firm Kennedys possess unrivalled knowledge of the UK market having been established here for over a century. Recent experience for the team includes advising AIG in relation to a claim arising from the termination of a project and representing RSA in the Court of Appeal. NFU Mutual and Chubb are key clients of the firm.

**Team and differentiation:** The global head of the insurance practice, Nick Williams, was involved in the creation of the first D&O products in the UK in the 1980s. The multidisciplinary team consists of 95 partners and 230 other lawyers. Key areas for the firm include the energy, construction, professional indemnity, and financial lines spheres.

## INSURANCE LITIGATION – POLICYHOLDERS

### UK Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Allen &amp; Overy</b>	Philip Jarvis
<b>Clifford Chance</b>	Katherine Coates
<b>Herbert Smith Freehills</b>	Paul Lewis
<b>K&amp;L Gates</b>	Frank Thompson, Sarah Turpin
<b>Reed Smith</b>	Peter Hardy
<b>EXCELLENT</b>	
<b>Addleshaw Goddard</b>	Richard Wise
<b>Covington &amp; Burling</b>	Richard Mattick
<b>Edwin Coe</b>	Michael Witton
<b>Fenchurch Law</b>	David Pryce
<b>HIGHLY RECOMMENDED</b>	
<b>Gowling WLG</b>	David Breslin
<b>Jones Day</b>	Ian F. Lupson
<b>Michelmores</b>	Garbhan Shanks
<b>Mishcon de Reya</b>	Richard Leedham

#### FENCHURCH LAW: A BOUTIQUE FIRM DEDICATED TO POLICYHOLDERS



David Pryce

Leader:  
David Pryce  
Established:  
2010

**Track record:** A boutique firm established to provide the same quality of work that has been available for decades to insurers and policyholders, Fenchurch has successfully obtained millions of pounds in insurance settlements. In addition to representing UK based companies, the firm also holds numerous international clients, including US law firms and BVI accounting firms.

**Team & differentiation:** Each of the seven partners at Fenchurch bring their own area of expertise to the practice – meaning they are adept at handling a broad range of issues. Their approach is atypical, capping the maximum billable hours their lawyers work to ensure their lawyers can offer clients their best selves.

#### REED SMITH: INTERNATIONAL INSURANCE RECOVERY EXPERTS



Peter Hardy

Leader:  
Peter Hardy  
Established:  
2001

**Track record:** The dedicated insurance recovery practice of Reed Smith operates internationally, focusing solely on providing support to policy holders. The team are continuing to act as UK counsel to Anadarko in a \$100 million claim against London insurers following the 2010 Deep Water Horizon spill.

**Team and differentiation:** The three-partner team is led by Peter Hardy, who regularly handles disputes in the financial sector. The team are confident in all forms of dispute resolution, at both domestic and international level. Clients benefit from the firms' strong international presence, particularly in the US. The firm are extremely knowledgeable in Bermuda Form work.



RANKINGS

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**2016-2017**



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# ASIA





**CHINA**

## COMMERCIAL LITIGATION

### China Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fangda Partners</b>	Benjamin Bin Miao, Daniel Tao Huang, Melody Xiaomeng Wang, Jason Chun Li
<b>JunHe</b>	Changyu Fu, Allan Zhenyong Ye, George Zhao Wang, Honghuan Liu
<b>King &amp; Wood Mallesons</b>	Tao Huang, Yaozhi Qian, Feng Gao, Lingyun Liu
<b>EXCELLENT</b>	
<b>Tiantong &amp; Partners</b>	Yong Jiang, Yaoquan Chen, Qing Peng
<b>Zhong Lun Law Firm</b>	Gary Jun Gao, Bing Wang, Wei Bao
<b>HIGHLY RECOMMENDED</b>	
<b>Dacheng Law Offices</b>	Jiangtao Ma, Dennis Yongquan Deng
<b>Duan &amp; Duan</b>	Win Weiming Cao, Jason Xiaolin Ju
<b>Global Law Office</b>	Jiuguang Zhao, Xiaolu Xu
<b>Guantao Law Firm</b>	Xinwei Jiang, Dejing Han
<b>Jingtian &amp; Gongcheng</b>	Chungang Dong, Shiqi Sun
<b>RECOMMENDED</b>	
<b>Allbright Law Offices</b>	Rui Guo
<b>Beijing DHH Law Firm</b>	Xingkuan Zhang
<b>Beijing Kangda Law Firm</b>	Mingyou Tong, Zicheng Gao
<b>Commerce &amp; Finance Law Offices (Tongshang)</b>	Hongji Li
<b>Haiwen &amp; Partners</b>	Jie Tao
<b>Huizhong Law Firm</b>	Fang Zhao, Yang Chao
<b>Llinks Law Offices</b>	Peiming Yang
<b>Run Ming Law Office</b>	Yadong Wang, Wen Qin
<b>STRONG EXPERTISE</b>	
<b>Anjie Law Firm</b>	Arthur Xiao Dong
<b>Dahui Lawyers</b>	Xing Wan
<b>Grandall Law Firm</b>	Grant Guoquan Li
<b>Jincheng, Tongda &amp; Neal</b>	Victor Shengli Gong
<b>Tian Yuan Law Firm</b>	Xiaodong Zhu

### JUNHE LAW OFFICES: A FULL RANGE OF SERVICES AROUND DISPUTE RESOLUTION



Changyu Fu

Leaders:  
Changyu Fu, Allan  
Zhenyong Ye, George Zhao  
Wang and Honghuan Liu  
Established:  
1989

**Track record:** The firm won a victory for Xinjiang Lingang Resources Investment in its dispute with Sichuan Jinhe Mining concerning the cooperation in the exploration of the special areas. It was also very active in insurance litigation and bankruptcy/liquidation proceedings throughout 2016. Clients include JCB, Volvo and GSK.

**Team & differentiation:** Dispute resolution has been a core area of practice throughout the development of JunHe, and the firm has developed a full range of services, including FCPA investigations, internal corporate compliance investigations and bankruptcy. IP litigation is another particularly strong area, with partner Honghuan Liu recognized as an expert in product liability and IP cases.

## INTERNATIONAL ARBITRATION

## China Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Fangda Partners</b>	Daniel Huang, Helen Hong Shi, Ming Kang, Benjamin Bin Miao
<b>JunHe</b>	Changyu Fu, Allan Zhenyong Ye, Weining Zou, Qing Li
<b>King &amp; Wood Mallesons</b>	Tao Huang, Yuwu Liu, Ariel Lu Ye, Shouzhi Zhang
<b>EXCELLENT</b>	
<b>Global Law Office</b>	Steve Liyun Kou, Xiusong Xing
<b>Jingtian &amp; Gongcheng</b>	Chungang Dong, Sanqiao Xu
<b>Zhong Lun Law Firm</b>	Lijun Cao, Wilson Wei Huo
<b>HIGHLY RECOMMENDED</b>	
<b>Dahui Lawyers</b>	Arthur Ma
<b>Haiwen &amp; Partners</b>	Jie Tao
<b>Huizhong Law Firm</b>	Ning Fei, Xingguang Cao
<b>RECOMMENDED</b>	
<b>1 Anjie Law Firm</b>	Arthur Xiao Dong
<b>Commerce &amp; Finance Law Offices (Tongshang)</b>	Xiaofeng Di
<b>Duan &amp; Duan</b>	Oscar Ruojian Chen
<b>Guantao Law Firm</b>	Weiguo Yang
<b>Llinks Law Offices</b>	Peiming Yang
<b>2 DeHeng Law Offices</b>	Zhaofeng Wang
<b>East &amp; Concord Partners</b>	Qi Zhou
<b>Jincheng, Tongda &amp; Neal</b>	Ping Zhao
<b>Run Ming Law Office</b>	Yadong Wang

## KING &amp; WOOD MALLESONS (KWM): A STELLAR REPUTATION ACROSS ASIA



Tao Huang

Leaders:  
Tao Huang, Yuwu Liu, Ariel  
Lu Ye and Shouzhi Zhang  
Established:  
1993

**Track record:** In May 2016 KWM successfully secured critical domain name assets for the leading drone manufacturer DJI-Innovations before the HKIAC panel in an administrative dispute arbitration. Other representative cases include settling the Wahaha vs. Danone dispute, where total claims exceeded €1.8 billion, a project led by partner Yuwu Liu.

**Team & differentiation:** In spite of the evolving market, the firm remains a popular choice for Chinese public authorities, state-owned enterprises and multinationals, especially on cross-border issues. Group managing partner Tao Huang has nearly 20 years' experience in international commercial and maritime dispute resolution, and Ariel Lu Ye is highly appreciated for her China-related expertise.





# HONG KONG



## INTERNATIONAL ARBITRATION

## Hong Kong Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Allen & Overy	Matthew Gearing, Frances van Eupen
Herbert Smith Freehills	Justin D'Agostino, Simon Chapman, Kathryn Sanger
<b>EXCELLENT</b>	
Clifford Chance	Cameron Hassall
Debevoise & Plimpton	Christopher Tahbaz*, Mark Johnson
King & Wood Mallesons	Paul Starr
Latham & Watkins	Ing Loong Yang
Norton Rose Fulbright	Jim James
Vinson & Elkins	Christopher Walker
<b>HIGHLY RECOMMENDED</b>	
Baker McKenzie	Gary Seib
Freshfields Bruckhaus Deringer	John Choong
Gibson, Dunn & Crutcher	Robert Pé
Mayer Brown JSM	Thomas So
O'Melveny & Myers	Denis Brock
<b>RECOMMENDED</b>	
Fangda Partners	Peter Yuen
Hogan Lovells	James Kwan
Magnusson	Paulo Fohlin
Quinn Emanuel Urquhart & Sullivan	John Rhie
Shearman & Sterling	Nils Eliasson
Sidley Austin	Friven Feoh
Skadden, Arps, Slate, Meagher & Flom	Rory McAlpine
<b>STRONG EXPERTISE</b>	
Berwin Leighton Paisner (Haley Tam & Co)	Glenn Haley
CMS Hasche Sigle	Nicolas Wiegand
Deacons	Robert Clark
Fred Kan & Co	Ka Chong (Fred) Kan
Gall	Brooke Holden
Orrick	Charles Allen
Troutman Sanders	Eric Szweda

\* Based in New York

### ALLEN & OVERY: A FORMIDABLE REPUTATION THROUGHOUT ASIA-PACIFIC



Matthew Gearing

Leaders:  
Matthew Gearing and  
Frances van Eupen

Established:  
1988 (Hong Kong  
office)

**Track record:** The firm acted for BG and Reliance against the government of India in a \$500m+ dispute arising from two production sharing contracts governed by Indian law which has been referred to UNCITRAL for arbitration in London. It assisted Deutsch Bank in recovering 100% of its claim (\$78m) against Sri Lanka in an ISCID arbitration involving an oil hedging agreement.

**Team & differentiation:** The work from Allen & Overy's well-reputed Hong Kong base extends across the whole of the Asia Pacific region, with a particular focus on complex cross-border disputes and treaty-related arbitrations. Global co-head of the international arbitration group Matthew Gearing was elected as the new chair of the HKIAC in October 2016.



**INDIA**



## INTERNATIONAL ARBITRATION

## India Best Law firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>1</b> Agarwal Law Associates	Mahesh Agarwal, Rishi Agrawala
Shardul Amarchand Mangaldas & Co	Pallavi Shroff
<b>2</b>	
<b>AZB &amp; Partners</b>	Rajendra Barot
<b>J. Sagar Associates</b>	Dhirendra Negi, Farhad Sorabjee
<b>Khaitan &amp; Co</b>	Chakrapani Misra
<b>Luthra &amp; Luthra</b>	H.S. "Bobby" Chandhoke
<b>EXCELLENT</b>	
<b>Aarna Law</b>	Shreyas Jayasimha
<b>Advani &amp; Co</b>	Hiroo Advani, Shashank Garg
<b>ALMT Legal</b>	Hitesh Jain
<b>Bharucha &amp; Partners</b>	M.P. Bharucha
<b>DH Law Associates</b>	Nusrat Hassan
<b>Dua Associates</b>	Shiraz Patodia
<b>HSA Advocates</b>	Abeezar E. Faizullahoy
<b>Kachwaha &amp; Partners</b>	Sumeet Kachwaha
<b>HIGHLY RECOMMENDED</b>	
<b>Majmudar &amp; Partners</b>	Akil Hirani, Neerav Merchant
<b>Mulla &amp; Mulla &amp; Craigie Blunt &amp; Caroe</b>	D.M. Papat
<b>Nishith Desai Associates</b>	Vyapak Desai
<b>Parekh &amp; Co.</b>	Sonali Basu Parekh and Gauri Ghuman
<b>Trilegal</b>	Sitesh Mukherjee
<b>RECOMMENDED</b>	
<b>IndusLaw</b>	Lomesh Kiran Nidumuri
<b>Seth Dua &amp; Associates</b>	Vasanth Rajasekaran

### ADVANI & CO: SERVING THE CLIENTS' NEEDS



Hiroo Advani

**Leader:**  
Hiroo Advani and Shashank Garg

**Established:**  
1986

**Track record:** The small but effective two-partner arbitration team at Advani & Co is a central practice of the firm. They have successfully fought arbitrations ranging from 50 million to 500 million dollars and boast a success rate of 80%. Construction, shipping, banking and oil and gas are the major industries for the practice.

**Team & differentiation:** Head of Arbitration Hiroo Advani is renowned in India for his leading expertise in international arbitration, but it is their client approach which they believe distinguishes them from other law firms. Working to achieve speedy results, they are well versed in arbitrations under various institutions including ICC and LCIA.

### J. SAGAR ASSOCIATES: A LEADING NATIONAL LAW FIRM



Dhirendra Negi

**Leaders:**  
Dhirendra Negi and Farhad Sorabjee

**Established:**  
1991

**Track record:** J. Sagar's practice focuses on corporate commercial disputes and is very knowledgeable in domestic and international arbitrations. They successfully represented claimant ISMT in an ICC arbitration and acted for Silver Resorts Hotels India in an arbitration against Delhi International Airport before the Delhi High Court.

**Team & differentiation:** Operating from seven of India's largest cities, J. Sagar have a strong presence in the country. Key practice areas for the firm are construction, energy, and shareholder disputes. Offering the expertise of a large firm, with the intimate client relationships of a small firm, is the firm's mantra.

## COMMERCIAL LITIGATION

India Best Law firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Agarwal Law Associates	Mahesh Agarwal
Cyril Amarchand Mangaldas	Percy Billimoria
Karanjawala & Co	Raian Karanjawala
Shardul Amarchand Mangaldas	Pallavi Shroff
<b>EXCELLENT</b>	
<b>1</b> AZB & Partners	Rajendra Barot
J Sagar Associates	Dhirendra Negi, Farhad Sorabjee
Khaitan & Co	Sanjeev Kapoor, Sachin Mandlik
<b>2</b>	
ALMT Legal	Hitesh Jain, Sameer Tapia
Bharucha & Partners	M.P. Bharucha, Vivek Vashi
DSK Legal	Anand Desai
Federal & Rashmikan	C. Rashmikan
Wadia Ghandy	Bindi Dave
<b>HIGHLY RECOMMENDED</b>	
Bhasin & Co	Lalit Bhasin
Dhir & Dhir Associates	Alok Dhir
Dua Associates	Shiraz Patodia
Majmudar & Partners	Fraser Alexander
Mulla & Mulla & Craigie Blunt & Caroe	Y.P. Dandiwala
Nishith Desai Associates	Vyapak Desai
Trilegal	Sitesh Mukherjee
<b>RECOMMENDED</b>	
Economic Laws Practice	Rohan Shah
IndusLaw	V. Srinivasa Raghavan
Juris Corp	Durgesh Khanapurkar, Sandeep Mahapatra
Kochhar & Co	K.V. Singh
Samvad Partners	Poornima Hatti

### DSK LEGAL: QUALITY LAWYERS PROVIDING QUALITY WORK



Anand Desai

Leader:  
Anand Desai  
Established:  
2001

**Track record:** DSK Legal's commercial litigation practitioners have appeared in front of the Supreme Court of India as well as the high courts of various states. Team leader Anand Desai is well known for his litigation work, and recently acted for Italian-based Lubrimental in a dispute against the other shareholders of Peddington Lubrimental.

**Team & differentiation:** With four dedicated partners working full time in the disputes team, DSK Legal pride themselves on the quality of their lawyers. The team's breadth and depth of knowledge combined with acute commercial focus allows them to develop comprehensive and innovative strategies to resolve a variety of commercial disputes.

### KARANJAWALA & CO: EXTENSIVE EXPERIENCE IN LITIGATION



Raian Karanjawala

Leader:  
Raian Karanjawala  
Established:  
1983

**Track record:** With a strong focus on litigation, Karanjawala & Co have filed over 21,000 matters since the foundation of the firm and have featured in over 500 Supreme Court judgments. Recent highlights include their successful representation of Indraprastha Gas at the Supreme Court. Other clients include Bharti Shipyard, GVK EMRI and Tata Steel.

**Team & differentiation:** Established by husband and wife team Manik and Raian Karanjawala, Karanjawala & Co. operate on the principles of expert advice, effective execution, and competitive prices. For the firm, there is no typical client, having represented a range of clients from heads of government to royal families to international corporations – as well as working on numerous pro bono cases.





# JAPAN

## DISPUTE RESOLUTION

### Japan Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>Anderson Mori &amp; Tomotsune</b>	Yoshimasa Furuta, Hiroki Wakabayashi
<b>Herbert Smith Freehills</b>	Peter Godwin
<b>Morrison &amp; Foerster / Ito &amp; Mitomi</b>	James Hough
<b>Nagashima Ohno &amp; Tsunematsu</b>	Norimitsu Arai, Hisaya Kimura
<b>EXCELLENT</b>	
<b>1 Mori Hamada &amp; Matsumoto</b>	Mugi Sekido
<b>Nishimura &amp; Asahi</b>	Hiroyuki Tezuka
<b>2 Atsumi &amp; Sakai</b>	Tatsuya Fukui, Toyoki Emoto
<b>Freshfields Bruckhaus Deringer</b>	Kazuki Okada, Nicholas Lingard, Akiko Yamakawa
<b>Orrick, Herrington &amp; Sutcliffe</b>	Yoshihiro Takatori
<b>TMI Associates</b>	Tomoki Yanagisawa
<b>HIGHLY RECOMMENDED</b>	
<b>Baker McKenzie (Gaikokuho Joint Enterprise)</b>	Yoshiaki Muto, Joel Greer
<b>Hibiya Park Law Offices</b>	Hideaki Kubori
<b>Iwata Godo</b>	Masao Fujii
<b>Momo-o Matsuo &amp; Namba</b>	Junya Naito
<b>O'Melveny &amp; Myers</b>	Yoji Maeda
<b>Quinn Emanuel Urquhart &amp; Sullivan</b>	Ryan Goldstein
<b>RECOMMENDED</b>	
<b>Ashurst</b>	Kensuke Inoue
<b>Hashidate Law Office</b>	Kenji Hashidate, Takahiro Mikami
<b>Kojima Law Offices</b>	Hideki Kojima
<b>Matsuo &amp; Kosugi</b>	Tasuku Matsuo, Yasuhei Taniguchi
<b>Wada &amp; Watanabe</b>	Nobuhiro Wada, Hiromi Watanabe

#### MORRISON & FOERSTER / ITO MITOMI: A UNIQUELY AMERICAN-JAPANESE LAW FIRM



James Hough

Leader:  
James Hough  
Established:  
1987

**Track record:** Commercial disputes are the main focus for the firm. They hold significant expertise in IP disputes and the team have recently acted for Fujitsu Ten in a patent infringement investigation. The team have also represented Toshiba in a trade secrets dispute, and also hold SoftBank, NEC and Nikon as clients.

**Team & differentiation:** A world leader in litigation, Morrison Foerster's Ito & Mitomi partnership has established the largest international law firm in Japan. The 25-strong team, of whom over half are fluent in Japanese, work seamlessly with their US colleagues, making them well equipped to handle all aspects of US litigation, and apt at handling international arbitrations – as well as domestic work.

#### NAGASHIMA OHNO & TSUNEMATSU: FIRST CLASS LAWYERS PROVIDING FIRST CLASS SERVICE



Norimitsu Arai

Leader:  
Norimitsu Arai and Hisaya Kimura  
Established:  
2000

**Track record:** Headed by Norimitsu Arai, Nagashima's 45 lawyer strong dispute team holds foreign and domestic clients from every major industry sector. Recent highlights for the firm include representing TEPCO in the shareholder derivative lawsuit following the 2011 Fukushima nuclear power plant disaster as well as acting for several banks in a suit against Olympus.

**Team & differentiation:** The first law firm in Japan to reach 100 lawyers, the firm prides itself on providing a nurturing environment in which its lawyers can develop, as well as the synergy between their various practice areas. The dispute team includes highly specialized practitioners with department head Arai focusing on labor and employment disputes.





# **SINGAPORE**



## INTERNATIONAL ARBITRATION

### Singapore Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
<b>King and Spalding</b>	John Savage
<b>Norton Rose Fulbright</b>	Guy Spooner
<b>EXCELLENT</b>	
<b>1 Allen &amp; Gledhill</b>	Chong Yee Leong
<b>Clifford Chance Asia</b>	Nish Shetty
<b>Drew &amp; Napier</b>	Davinder Singh, Cavinder Bull
<b>Rajah &amp; Tann</b>	Chuan Thye Tan, Francis Xavier
<b>2</b>	
<b>Freshfields Bruckhaus Deringer</b>	Nicholas Lingard
<b>Herbert Smith Freehills</b>	Alastair Henderson
<b>White &amp; Case</b>	Aloke Ray
<b>WongPartnership</b>	Alvin Yeo
<b>HIGHLY RECOMMENDED</b>	
<b>Ashurst</b>	Ben Giaretta
<b>Clyde &amp; Co Clasis Singapore</b>	Prakash Pillai
<b>Dentons Rodyk &amp; Davidson</b>	Philip Jeyaretnam
<b>DLA Piper</b>	Tay Yu-Jin
<b>Hogan Lovells Lee &amp; Lee</b>	Jonathan Leach
<b>Morgan Lewis Stamford</b>	Tan Chuan Thye
<b>Pinsent Masons MPillay</b>	Mohan Pillay
<b>Shearman &amp; Sterling</b>	Daryl Chew
<b>Watson Farley &amp; Williams</b>	Marcus Gordon
<b>RECOMMENDED</b>	
<b>Baker McKenzie.Wong &amp; Leow</b>	Chan Leng Sun
<b>Bradall Brothers</b>	Edmund J. Kronenburg
<b>Eversheds Sutherland</b>	Oommen Mathew
<b>Holman Fenwick Willan Singapore</b>	Paul Aston, Chris Swart
<b>Jones Day</b>	Matthew J. Skinner
<b>K&amp;L Gates</b>	Raja Bose
<b>Nabarro</b>	Steven Lim
<b>Oon &amp; Bazul</b>	Suresh Divyanathan
<b>Reed Smith</b>	Barry Stimpson
<b>Shook Lin &amp; Bok</b>	Sarjit Singh Gill

#### ALLEN & GLEDHILL: CONTINUALLY REGARDED AS ONE OF THE MARKET LEADERS



Andrew Yeo

Leaders:  
Andrew Yeo, Edwin Tong  
and Chong Yee Leong  
Established:  
1902

**Track record:** Lawyers at Allen & Gledhill are able to deal with a wide variety of arbitration cases ranging from energy (including oil & gas), power and infrastructure – the specialty of Chong Yee Leong – to construction, manufacturing and aviation. Their client base includes multinationals, government agencies and Fortune 500 companies.

**Team and differentiation:** One of the oldest and largest law firms in Singapore with 300+ lawyers and 140 partners, Allen & Gledhill has consistently maintained its position of excellence. It is an award-winning full-service commercial law firm which has been consistently ranked as a market leader in Singapore for every major practice area, with lawyers also qualified to practice in England and Wales and Malaysia.

#### RAJAH & TANN: THE PAN-ASIAN DISPUTE RESOLUTION EXPERTS



Chuan Thye Tan

Leaders:  
Chuan Thye Tan and  
Francis Xavier  
Established:  
1954

**Track record:** The firm has acted in significant global headline cases such as Lehman Brothers, MF Global and OW Bunker A/S Group. They assisted clients in Asia and beyond, whether in commercial arbitration or in investor-state cases. The team recently represented The Republic of Philippines in ICC arbitration proceedings against Shell and Chevron.

**Team & differentiation:** Rajah & Tann has the largest litigation practice in Singapore and Southeast Asia with a total of 334 partners, specializing in everything from arbitration and product liability to insurance and corporate litigation. The firm has had the highest number of trial days (179) amongst Singapore law firms before the Supreme Court.





# TURKEY

## DISPUTE RESOLUTION

### Turkey Best Law Firms

The firms are listed alphabetically within each band

FIRM	LEADING PARTNERS
<b>LEADING</b>	
Akinci Law Office	Ziya Akıncı
Çakmak Avukatlık Bürosu	Mesut Çakmak
Cerrahoğlu Law Firm	Fadlullah Cerrahoğlu
Coşar Avukatlık Bürosu	Utku Coşar
<b>EXCELLENT</b>	
Erdem & Erdem Law Office	Süleyman Sevinç, Piraye Erdem
Esin Attorney Partnership - Baker McKenzie International	Ismail Esin
Gün + Partners	Mehmet Gün
Pekin & Pekin	Ahmed Pekin
YükselKarkinKüçük Attorney Partnership	Murat Karkin
<b>HIGHLY RECOMMENDED</b>	
Balcioglu Selçuk Akman Keki	Özgür Akman
Çakmak-Gökçe Avukatlık Bürosu	Yalın Akmenek
Hergüner Bilgen Özeke Attorney Partnership	Ayşe Hergüner Bilgen, Tolga Danışman
Kolcuoğlu Demirkan Koçaklı Attorneys at Law	Okan Demirkan
Pekin & Bayar Law Firm	Şefika Pekin
<b>RECOMMENDED</b>	
Birsel Law Office	Mahmut Birsel
Çaga & Çaga	Idil Çaga Degerli, Ziya Berk
Erçin Bilgin Bektaşoğlu	Feyzi Erçin
Moroğlu Arseven	Orçun Çetinkaya
Paksoy Attorneys at Law	Serdar Paksoy
Turunç	Noyan Turunç
Yarsuvat & Yarsuvat Law Firm	İhsan Ömür Yarsuvat

## TURKEY BEST ARBITRATORS

The arbitrators are listed alphabetically within each band

ARBITRATOR	FIRM
<b>EXCELLENT</b>	
Ziya Akinci	Akinci Law Office
Süleyman Zühtü Aytac	Professor
Okan Demirkan	Kolcuoğlu Demirkan Koçaklı Attorneys at Law
H. Ercüment Erdem	Erdem & Erdem Law Office
Saibe Oktay-Özdemir	Professor
Ünal Tekinalp	Tekinalp Lawyers









# AFRICA





**MOROCCO**

## DISPUTE RESOLUTION – LITIGATION & ARBITRATION

### Morocco Best Law Firms

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Amin Hajji

Leader:  
Amin Hajji  
Established:  
1996

**Track record:** Operating out of Casablanca, Hajji & Associés have long-standing expertise in international business law. The team has acquired a solid knowledge of international finance, allowing the lawyers to intervene in restructuring and mergers & acquisitions cases. The law firm is active mainly in the energy and infrastructure sectors, and is currently developing an arbitration practice.

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EXTERNAL

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**CONTRIBUTORS**



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## THE SAPIN II LAW An Unfinished Project?

*Providing transparency, fighting corruption and modernising the economy – the Sapin II draft Law introduces new measures for businesses. Whether symbolic or binding, they should not disrupt the daily activities of large companies. Two lawyers, three legal directors and a legal counsel express their views.*

### List of participants

**NICOLA BONUCCI**,  
Director for Legal Affairs, **OECD**

**GUILAUME FORBIN**,  
Partner, **ALTANA**

**JÉRÔME GANDON**,  
Group Global Counsel, **ARKEMA**

**PHILIPPE GOOSSENS**,  
Partner, **ALTANA**

**MATHIAS HASDAY**,  
General Counsel, **VEOLIA ENVIRONNEMENT**

**PHILIPPE MONTIGNY**,  
President, **ETHIC INTELLIGENCE**

### **LEADERS LEAGUE.** What is your analysis of the Sapin II draft Law?

**Philippe Goossens.** No one can deny the importance of combating corruption. However, we must have the means to make it effective. The OECD considers that France has not implemented sufficiently effective systems to combat corruption. The main difficulty arises from the fact that besides being a crime, corruption can be a means of economic warfare conducted between companies, and sometimes between states. Fighting corruption must not be a means to destabilise and distort competition via a punitive or administrative lever. The Sapin II draft Law confers a large amount of control to an administrative authority.

I am sorry to see a kind of abdication of governmental powers and a loss of confidence in the courts. I would have preferred to see the national financial prosecutor given greater powers of enquiry and resources. Conversely, a procedure similar to that in place in the United States may have shortcomings. The absence of negotiations with the French prosecutor is, to date, the main difference between the American and French enforcement systems. The draft law tends to erase that difference by introdu-

cing into France a compliance model based on that of the United States. We should not forget that the place of the public prosecutor in criminal proceedings in France is different from that of the USA.

### **LEADERS LEAGUE.** What is the main difference this draft law makes?

**Mathias Hasday.** It must first be remembered that in fighting corruption, France is seen by NGOs as lagging behind. The effectiveness of existing measures does not appear to have been demonstrated in practice. If a country does not provide the means to effectively combat corruption committed by its citizens both on national soil and abroad, others will do it in its place. Thus if France does not adopt an ap-

**“If France does not rapidly equip herself with a legislative armoury, anti-corruption procedures against French nationals will be conducted across the Atlantic”**

propriate legislative tool and concrete resources, the fight against corruption with regard to its own nationals will elude it and be led by other countries. The legislative arsenal contained in the draft law allows for the punishment in France of French nationals convicted of acts of corruption committed both in France and abroad. The creation of this extraterritorial jurisdiction constitutes a major innovation and significant progress. Regarding most of the other prevention obligations which the

draft law seeks to impose on businesses, it should be noted that the majority of CAC 40 companies already apply these, such as codes of conduct and prevention and criminal risk awareness programmes.

**Jérôme Gandon.** From a pragmatic point of view, it is first necessary to understand the new measures and arrangements regarding corporate practices and policies to properly ensure that our programmes and tools are relevant, and, where necessary, to strengthen or enhance them.

**Philippe Montigny.** The draft law needs to be analysed in three ways. Firstly, although I share the concerns about the supervisory authority, I find the multidisciplinary aspect very interesting. The Ministries of Foreign Affairs, Justice and the Economy will respectively manage the multilateral, criminal and tax aspects of an investigation. Secondly, the compromise settlement as a legal agreement in the public interest has a major advantage. It is based on the American Deferred Prosecution Agreement (DPA) mechanism, which originated in the juvenile justice system. It is characterised by a probationary arrangement. It has been transposed to companies as if they, like minors, are not completely rational. Probation, that is to say outside control of the company's anti-corruption system by a monitoring body, will legitimise the reform process vis-à-vis shareholders, unions and employees. However, in the absence of a guarantee of confidentiality provided upstream, companies may show an unwillingness in this regard.

Thirdly, recognition of the importance of an anti-corruption programme as in certain neighbouring countries such as Italy, the UK or Spain, is a significant advance. Its binding nature is lamentable, however. In effect, it will be imposed on entities that do not need it, because their risk of corruption is virtually non-existent. I prefer the American and British approach that gives companies the choice whether or not to implement the programme, but in the event of proven corruption, they are doubly punished for not taking on their responsibility in the prevention of corruption.

Finally, I would add that one of the concerns of French companies is the absence in French law of an extraterritorial armed wing as powerful as that of the US or Britain. The requirement of an anti-corruption pro-

gramme could enable the legislature to take a step forward and – like the Serious Fraud Office in the United Kingdom – pursue any foreign company with a subsidiary in France for failure of prevention, for acts of corruption committed anywhere in the world.

**Nicola Bonucci.** This draft law is definitely heading in the right direction. It addresses a number of recommendations made by the OECD. Creating an agency in the form of an administrative authority is an improvement over the Central Service for the Prevention of Corruption which currently exists. It would help, however, if we knew more about its composition, its resources and the rationale that will govern it as this agency will have a dual role of prevention and investigation. A balance therefore needs to exist between those two tasks.

**Mathias Hasday.** The draft law also concerns the domestic market. An important message is addressed to French national and local governments, which must establish audits and programmes in the same way as businesses. Awareness and prevention in the public sector is the aim of the staff of the future anti-corruption authority, of which a large proportion from the judicial authorities and the Ministry of Finance will be tasked with monitoring local authorities and other state bodies.

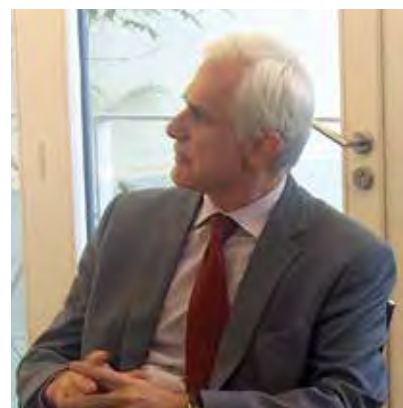
**“The mandatory nature of the programme is a considerable disadvantage”**

**LEADERS LEAGUE.** What role is left for the national financial prosecution service in the crackdown on corruption offences?

**Philippe Goossens.** The creation of an administrative, rather than judicial, authority seems to me unfortunate. Monitoring will be carried at the discretion of the executive. This is very Jacobin. The government is extremely controlled and controllable. I would have preferred that the resources given to this administrative authority be set up within the financial prosecution authority. An increase of the powers of the prosecution authority is not incompatible with compliance.

**Guillaume Forbin.** This is a real drift towards administrative law, especially as the service created is not an independent administrative authority. Who will judge the effectiveness of the system and decide whether it is implemented correctly?

**Nicola Bonucci.** I am less pessimistic about the abdication of public authority and I see the compromise settlement as an acknowledgment of a de facto situation.



Interview with  
**NICOLA BONUCCI,**  
Director for Legal Affairs, **OECD**



and  
**GUILLAUME FORBIN,**  
Partner, **ALTANA**



and

**JÉRÔME GANDON,**  
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and

**PHILIPPE GOOSSENS,**  
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The classic system has not given convincing results thus far: only one company has been prosecuted since the entry into force of the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions. The penalty imposed after an extremely long investigation was not a deterrent. The financial prosecution service, in particular Éliane Houlette, has welcomed the reform with enthusiasm. Much will depend on how businesses take ownership of the measures. Indeed, it was business that initiated the process. This ties in with the process of voluntary disclosure, which for a company involves having identified the problem within it and reporting it to the public authorities.

The proposed system is not only a constraint, but also a means of protection. The French financial prosecution service has additional resources within the framework of negotiations that it could use together with its foreign contacts. Its strong argument would be the ability to resolve corruption matters internally. Although the original model is American, many countries with a legal system very similar to that of France's have introduced it and adapted it to their particular circumstances.

**Philippe Goossens.** The other important issue is that of discretionary prosecution. In Italy, this mechanism does not exist in corruption cases. However in France, the option of settlement prior to the commencement of public action is equivalent to discretionary prosecution. Currently, the national financial prosecution service often negotiates too hard because of the unequal power relationship between it and the business. For this, it must absorb the new trend: in the context of fighting corruption, the prosecutor not only seeks punishment for the harm done to the state, but regulates the economy.

**LEADERS LEAGUE.** What is the contribution of the draft law on the punitive aspect?

**Guillaume Forbin.** The draft law is representative of a cultural shift in matters of punishment. Blame and handcuffs have given way to a purely monetary penalty which may be imposed even before the commencement of public action.

**Mathias Hasday.** I have a different conception of the DPA. Corruption is the work of individuals. Even if the funds used in the

commission of such offences are those of businesses, the perpetrators are undeniably individuals acting in violation of the rules applicable to them within those businesses. Therefore to criminally convict a company for such a violation would not only be unfair but would also result in denying its access to certain markets, vital for its development and even for its very existence. This would amount to punishing all the players in the business as a whole (shareholders, directors and employees) for corporate criminal misconduct committed by a small minority of them. The intention of the DPA is to allow fair justice: settlement agreements will allow the economic entity to compensate the loss suffered by third parties due to offences committed by employees in violation of its codes of conduct while the perpetrators of the offences can be punished.

**Philippe Goossens.** There is also a real problem of precision in the wording, particularly regarding repeat offences. When several entities, and thus different individuals, commit the offence, the whole company becomes a repeat offender. This issue was discussed, but has not been resolved.

**Philippe Goossens.** The imposition of criminal liability on a legal entity impacts all of the people within the company, and who are not necessarily dishonest. However, a legal entity is only criminally liable

for offences committed by its bodies or representatives. An offence committed by a single employee does not incur the criminal liability of the company. However, it will be difficult to

persuade the prosecution service that the management was not aware of the offence. In this case, the company will be criminally punishable. In addition, private corruption also exists and should not be overlooked. The DPA is an excellent means for companies to do internal housekeeping but Siemens is not the best example.

**Philippe Montigny.** The challenge of law enforcement in France is that of coherence with the penalties imposed by foreign authorities. A cross-border act of corruption opens de facto the possibility of multi-jurisdictional litigation. In this matter the Common Law and Romano-Germanic approaches are structurally different. The Romano-Germanic concept presupposes the responsibility of the public authority in the management of the common good. In this context, the corruption of a pu-

**“Monitoring will be operated at the discretion of the executive”**



blic official is seen as a distortion of political decision-making. And this stops at state borders. For this reason, prior to the OECD Convention of 1977 it was thought that the corruption of a foreign public official only came under the authority of the country where the offence was committed because it is in that country where the effects of political distortion cause harm. In the common law system it is considered that the common good is guaranteed by transparent market rules and respected by loyal players. In this context, corruption – the “kickback” – is seen as a distortion of economic activity. The result is that for the common law countries corruption must be prosecuted regardless of the country where the offence is committed as it affects all of the economic players. Keeping in mind the difference between the two approaches allows one to understand why and how a settlement agreement *à la française* is so important for our French companies operating in the multi-jurisdictional, international field, and which are potentially faced with American or British criminal proceedings.

**Nicola Bonucci.** There is a decoupling between the legal world and the business world. The law is regionalised, whereas this is no longer the case for the economy. For companies, this entails consequences both positive, such as tax optimisation, and negative, such as the competence of a multitude of jurisdictions.

**LEADERS LEAGUE.** How to handle the new provisions with regard to the existing legislation?

**Philippe Goossens.** Automatic exclusion from public procurement poses a real problem. Automatic exclusion from the market for five years is catastrophic for a company. And this is where this draft law is not completely satisfactory. On the one hand, it provides for a voluntary disclosure system, where companies report offences they have discovered within them. On the other hand, automatic penalties continue to exist in parallel.

**Philippe Montigny.** Again, on either side of the Atlantic, there is a real difference of cultures. A few years ago in France, in one case a company that had reported corruption offences was punished by two years of exclusion from public procurement. At the same time, US judges sentencing

a company took into account its financial difficulties and reduced the fine. Whilst the penalty is seen as a punishment, it is also a means to discourage the company from repeat offending – possibly with the appointment of a monitor to help build an effective anti-corruption programme.

**LEADERS LEAGUE.** Have French companies welcomed the Sapin II draft Law?

**Jérôme Gandon.** Companies have already adopted this cross-border approach, as Philippe Goossens has said. They have already implemented most of the arrangements intended by the draft law. One of its contributions is the ability to bolster the rules in the eyes of French employees and partners. In fact it is easier to apply standards that are

enacted in local legislation, in this case French, than to apply foreign standards of an extraterritorial nature. The standards are all-encompassing and apply to everyone. The Sapin II draft Law is heading in the right direction.

**Philippe Montigny.** Clearly the possibility of a settlement agreement has been greeted with interest even if there are still concerns about the implementation arrangements, particularly concerning the confidentiality of certain aspects. The idea of a formal anti-corruption programme has also been welcomed but it would have been better appreciated by acknowledging that it could be linked to a reduction in penalties.

**Jérôme Gandon.** The majority of companies which are already implementing compliance standards deem any violations concerning them to be accidents. It therefore seems to me that even if they are aware of the existence of penalties and are committed to the process, they are a lot more focussed on the correction of potential flaws and the improvement of the tools and programmes.

**Philippe Montigny.** The major aim of this law is to give more legitimacy to the compliance practices already implemented by companies. From the standpoint of management, compliance has a cost, whilst its effectiveness is not always visible. This law will anchor compliance within a legal and national framework.

**Jérôme Gandon.** Given that this anti-corruption process has already been implemented in many large companies, we can anticipate that this law meets with the political will to equip France with the tools

“Settlement agreements will permit an economic entity to survive”





and

**MATHIAS HASDAY**,  
General Counsel,  
**VEOLIA ENVIRONNEMENT**



and

**PHILIPPE MONTIGNY**,  
President, **ETHIC INTELLIGENCE**

to better grasp situations within French territory, e.g. for those concerned, or situations with major implications abroad.

**Nicola Bonucci.** I don't much like this concept of economic armoury. However it is true that with this new law, the French authorities will be able to carry out an investigation against a company for possible offences committed abroad and to see whether its foreign counterparts are prepared for discussion.

**Philippe Goossens.** It is already possible in France to punish offences committed abroad where the victim is French, but in practice this procedure has never been implemented owing to a lack of political will on the part of the prosecutor. If the European Union wishes to have monitoring tools and to put them into effect, there should be harmonisation and reflection on a global scale, creating a consolidated European authority with real resources. However, the draft law removes these resources from the prosecution authority, hindering the fight against corruption.

**LEADERS LEAGUE.** How will the key parties in France react to this new system?

**Philippe Goossens.** I do not think that the US authorities will change their attitude. Just look at their response to the blocking statute. They have a very pro-US vision. They will not be bound by the opinion of the French service on the validity of the compliance system implemented by a French company and will still be able to initiate an investigation.

**Mathias Hasday.** If the tools provided by the draft law are used and accompanied by resources, France will demonstrate that it effectively combats this disease. Its main interlocutors will then have more valid reasons to act.

**Nicola Bonucci.** The only conviction in fifteen years – €750,000 – will hardly convince the United States of the effectiveness of the French system!

**Philippe Goossens.** This is why more resources need to be allocated to the French prosecution service. The draft law does not provide for these additional resources.

**Nicola Bonucci.** I think the United States will pay attention to the first settlement just as they did in the case of the United Kingdom. They will definitely give this system a chance. It is evident that the Americans are sending warning messages,

as they did in the Siemens case. The Germans reacted quickly and changed the procedure. They are however also sending encouraging messages. This is what happened in the Netherlands in the SBM case.

**LEADERS LEAGUE.** Should the enforcement system be harmonised at European level?

**Philippe Montigny.** Through this system, France is acquiring the means to enable its businesses to face the complexity of a multi-jurisdictional environment. In the framework of cross-border corruption, competence can be shared among several countries. The effectiveness of the international enforcement system can only be enhanced when the facility of compromise settlements exists in all countries. The international enforcement process is currently hampered by the differences seen between one jurisdiction and another, a compromise settlement

in one country and adversarial proceedings in another, over radically different timespans – around one or two years in one case, several or even a dozen years or more in the other. The Sapin II draft Law is a first step towards harmonisation.

**Philippe Goossens.** The real political will to combat corruption will be palpable in the creation of a European justice system. I do not understand the benefit of this distinction between cross-border and French regulations.

**Mathias Hasday.** Harmonisation at European level will take time. Better to be pragmatic by combating here and now at the national level whilst promoting the European endeavour at the same time.

**LEADERS LEAGUE.** What is the future of this draft law?

**Nicola Bonucci.** I think we have to accept that in a world that is changing more and more rapidly the lifespan of a law becomes shorter. In France we need to throw away the myth that the law permanently solves all problems. All stakeholders need to take this cultural change on board.

**Jérôme Gandon.** Companies need clear regulations.

**Nicola Bonucci.** I'm not sure whether the point of balance achieved through this law is sustainable. Right now, I think that this answer, though temporary, is quite satisfactory. ♦

**“An economic distortion of the market is the result of corruption regardless of where the offence is committed”**

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# Putting the Horse Before the Cart: Enforcement Should Be Planned Before the Claim

Collecting on a judgement or award is the primary goal of litigants and yet is rarely considered in full before starting litigation or arbitration. In matters of international enforcement, the standard chronology should be considered an enemy: enforcement must be planned long before a decision is rendered, ideally at the stage of contract drafting.



Jacques-Alexandre Genet



Emmanuel Kaspereit

## ABOUT THE AUTHORS

Jacques-Alexandre Genet is a partner and Emmanuel Kaspereit a counsel of Archipel in Paris. They are both French *avocats à la Cour* and they specialise in international enforcement. They have advised companies, individuals and investment funds in debt-recovery against OECD and middle and lower income states. Jacques-Alexandre and Emmanuel plan and execute enforcement worldwide, with the help of Archipel's network of local consultants.

Implementing an effective enforcement strategy in multiple jurisdictions is a bespoke process. However, some issues do arise regularly. Anticipating them is important and can prove essential in the ability to collect on a judgement or award and to do so within a commercially reasonable time.

### The main steps to the proper planning of an enforcement process

**Locating and preserving the debtor's assets.** Assessing and locating the debtor's assets is an obvious first

step and should be considered well before a claim is brought. First, the success of the court or arbitration proceedings will depend on the eventual effective recovery of assets. Second, assets, once located, can be attached to avoid their disappearance or can otherwise be made part of the overall enforcement strategy.

In many cases, especially where state debtors are concerned, information on assets is publicly available to anyone who knows where to look. If required, asset-tracing specialists are available to provide

assistance. Parties should take care to wisely select the more reputable business intelligence firms, irrespective of their sizes, and to carefully focus the research, with the assistance of counsel, in order to ensure results that are commensurate to the cost.

**“Enforcement should be planned well ahead of the award and as early as the contract between the parties”**

From a procedural standpoint, locating assets is also important to determine against which parties to claim. Respondents such as state instrumentalities, agents or alter egos can be made part of the overall strategy if they are identified early on.

**Not putting blind trust in conventions and treaties.** Most commercial parties are sufficiently knowledgeable to identify early on whether arbitral awards can be enforced in the debtor's jurisdiction under the 1958 New York Convention on the Recognition and Enforcement of Foreign Arbitral Awards (the “New York Convention”). The 2005 Hague Convention on Choice of Court Agreements will hopefully provide in time a similar legal basis for enforcement of court judgment.

However amongst the 156 signatories to the New York convention, less than a third should be considered enforcement-friendly. Lack of experience, local politics and lack of independence of the judiciary will often combine to make the New York Convention less than useful in most of its signatory states. Likewise, ICSID awards are often seen as easier to enforce than commercial decisions, but this is not entirely true in practice, since the ICSID Convention does not address state immunity, which is the primary impediment to enforcement against states.

**Keeping ahead of compliance.** Creditors beware! In many countries, international enforcement should be considered a compliance risk. As soon as a claim is publicised, various intermediaries are likely to offer their good offices in recovering the debt. Generally speaking, these intermediaries are unhelpful and should be avoided. In any event, proper safeguards must be in place to ensure that final settlements are compliant.

**Financing the enforcement.** International enforcement can be a costly exercise and some creditors become unable to fund the enforcement, especially when arbitration costs are taken into



## KEY POINTS

- Start by locating the debtor's assets and make this an ongoing effort during the entire enforcement process. Be prepared to react rapidly if attachments become possible.
- Make sure the enforcement process is fully compliant and be wary of self-professed intermediaries.
- Do not underestimate service of process requirements: proper management of international service can cut several months off the common enforcement schedule.
- Enforcement against states is becoming increasingly restrictive and should be part and parcel of the initial agreement with the state counterpart.

account and have taken their tolls on the claimant's finances. Assigning an award is sometimes a possibility but is unlikely to be made on terms favourable to the creditor. Given the right circumstances, creditors should consider carrying out the enforcement themselves and funding the effort with the help of professional third-party funders.

If possible, creditor parties should strive to obtain assistance from third-party funders with experience of enforcement. The lack of any enforcement experience can lead to difficulties in adjusting to the process, as can the lack of experience of difficult jurisdictions or the lack of resources in terms of asset tracing and a local enforcement network.

### What should be on your mind once enforcement has started

**Recognition or enforcement?** In jurisdictions where recognition and

enforcement of foreign judgements or awards are treated differently at law, parties can be presented with a choice. Most of the time, creditors will request enforcement as it allows for immediate collection against the debtors. However, recognition is often easier to obtain and should not be discounted outright. It is sometimes useful to obtain quick recognition to occupy the field in a given jurisdiction and turn to the costlier and longer enforcement process in a second stage.

**Service is key and should be carefully followed.** Service of process is often ignored by specialist counsel, yet it is one of the most critical issues in enforcement matters. The time to obtain an award, and sometimes its validity as well, in addition to the chances of having it enforced, depend on the respondent having been properly served and informed. During the arbitration or court process and

afterwards when enforcement is being carried out in numerous jurisdictions, procedural deadlines can depend upon service being validly effected through cumbersome diplomatic processes.

Unfortunately, international service is a complex process that is mostly out of the hands of the parties. The claimant is therefore vulnerable to mistakes or unwillingness to act from state offices tasked with international service.

Experienced counsel are able to guide the claimants to the most effective service processes and to oversee completion of service in the shortest possible time. It is often possible to take advantage of the different service rules between civil law and common law jurisdictions.

**Enforcement against states.** Although states have entered the commercial arena, they are still reluctant to play by its rules. The current international trend is for state immunities to be reinforced, at the expense of creditors' rights. Despite the 2004 UN Convention on jurisdictional immunities of states and their property, state immunities are and will likely remain primarily a matter of domestic law, to be interpreted according to the legal culture of the local judges. In practice, it is not unusual for parties considering enforcement against a state to face as many approaches as jurisdictions involved.

This piecemeal approach and the growing restrictions on enforcement against sovereign assets have made it important to plan enforcement at the time of agreeing the original contract with the state or state entity.





# Raise your Compliance IQ with these anti-corruption controls

According to PwC's 2016 Global Economic Crime Survey, a quarter of all global organizations believe they will be victimized by bribery and corruption over the next 24 months. Regulators seem to be on the same page: most are stepping up their anti-corruption enforcement efforts — and scrutinizing companies' internal controls.



Glenn T. Ware



James Gargas



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**A**nti-corruption internal controls may be the least understood area of compliance. There's still some confusion about how these "internal controls" differ from, say, internal controls over financial reporting. In a world where both bribery and enforcement are intensifying, this lack of clarity can put a company in a dangerous situation.

In conducting bribery investigations today, many enforcement regimes also scrutinize what companies have done to prevent improper payments from being made in the first place. And, where they find deficiencies, they are increasingly bringing charges based on the company's anti-corruption control environment. In the US, these charges are brought under the internal controls provision of the Foreign Corrupt Practices Act. There are similar provisions in the UK Bribery Act and a growing number of similar statutes around the world. With heightened corruption risk and compliance risk, it's never been more crucial for companies to be proactive and vigilant. To raise your Compliance IQ, start

**“To reduce compliance risk around corruption and money laundering, you need a robust customer identification and vetting process”**

with your business processes. Here are some robust, effective internal controls that can help you detect and prevent corruption.

### 1. Procure to Pay Vendor due diligence

Even excluding fines, penalties and investigation costs, value lost to corrupt vendors can be staggering. Risk-based vendor due diligence — whether performed during the new vendor selection process or when renewing an existing vendor agreement — should be a central component of your anti-corruption compliance program. This control can confirm basic details about that vendor, and shed light on its reputation and relationships, if any, with government officials. A master vendor file — one that excludes vendors presenting elevated corruption risk or for which risk-based due diligence has not yet been performed — can simplify the process.

### Vendor contracting

The vendor contracting process sets

forth the expectations of what a vendor should do (e.g., maintain accurate books and records) and should not do (e.g., bribe government officials) on behalf of its client. The contract should include a right-to-audit clause which enables the company to verify that the vendor is complying with those expectations. Finally, to bridge any potential gap between expectations and reality, set up a control to ensure that a suitable contract is on file prior to adding a vendor to your payments module.

### Vendor selection

Before accepting a bid from an unqualified or unsuitable third party — one who might fail to deliver the expected goods or services, or who might create a slush fund through an overbilling scheme — be sure to search legal records and media reports to assess the vendor's reputation. Also consider implementing disbursement controls to ensure that each transaction is reviewed and acknowledged as adequate by purchasing personnel prior to releasing funds to the vendor. This can be done through standard procedures, such as a "three-way match" (i.e., matching details of the purchase order, packing slip, and vendor invoice).

## ABOUT PwC FORENSIC SERVICES

PwC's anti-bribery and anti-corruption teams have first-hand knowledge of business, cultural, regulatory and threat realities across global markets – and advanced forensic and data capabilities to bring to task. We help you identify compliance blind spots, conduct third-party due diligence and align your compliance program with leading anti-corruption practices. Find out how we help mitigate risk, build trust and safeguard integrity: [www.pwc.com/us/forensics](http://www.pwc.com/us/forensics).

### Supporting documentation

Robust supporting documentation explains the “why” of transactions, and can help prevent situations where payments are made to so-called vendors which are merely conduits for inappropriate payments. While accuracy and consistency requirements are well known, the adequacy and proportionality of supporting documentation to the potential risk of a particular transaction may be less well understood. That's why it's important to define the types of supporting documentation that best support higher-risk transactions (for example, detailed deliverables for consultants that interface with the government), and to consider setting up a control that requires such documentation to be on file when that vendor transaction is recorded.

## 2. Sales to Cash

### Vetting new customers

To reduce compliance risk around cor-

ruption and money laundering, you need a robust customer identification and vetting process. Substantiation of identity, determination of public/private status and execution of reputational due diligence are common steps you can take to ensure that sales relationships are limited to parties who present an acceptable level of risk. Implement an internal control that links the completion of customer identification and vetting procedures to the ability to make sales to new customers.

### Special pricing scrutiny

Special pricing models (e.g., discounts, rebates, buy-one-get-one offers) are sometimes used to generate excess cash, which then fund inappropriate payments. A heavier level of scrutiny over special pricing models and enhanced documentation requirements will help mitigate this corruption risk. When lower prices are offered to a distribu-

tor — and the expectation is that the distributor will, in turn, offer lower pricing to its customer — consider requiring the distributor to provide a copy of their invoice as a condition for upholding the company's agreement to share in the discount.

## 3. Payroll and Expense Reimbursements

### Ghost employees

Businesses with centralized payroll functions and geographically dispersed employees are vulnerable to “ghost employees.” If a ghost employee is a relative or friend of a government official — or if the excess funds generated could make their way to government officials — you face a serious corruption risk. Consider periodically reviewing the payroll list, conducting monthly reconciliations of personnel records to payroll and occasionally delivering paychecks in person on a surprise basis.

### Expense reimbursements

We've seen a growing number of cases where phony expense reimbursements are used to fund inappropriate payments. Consider implementing geography-specific expense controls, such as elevated approval requirements for larger reimbursements or other risk-based supporting documentation, prior to reimbursement.

Regulators have recognized that there is no such thing as a one-size-fits-all compliance program. Regardless of your specifics, we have found that setting up robust anti-corruption controls is an investment that can repay your organization in multiple — and significant — ways.



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# An introduction to third-party funding

In the absence of a universally-recognized definition of 'third-party funding', the term generally means the provision of finance by a person (corporate or individual) – known as the third-party funder (TPF) – to a party (most often the claimant) to litigation in return for a share of any proceeds obtained through settlement or award/judgment. The TPF will have no prior interest in the litigation, and the financing enables the claimant to pay, in whole or in part, its expenses incurred by way of legal, expert, arbitrator and arbitral institution's fees.



**Fred Vroom**  
director

## ABOUT THE AUTHOR

Fred VROOM is a Director of La Française International Claims Collection (ICC) based in Paris, which he joined in mid-2015 to co-manage its expanding activities in third-party funding, following more than 30 years practice in law as an English solicitor and *avocat* in international commerce, finance and trade, and litigation, both in private practice and in banking.

## What is 'third-party funding'?

The activity of third-party financing is contractual, not statutory. In most countries where the activity exists, it is not currently subject to statutory regulation. Under French law, for example, a funding contract is probably categorized as being *sui generis*, or composite.

The activity in its modern conception can probably be traced to Australia in class action suits in the 1990s, before becoming an alternative means of litigation financing in the United States (though not in all its states) and in England. Continental Europe followed soon thereafter (in particular, Germany and Switzerland) such that the activity has become increasingly widespread in both common law and civil law countries since 2010. France stands somewhat apart in that third-party funding remains rare in domestic judicial proceedings with respect to commercial disputes – this can probably be explained by the absence of effective judicial sanction against a dilatory party (making it difficult to estimate the duration of the proceedings), the absence of the doctrine

**“Most TPF users today do so by a deliberate policy to optimize their financial resources”**

of precedent (resulting in legal uncertainty), and the relative ease with which the losing party can appeal to a higher court (adding to the unsanctioned delays already incurred).

Recent surveys by international management consultants and law firms indicate that third-party funding of litigation is rapidly gaining acceptance, probably due to greater awareness and seasoned legal practitioners becoming comfortable with it. This in turn is prompting calls from certain governmental representatives, bar associations and academics for the activity to become regulated – a discussion of that subject is beyond the scope of this presentation. What is certain is that with the increasing number of third-party funders, potential clients stand to benefit from the increasing competition among TPFs.

Third-party funding has developed enormously since the 1990s: most TPF users today do so not by reason of necessity but rather by a deliberate policy of the management to optimize the company's financial resources by prioritizing its use to the company's core business which, with the

exception of law firms, is seldom litigation. In fact, in the context of third-party funding, use of the words 'financing' and 'financiers' is somewhat of a misnomer, since those words tend to denote a lending activity, which is not what most third-party funds engage in – there is no repayment nor interest accrual, and the disbursements made by the funder are without recourse to the client/claimant – indeed, they are without recourse to anybody or anything except possibly to security provided by the client for securing its obligations towards the funder. If the litigation does not lead to an effective recovery, the funder is not remunerated. The activity is thus not one of lending (which is a regulated activity in most Anglo-Saxon and Continental jurisdictions).

## What advantages does third-party funding bring to participants in litigation?

Access to non-recourse funding increases the willingness of a potential claimant to seek redress against a wrongdoer in circumstances wherein, without such access, the potential claimant would have felt that the cost of losing would outweigh the benefits of winning. Yet this does not mean that third-party funding fosters the bringing of frivolous claims – rare indeed

## KEY POINTS

- TPFs provide an alternative means for financing the legal, experts and other expenses of a claimant involved in, or contemplating, international legal proceedings.
- An experienced TPF provides its client with a 'second opinion' of the merits of its case, its likely *quantum*, tactical recommendations, and enforcement management.
- Historically providers of finance to the meritorious though impecunious, TPFs have become an alternative source of finance for perfectly solvent claimants, who benefit by optimizing their treasury resources at no risk or cost.

is the funder willing to back any but the strongest case, since it is putting its – or its investors' – money at stake. In fact, finding suitable cases is a TPF's greatest challenge: to identify one, it will have reviewed tens of others, if not more.

A TPF does not only provide the financial means for a client/claimant (potential or actual) to pursue its remedies against an alleged wrongdoer: a TPF with an existing track-record (and/or with a management/staff comprised of experienced litigation professionals) also provides the client with the benefit of the funder's experience in similar cases, for example by making recommendations as to an eventual settlement or enforcement strategy. A TPF will be careful not to infringe the exclusive right of lawyers in relevant jurisdictions to the giving of legal advice.

Furthermore, a client/claimant can rest assured that in agreeing to fund, the TPF

will be convinced – through its rigorous assessment of the underlying strengths and weaknesses of the claim, the procedural hurdles, and the availability of evidence, including witnesses – that the case has an excellent chance of being won, and the losses/damages sought will be obtained in a sufficient amount and recoverable in enforcement proceedings against a recalcitrant losing defendant/debtor. Conversely, if the TPF is uncomfortable with the merits of the case or its assessment of the quantum likely to be obtained by the winning claimant, and/or the availability of assets of the defendant/debtor against which the award/judgement could be enforced, the client/claimant will in any event have received a second opinion - and a prudent one - from experienced litigation practitioners – usually free of charge.

Thus, this alternative means for financing litigation can be seen to bring advantages to the participants in litigation:

**1.** to the client/claimant who has been financially weakened by the alleged wrongdoing of the defendant: by providing the financial means to obtain redress at little or no cost

**2.** to the client/claimant who seeks an alternative source of finance: by optimizing its cash resources and offloading risk

**3.** to the client/claimant's legal advisors: by addressing the reluctance of potential clients to initiate and pursue litigation, and by assuring the payment of their budgeted fees and expenses.

### What are the best practices to avoid pitfalls?

Given the pure contractual relationship which exists between the TPF and its client, it is essential for the contract bringing them together to deal with at least the following issues:

**(i)** full disclosure: the client must undertake to disclose all the facts and circumstances reasonably necessary for the TPF to be able to assess the merits of the claim and the assessment of losses/damages

**(ii)** lawyer/client/TPF confidentiality issues

**(iii)** avoidance of actual or potential conflicts of interest between the TPF, client, lawyers and/or arbitrators

**(iv)** the identification of what precisely the TPF is to fund (lawyers, experts, arbitrators and arbitral institution fees, adverse cost order, security for costs and any miscellaneous other costs) and the budget for each item ♦





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## POSITIONING

Founded by industry veterans, Harkins Kovler, LLC is an independent proxy solicitation firm specializing in shareholder activism, M&A transactions and proxy contests for board representation and control. Our experience includes many of the most complex and contentious M&A transactions and proxy contests occurring in the U.S. and Europe over the past thirty years.

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Our strategic advice flows directly from our own due diligence regarding share ownership, including projections of likely voting by shareholders based primarily on extensive prior experience in numerous similar campaigns. Our analyses illustrate the overall nature and scope of the challenges posed, while highlighting alternative paths to optimal outcomes based on likelihood of success.

We also develop, implement and coordinate comprehensive and multifaceted investor outreach programs to maximize shareholder support in M&A transactions and in proxy contests for board representation. Our campaigns are matched carefully to individual client needs, and we routinely assist clients and their advisors with timely adaptations to company-specific, industry and market developments and trends, including ongoing and anticipated changes in share ownership.

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## POSITIONING

TGS is a subsidiary of the TEXA Group. We are specifically dedicated to handling losses and industrial and commercial disputes in France and throughout the world thanks to our partnership with CRAWFORD, and its Department GARDEN CITY GROUP.

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- Active coverage **in more than 80 countries** through our international partnership with CRAWFORD;
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- **A fully personalised service:** proactive file management by our loss adjusters and referent specialists;
- 7 regional branches, ensuring we can pool our **technical skills for a greater proximity.**

## OFFICES

In France, the TEXA Group offers a network of 700 loss adjusters and partners over 140 sites. Abroad, our international partner CRAWFORD enables us to provide a full range of international file management services in more than 80 different countries.

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## BUSINESS

- Funding complex commercial cases (breach of contract, fraud...)
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## POSITIONING

Fulbrook Capital Management LLC is a leader in the Dispute Finance industry. It is dedicated to the creation and management of, and advice concerning, investments or other capital advances in high stakes, meritorious, commercial claims, especially those that are in international.

In a new undertaking in the industry, Fulbrook is also committed to and advises on the settlement of claims before they reach a formal dispute, and afterwards.

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Fulbrook thus supports cases with varying degrees of risk, returns, and anticipated times to recovery.

Fulbrook emphasizes international disputes (litigation and arbitration), including international enforcement of judgments, serious financial distress cases and insolvency, patent and other IP, serious breach of contract, fraud, including securities fraud, insurance, whistleblowing, and claims involving financial institutions and services. It is also prepared to work with other commercial claims if compelling and in an area where Fulbrook has the capacity.

It works with disputes throughout the world, including the U.S., the U.K., Germany, France, certain Eastern European and middle East countries, Hong Kong, China, South Korea, Singapore, and Australia.

Fulbrook has a wide range of possible cost saving and effectiveness processes and experts, coupled with a similar number of pricing structures. It is also able to enhance claim value towards true value.

Fulbrook's principals and key advisors form an experienced, integrated team in, among other things, litigation and arbitration, finance, economics, investments, and risk assessment.

Its Chairman, CEO and founder, Selvyn Seidel, is a distinguished and experienced professional in the dispute finance universe. Prior to Fulbrook, he co-founded and chaired Burford, the largest dispute financier in the world, a public company (listed in 2009) with about \$2.5 billion under management. Before Burford, he had over 40 years of complex litigation experience and for many years was head of Latham & Watkins' international litigation and arbitration practice (which he founded), its International practice in general, and its New York litigation department.

He is also an educator. He has lectured and taught at various law schools -- Harvard, Columbia, NYU (Adjunct Professor of law for 10 years), and Oxford -- and at conferences in various parts of the world (the U.S., the U.K, France, the Netherlands, India, and Hong Kong). He writes extensively.

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## BUSINESS

- Funding of international litigation proceedings (mostly arbitration)
- Funding and monitoring of enforcement proceedings (mostly arbitration awards)
- Collection of unpaid international trade receivables

## POSITIONING

La Française International Claims Collection provides companies with solutions of "funding outsourcing" for their litigation proceedings (mostly arbitration) and for the enforcement of their awards, an activity often defined as "Third Party Funding". Thanks to its broad experience in the field of claims collection, our team is able to provide valuable assistance and support in the enforcement of awards and judgments worldwide.

The funding provided by our dedicated investment funds includes the legal fees of claimants (actual or prospective), experts' fees, the fees of arbitrators and arbitral institutions, and miscellaneous expenses. It is without recourse to the client-claimant if the litigation is unsuccessful.

La Française International Claims Collection is an affiliate of the Paris-based ACOFI, a group dedicated to alternative asset management solutions (direct financing of the economy).

Acofi is docked to the La Française multi-affiliate business model organized around four core activities: securities, real estate, investment solutions and direct financing. La Française group (500 professionals; more than 50 billion EUR under management as at 31/12/2015) caters to institutional and private clients throughout the world. La Française has a unique and solid shareholder structure which associates a well-known bank, Crédit Mutuel Nord Europe, with company employees and directors.

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## « The new paradigm of dispute resolution »

INTERVIEW WITH  
**Amiel Feldman**  
 CEO & Founder, **eJust**

### Since eJust's launch, how has the platform developed?

We launched our service in France in May 2016; it is still the beginning. The development continues at a fast pace; much distance has been covered but there is still a long way ahead. Our workforce has been internalized and we now have a team of 30 based in Paris. We wanted the development team to be at the center of the company, so that the customer feedback could be directly implemented, in a more efficient and effective way. And the most efficient and effective way of reaching this objective is putting them in direct contact.

eJust has now raised over €11m from private international investors. We have had our first cases and approximately 40 large multinational companies are testing our service. By mid-2017 we anticipate that 30 of these companies will be using our service on a regular basis. We also expect to have resolved 200 cases by end 2017. We should therefore be able to launch our Series A funding round in 2018 with the objective of raising over €20m.

### You have recently been looking to reform the law on arbitration in France – what was the issue and why did you want to change the law?

Currently, throughout Europe and beyond, governments are attempting to improve access to justice. Online arbitration (eArbitration) provides a perfect opportunity to improve access to justice.

For historical reasons, French legislation was not open to the arbitration of consumer disputes, mostly as arbitration was still an expensive and highly sophisticated dispute resolution mechanism. This situation has changed with eArbitration: digital technology has allowed a significant simplification of proceedings. eArbitration offers a radically different service too. We see ourselves as both a pro-consumer and pro-business service. In this light, we requested to participate in the discussions regarding an evolution of the legal framework and we are satisfied with the result. The reform of Article 2061 of the Civil Code has entered into force. Arbitration is now completely open to C2C contracts, with an opt-out possibility for the consumer in B2C.

### Who are your main competitors in the market?

We do not have any. Some smaller structures offer arbitration by email or provide a social network for arbitration: the internet appears to be the only innovation of their service. But going digital is not limited to using the past models and adding an online dimension. If that past model is essentially expensive and time consuming, the added value of an Internet-based

service will not be significant. A marginal competitive advantage does not lead to a breakthrough. Considering these underlying principles, our project thrives on a much broader scale.

### Who is your target market?

Our best targets fulfill two conditions; they have a large legal department and they are Internet-friendly i.e. telecom and insurance companies. These companies have a vested interest in our business: the liability to pay legal costs arising out of a lost litigation may befall an insured client. In this case the insurance company may have to cover the client – our service reduces the exposure regarding these costs in a valuable measure. Banks also have a strong interest in our service, although they may adopt a cautious approach towards new technologies. Finally, construction companies, large industrial groups and distribution centers also have, in

**“We do not resolve past problems; we resolve future problems”**

our view, a strong interest in using our service. Many have expressed a strong interest in our service, although some do not yet see us as a priority. It must be clear that we do not resolve past problems; we resolve future problems. And we provide a flexible service that perfectly adapts to each business' dispute resolution strategy. ●



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William Kirtley



Andrian Beregoi



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## BUSINESS

- Agency, Consultancy & Service Agreement Disputes
- Agricultural Industry Disputes
- Automotive and Aviation Disputes
- Chemicals Industry Disputes
- Construction & Engineering Disputes
- Distribution Disputes
- Finance Industry Disputes
- Hotels (Hospitality Industry) Disputes
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- Intellectual Property Disputes
- Investment Arbitration
- Joint Venture & Shareholder Agreement Disputes
- Media Industry Disputes
- Mining Disputes
- Oil & Gas Disputes
- Pharmaceuticals Industry Disputes
- Renewable Energy Disputes
- Sales & Purchase Agreement Disputes
- Shipping Disputes
- Steel Industry Disputes
- Technology/Internet Technology Disputes
- Telecommunications Disputes
- Transportation Disputes

## POSITIONING

Aceris is an international arbitration law firm with highly-experienced, multilingual lawyers, whose goal is to give an edge to clients involved in international disputes.

In addition to offering some of the highest-quality legal representation available for international commercial arbitrations, investor-State arbitrations, international construction arbitrations and public international law disputes, as well as mediation and litigation in support of arbitration, our lawyers are dynamic, have excellent track records and offer unparalleled cost-efficiency.

While our headquarters are in Geneva, we also have an office in Paris, along with permanent access to offices in 110 countries where we can meet and work closely with clients. We work hand-in-hand with the other members of the IAA Network, which Aceris Partner William Kirtley co-founded in 2012, whose highly-regarded lawyers are based in Paris, London, Madrid, Geneva, Singapore, New York, Los Angeles, Istanbul and Pretoria, South Africa.

The clients of our international arbitration law firm include individuals, small businesses, multinationals, State-owned enterprises and States. We have previously served as counsel in ICC, ICSID, UNCITRAL, SCC, DIAC, SIAC, CICA, LCIA, PCA, CI Arb, AFA, OHADA (CCJA), ICJ and ad hoc cases, typically against the large international corporate firms where our lawyers previously worked.

## OFFICES

- GENEVA
- PARIS

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Richard  
Allemant

Patrick  
Allemant

## BUSINESS

- Civil and Commercial Litigation
- Arbitration
- Corporate
- Tax and Finance
- Works for Taxes
- Labor and Safety

## POSITIONING

Allemant Law Office was founded seventy years ago as a criminal defense boutique, led by Dr. José Marcelo Allemant Muñoz. Due to economical demands and growth, now we offer a comprehensive corporate law service, expanding our legal support.

Our litigation team relies on well trained professionals for performing defenses and monitoring trials. Our lawyers' university training has been complemented by courses abroad, so they have developed procedures and special techniques for giving excellent advice about legal issues.

The efficiency of our work resides in the personalized treatment we give to our clients, which allows us to plan the adequate strategy for each case. That is because we consider trials involve human problems which require a suitable professional service, based on justice and social peace.

We consider that it is necessary to transmit confidence to our clients in order to defend their interests and rights, as our main aim is to translate the conflict to our workplace, meaning dealing directly and personally with the problem and defending it as it was our own, with objectivity and professionalism. The aim is reducing our clients' concern about their litigations and allow them to continue their daily activities, so their productivity and efficiency are not affected.

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## BUSINESS

- European Union law (Internal Market, Competition, State Aid...)
- International human-rights law
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- Business Law
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## POSITIONING

ALPHALEX AVOCATS is an European economic interest group bringing together European lawyers (France, Belgium, UK, Italy, Luxembourg, Monaco) specialized in complex litigation before EU and national Supreme courts.

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## POSITIONING

Altana is an independent multidisciplinary French law firm of 60 lawyers including 17 partners, created in 2009 to serve the business community. The skills of Altana's lawyers combine strategic insight and the capacity to rapidly mobilize the best sectoral expertise.

Litigation is at the heart of Altana's business. Altana's partners are all reputed professionals, having for the most part practiced in a large French firm before enriching their practices within leading international organizations. This experience and their knowledge of clients' professions lead to the exploration of practical amicable solutions (mediation, conciliation, appraisal, DB, etc.)

Primacy of facts and constant concern for proof, rigorous analysis and expert handling of the procedure at every stage of a matter (mediation or conciliation, emergency procedures, investigation, appeal) characterize the firm's approach. The teams assist, defend and counsel clients on all of their judicial and arbitral business disputes (Commercial, Company, Contract, Industrial and Criminal law).

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## BUSINESS

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- Product liability
- Employment
- Business and labour criminal law
- Banking law (Client relation and institutional law)
- Consumer law
- Corporate and cooperative law
- Insolvency proceedings
- European business law
- Arbitration
- Real estate law

## POSITIONING

AMADIO PARLEANI GAZAGNES Law Firm chose excellence and controlled development. It is one of the leading French independent Law Firms of Paris specialized in Distribution Law, Competition Law (restrictive practices and anti-competitive practices), and European Business Law. The Firm has developed a recognized expertise in litigation, including in Product Liability, Industrial Risks, Labour law, Banking Law, Company Law, Cooperative Law and Consumer Law.

Partners and associates use their national and international arbitration skills on a daily basis.

AMADIO PARLEANI GAZAGNES Law Firm frequently works on behalf of French and European prestigious and loyal clients.

AMADIO PARLEANI GAZAGNES Law Firm has initiated many developments in case law and its work has allowed French and European Courts to issue several innovative decisions and fundamental judgements.

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**BUSINESS**

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- Investments and Project Finance
- Real Estate
- Corporate Law
- Competition Law and Intellectual Property
- Environmental Law, Natural Resources and Energy
- Tax Law
- Labor Law
- Family Law
- Life Sciences

**POSITIONING**

AMPRIMO & FLURY ABOGADOS is a law firm made up of lawyers with broad experience in providing legal consulting services both, for private and public sectors. The purpose of our institution is to remain at the forefront and excel in all the practices areas.

Our lawyers have held positions of high responsibility and specialization focused on the Public Administration and private sector; they are skilled in issues related to the private investment and public management as well and have taken part in the drawing up of juridical regulations, instruments of management and policies stressed on economic matters in addition to negotiation of different contracts aimed at executing large-scale investment projects. Similarly, we pride ourselves in having a vast experience in providing legal advice for the business development and settlement of controversies arisen from the commercial, financial, tax, and labor issues and generally, for all matters related to the business development in Perú.

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Julien Andrez



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## BUSINESS

- Litigation
- Banking and Finance Litigation
- Real estate litigation
- Arbitration

## POSITIONING

Our Commercial Litigation and corporate criminal law teams are composed of experienced lawyers, who are assertive while having a sense of what is proper in legal conflicts. Our attorneys accompany and defend clients before all courts or administrative tribunals relying on our networks in France and abroad.

We represent companies in all their commercial litigation: contractual disputes, claims for payment, liability actions (rupture of commercial relations, industry, forensics, etc.). We also work in terms of domestic and international arbitration (as arbitrators or as counsel) through institutional procedures (ICC) or ad hoc.

Where the insights into the case are needed, we work with financial or technical expertise firms to provide expertise the courts will find necessary for a better understanding of the issues.

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## BUSINESS

- Arbitration and alternative dispute resolution
- National and International Arbitration
- Domestic and International Litigation

## POSITIONING

We are a specialized law firm focused on domestic and international dispute resolution for Italian and foreign clients.

Our partners and of counsel are leading academics and arbitration and litigation specialists with decades of experience acquired in premier league firms advising and representing primary private and public Italian and international clients in a broad array of matters and proceedings. We are involved as counsel and arbitrators, and also as experts, in a variety of commercial and investor-State arbitrations under the most important arbitration rules and involving a vast range of subject matters.

Our ability to provide the best services for clients is enhanced by our language skills, as well as by our extensive international network of contacts with top law firms, arbitration and litigation practitioners, arbitral institutions and experts in most countries. Also for this reason, we are frequently involved in cases having no link to Italy or Italian law.

By combining a lean structure with expertise of the highest quality, we are able to offer services of the excellence usually associated with top level international firms, with the flexibility and lower costs of a boutique. We are therefore in a position to offer competitive fee arrangements that can be tailored to the clients' individual needs and that allow us to take on cases involving smaller amounts. We are ideally suited to act as co-counsel to firms in need of expert arbitration capabilities who wish to remain directly involved in the litigation alongside their clients.

Our boutique size allows us also to be largely free of the conflicts that are an increasing concern in large firms and that previously affected our ability to take on cases as counsel or arbitrators.

ArbLit is listed in the 9th edition of GAR 100, the Global Arbitration Review Guide to Specialist Arbitration Firms 2016 and won the Boutique that impressed GAR in 2014 Award. It is ranked in Legal 500 according to which it «attracts praise for its excellent knowledge and dedication».

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## BUSINESS

- International litigation
- Asset tracing & Recovery
- Sovereign debt & Immunities (Paris)
- International Commercial Arbitration (Geneva)

## POSITIONING

Archipel is a boutique law firm serving the cross-border needs of corporate and private clients. The firm has offices in Paris and Geneva and operates worldwide for the recovery of claims on behalf of a wide range of international debt holders.

Paris is the base of the firm's enforcement and recovery practice. All Archipel lawyers practice litigation and international enforcement, with a particular focus on sovereign debt advice and litigation. The firm has been involved in some of the highest profile enforcement cases in recent years and its expertise is second to none.

From Geneva, Archipel provides its clients with international arbitration services. The firm acts as counsel in arbitrations and mediations in Europe, the Middle East and Africa, particularly in matters of international sales, agency and distribution. The firm also offers specialist Swiss law and arbitration advice to international firms and clients.

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## BUSINESS

- Litigation
- Arbitration
- Administrative Law
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## POSITIONING

In 1960, José Manoel de Arruda Alvim Netto and Thereza Celina Diniz de Arruda Alvim, founded a law firm in Sao Paulo, today recognized as one of Brazil's most prestigious practices.

The firm's partners include nationally renowned legal professionals with expertise in every field of law, offering the skills and capacity to not only provide legal representation in litigation, but deliver legal consulting, mediation and arbitration services as well.

Through innovative and pioneering efforts, the firm have successfully maintained ongoing exchange between the academic world and the legal profession through the years.

The firm's goal is to provide advice in strategic legal matters to individuals and businesses, and serve as a primary resource and partner in all aspects of clients' business growth and development with a body of legal professionals with broad technical and academic expertise.

## OFFICES

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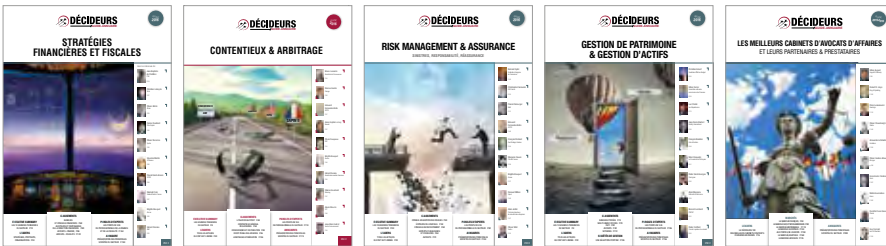
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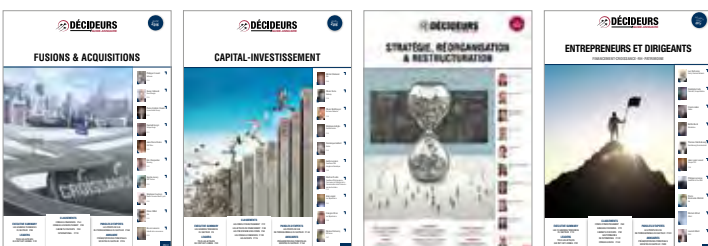
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- Litigation
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- Mergers & Acquisitions
- Private Clients
- Transport & Logistics
- White Collar Crime

## POSITIONING

We are a renowned Swiss law firm with more than 150 lawyers in Zurich, Geneva, Lugano and Zug. Our core business is advising our clients on innovative and complex transactions and representing them in litigation, arbitration and regulatory proceedings. Our clients range from multinational corporations to private individuals in Switzerland and around the world.

Dispute resolution has always been a cornerstone of our firm. Our litigation and arbitration teams are consistently ranked first tier by international client guides.

Our team specializing in cross-border proceedings focuses on international legal assistance proceedings in both civil and criminal matters. We also represent clients in international administrative assistance proceedings initiated by financial markets supervisors and tax authorities.

We were repeatedly awarded Switzerland Law Firm of the Year by the most important international legal ranking agencies in recent years, including the 2016 Trophées du Droit (Meilleur Cabinet Suisse). For more information please visit [baerkarrer.ch](http://baerkarrer.ch).

## OFFICES

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- GENEVA

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## BUSINESS

- Civil and Commercial Litigation
- Commercial Arbitration
- State Investor Arbitration
- Insurance and Reinsurance

## POSITIONING

Capuñay y Cieza abogados is a legal firm offering a wide range of services with a special focus on dispute resolution: conciliation, mediation, trials, arbitration, dispute boards and other alternative dispute resolution methods. Their specialization is completed by their experience in corporate and administrative law, which allows them to assist their clients with a transversal approach. They help clients with issues related to commercial, civil, environment, administrative and regulatory matters.

“We have several years of experience, our practice is focused on private arbitration and public procurement, we participate as lawyers or arbitrators. Our key differentiator is the creativity and innovation that we apply to solve the cases of our clients, achieving the goals through legal knowledge and creative strategy. We propose the best way to solve the controversy, taking care of details” says Fernando Capuñay, Managing Partner.

In Capuñay & Cieza they work on three key strategic points that differentiate them from any other firm in the market:

1. **Human Capital:** They focus on the people who make up the team, for that they recruit the best students from the most prestigious law schools in the country, they qualify their knowledge and they analyze their professional development, identifying their skills in legal dexterity and in the creation of out-of-box strategies.
2. **Specialty:** One of the requirements of the firm is the specialty of the members of each area, for that they have professionals who have performed in other leading firms in their field, in international competitions and who publish constantly in magazines Specialized. In addition, their clients trust in their professionals because an exhaustive follow-up in each case and operation. They confirm that with satisfaction surveys, obtaining excellent results.
3. **Creativity:** Legal knowledge is important, however it can not go alone, they have the most creative team, these guarantees the most innovative strategies for each specific case and the customer satisfaction. The creativity of each member of the firm is reinforced by their exposure to difficult cases and their extra-business activity (music, art, sports, etc.).

Creativity is linked to the excellent results that they have achieved so far.

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## BUSINESS

- International arbitration
- Business litigation

## POSITIONING

Uniting fifteen specialists, betto seraglini is a major player in international arbitration and litigation in Paris. By welcoming Julien Fouret in 2015 as a partner, the firm strengthened its position among the market leaders in international arbitration, complex litigation and built an investment arbitration practice.

The competence of betto seraglini's team in these areas, offers French and foreign companies a high-value and personalized service with the utmost confidentiality. The experience of the team is considerable: its members have appeared before the main French courts and international arbitration institutions, with proceedings in English, French, Italian, Spanish and Portuguese and are active in the main international bars.

betto seraglini has particular experience in defense, construction, engineering, infrastructure, aerospace, energy and retail and is honored by the trust of major international groups who are leaders in these industries.

betto seraglini does not accept cases against their clients. The firm agrees to enter a flat fee, agreed in advance. The firm also trains in-house lawyers to arbitral and judicial proceedings.

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# « The Experts at Betto Seraglini Interpret Current Events »



INTERVIEW WITH  
**Christophe Seraglini**  
Partner



**Julien Fouret**  
Partner

**The Sapin II draft bill contains a section on the immunity of assets that belong to a foreign state: what would the consequences of this be on the enforcement of arbitral awards?**

Article 24 of the Sapin II draft bill codifies the regime of the foreign state immunity from execution, currently governed by case law in France and more favorable to enforcement than certain foreign laws. If the draft bill passes in its current form, it would significantly reduce the ability of creditors to enforce judgements or arbitral awards against foreign states in France. First of all, it requires judicial approval before any seizure – proceedings during which the creditor must prove the commercial or civil nature of the foreign state’s assets subject to seizure. Paradoxically, while Article 24 officially aims to bring French law into compliance with customary international law, no prior judicial approval is required by the UN Convention of December 2nd 2004 on the immunities of foreign states that was signed and ratified by France. Moreover, the Sapin II draft bill toughens the conditions for waiving immunity from execution for certain foreign state assets. While recent French case law had abandoned the practice of special dispensation for embassy bank accounts so that these assets were included in the state’s waiver of its immunity from execution. Article 24 requires that the waiver takes place in a particular way regarding assets intended for diplomatic functions.

**The subject of arbitrator independence has been more and more in the spotlight. What guarantees are put in place during their appointment?**

Currently, there are several tools for ensuring an arbitrator’s independence in practical terms. Firstly, there is generally a preventive mechanism which consists of a disclosure obligation. The prospective (or appointed) arbitrator is thus obliged to disclose to the parties of the arbitration convention – or in the case of institutional arbitration, to the arbitration center – the existence of any circumstances that could affect his judgment in the eyes of the parties. Secondly, there are corrective mechanisms that come into play, allowing a party to contest a prospective arbitrator’s appointment if there are doubts about independence or impartiality. The three main ways are: challenging an arbitrator, setting aside the award, and invoking the arbitrator’s personal liability. Nowadays, the debate focuses first and foremost on the scope of the arbitrator’s disclosure obligation and on the type of circumstances that support a request for challenge or annulment appeal. Given that arbitration is a small world, it is not uncommon for the various protagonists of an arbitration proceeding to have had the opportunity to collaborate in the recent past.

**Certain European and American reform projects are intended to change the mechanisms of Investor-State dispute resolution. What changes are being proposed?**

**Would they be an improvement?**

The key changes proposed are European initiatives which tend to exclude arbitration, notably in treaties with Canada (CETA) and the United States (TTIP). The drafting of CETA was approved and involved the creation of a permanent court for settling disputes between investors and states (or the European Union). This court will consist of 15 members; each party may designate five of its nationals and five members of other nationalities, each for a term of five years (Article 8.27). An appeal mechanism is also being considered (Article 8.28). CETA’s new feature was proposed to the United States for the TTIP. However, the United States does not seem favorable to this initiative, except for its appeal mechanism. This change is radical and quite troubling because (i) only one party to the dispute (the public party) will choose the judges; (ii) there will be few judges and a growing risk of conflict of interest—when said mechanism will be used repeatedly-, (iii) the risk of creating a body of case law specific to each trade agreement, particularly because of the appeal mechanism, which will further fragment this legal field, and finally (iv) we will face an inconsistency with the rules of the arbitral proceedings that are cited as applicable in case of disputes (such as ICSID which excludes any possibility of appeal). This is justifiably worrisome, but it is only when these rules are applied that a practical assessment can be conducted to determine whether or not these fears are well-founded. ●

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## BUSINESS

- Antitrust
- Corporate and Financial Services Litigation and Regulation
- Intellectual Property
- International Dispute Resolution
- White Collar Defense and Investigations

## OFFICES

- NEW YORK
- WASHINGTON, DC
- CHARLOTTE
- LONDON
- BRUSSELS

## POSITIONING

At Cadwalader, Wickersham & Taft LLP, we put over 200 years of legal experience and innovation to work for you today. As one of the world's most prominent financial services law firms, we have earned a reputation for crafting innovative business and financial solutions and developing precedent-setting legal strategies to achieve our clients' goals. The result is simple: we stand out from our competition because we help you stand out from yours.

Cadwalader's sophisticated and diverse Global Litigation practice is built on decades of experience achieving victories for clients in both high-profile and confidential matters before judicial and regulatory bodies around the world. The group includes more than 80 full-time attorneys in New York, Washington, D.C., Charlotte, London and Brussels who handle all aspects of investigations, compliance and dispute resolution, including negotiation, mediation and arbitration. When litigation is necessary, they draw on substantial courtroom experience, skills in discovery, motion practice, and trial and appellate advocacy, and expertise in numerous substantive areas. In both the U.S. and Europe, Cadwalader's market-leading litigators are respected by clients and peers alike for their substantial courtroom experience and business-savvy solutions to today's most challenging legal problems.

Our clients are financial sector participants, including global financial institutions, insurance companies and private equity, hedge and other investment funds; as well as large corporations, their boards, audit committees, directors and senior officers in a number of industries, including energy, healthcare and technology.

Cadwalader's Global Litigation attorneys are regularly recognized by *Chambers & Partners*, *The Legal 500*, *Benchmark Litigation*, *Global Investigations Review*, *Global Competition Review*, *Best Lawyers*, *Super Lawyers*, and other legal and industry publications. Cadwalader was named an «Awesome Opponent» in the *BTI Litigation Outlook 2017*, a survey of general counsel and in-house litigation heads on which firms they would least like to face as opponents.

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## BUSINESS

- Administrative Law
- Banking Law
- Business Law
- Civil Law
- Contract Law
- Corporate Law
- Energy Law
- Environmental Law
- Insurance Law
- Family and Succession Law
- Labor Law
- Tax Law
- Telecommunications
- Trade Law

## POSITIONING

Founded in 1980, under a pioneering, forward-looking vision, the purpose of the Carpena Advogados Associados law firm was to provide customized, top quality legal services in Porto Alegre, the state capital of Rio Grande do Sul.

Based on a solid structure and the philosophy of standing out for high technical standards, over time our firm has earned the legal community's respect and the admiration of those who somehow have come in contact with us. As a result, little by little the number of attorneys and partners grew.

In the course of time, we have also expanded our practice to other locations and started operating heavily in Brasília, Rio de Janeiro, and especially São Paulo, where since 2009 we have run a branch office dedicated to structured operations, M&A, and legal support for corporate projects.

Today, Carpena Advogados Associados caters to small, medium and large companies in a wide variety of legal areas through highly qualified attorneys holding specialization, Master's (LLM) and doctoral degrees from schools in Brazil and abroad.

In the course of over three decades, Carpena Advogados Associados has earned the trust of countless, important clients who have been served for a long time. Incidentally, our clients' loyalty shows our firm has been able to cultivate advantageous, long-lasting relationships which are the product of quality work especially in terms of putting in practice projects dedicated not only to defending but mostly to preventing legal problems.

Under our firm's philosophy and structure, it is easy to set up other branch offices, support networks or physical bases in other cities in Brazil and abroad, whether to assist clients with special, structured operations or even in terms of litigations.

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## BUSINESS

- International Arbitration
- Judicial litigation
- Mediation

## OFFICES

- PARIS
- MILAN
- LONDON

## POSITIONING

CastaldiPartners international arbitration team was founded and led by Alexis Mourre until his appointment as the President of the International Arbitration Court of the International Chamber of Commerce.

Our lawyers have been involved as counsel or arbitrators in more than three hundred international arbitrations (including ad hoc, ICC, LCIA, CAM, SCC, VIAC, etc.).

We appear before national courts in relation to the annulment, recognition and execution of arbitration awards. We also assist our clients in ADR mechanisms and in particular mediation, both institutional and ad hoc.

The team has significant experience in complex litigations implying parallel proceedings before multiple jurisdictions, and different sets of private international law rules.

Our ability to operate in several languages (English, French, Italian and Russian), combined with the admission of several of our lawyers in different Bars and our network in multiple countries, is key to an efficient and effective legal advice.

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Eliseo Castineira

## BUSINESS

### ■ INTERNATIONAL ARBITRATION

Castineira acts as counsel in ad hoc and institutional arbitration proceedings under all major arbitral rules. Its founder also acts very frequently as arbitrator.

### ■ INTERNATIONAL LITIGATION

Castineira handles state-court proceedings relating to arbitration matters (actions to set aside awards or enforce them, actions to obtain interim measures).

In addition, Castineira deals with international business litigation before the French courts.

### ■ ADR

Castineira is involved in alternative dispute resolution (e.g., mediation as well as conciliation).

### ■ CORPORATE AND COMMERCIAL

Castineira advises on corporate and commercial matters.

## OFFICES

- PARIS
- BERLIN

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## POSITIONING

Castineira's positioning as an independent international arbitration boutique is twofold.

### Services as counsel

Castineira was born out of the desire to meet market demand for high-quality advice in medium-sized arbitration disputes.

On the one hand, international arbitration expertise is concentrated in large, multinational law firms, which, in light of their cost structures, struggle to provide adequate fee arrangements or service for disputes involving moderate amounts. On the other hand, clients are entitled to expect the level of service that they are used to with top-notch international firms for a price proportionate with the amounts at stake in these cases. Castineira strives to meet these demands.

### Services as arbitrator

Eliseo Castineira regularly acts as arbitrator (c. 30 cases as sole arbitrator, co-arbitrator or chairman) in ad hoc proceedings as well as under the aegis of many of the most prestigious arbitral institutions (including ICC, AFA, CAIP, DIS).

Mr Castineira's arbitration experience encompasses all types of disputes in many economic sectors (including construction and engineering, M&A, manufacturing, energy and natural resources, pharmaceuticals and telecommunications) throughout the world. As arbitrator and counsel, Mr Castineira has dealt with disputes involving not only businesses (including Fortune Global 500 and CAC 40 companies), but also states and state-owned entities. His expertise in international arbitration is recognised in several rankings.

A consultant for the Council of Europe on arbitration matters, Mr Castineira is also a member of numerous arbitral panels and institutions, including the ICC Commission on Arbitration and ADR. In particular, he has been involved in the revision of the rules of several arbitral institutions and acts as a member of the board of directors and of the five-member arbitration committee of the Association Française d'Arbitrage (AFA – the French Association for Domestic and International Arbitration).



Peter Chaffetz



David Lindsey



James Hosking



Anibal Sabater



Andreas Frischknecht



Yasmine Lahlou

## BUSINESS

- International arbitration
- General commercial litigation
- Insurance and reinsurance arbitration

## POSITIONING

Since 2009, Chaffetz Lindsey has delivered first tier litigation and arbitration service from a smaller, more client-friendly New York platform. We have helped American and overseas clients win or resolve a wide variety of disputes before US courts and arbitral tribunals around the world. Several of us are qualified and have practiced overseas, allowing us to bring a global perspective where necessary to best serve our clients. While we remain committed to the "boutique" model, seven years of steady growth reflects our winning track-record and the appreciation of our clients. We focus on three areas:

### International arbitration

We have broad experience practicing in the world's major arbitration forums and before some of the world's most distinguished arbitrators. We regularly lecture and publish on current international arbitration topics. Our cases have involved large infrastructure projects, oil and gas ventures, corporate acquisitions, environmental clean-up, indemnities, license agreements and investment treaty disputes. Our successful track record reflects our strong advocacy skills, our familiarity with the different institutional rules and our ability to choose the right tribunal for a particular dispute. Although we always try our own cases, we often work closely with firms across the world in co-counsel relationships that provide our clients with the local advice and expertise that they need.

### General commercial litigation

Our partners have extensive experience successfully handling complex business disputes in federal and state courts in New York and across the country. We have handled cases involving corporate acquisitions, licensing, outsourcing agreements, aircraft sales, ISDA swap agreements, a banking industry Ponzi scheme, product liability and design claims, construction disputes, shareholder actions, insolvency litigation, antitrust claims, weather derivatives, insurance and reinsurance, bank credit facilities, and numerous court disputes relating to arbitrations.

### Insurance and reinsurance arbitration

Our lawyers have helped our insurance and reinsurance clients with the leading industry issues of the last 30 years: asbestos, environmental, 9/11, finite risk, late notice, workers' compensation and a host of problems associated with managing general agencies and pools. Our reinsurance practice is regularly recognized as one of New York's leading practices.

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## BUSINESS

- Administrative and Regulatory
- Antitrust and Competition Defense
- Customs
- Corporate and Commercial Contracts
- Compliance
- Finance
- Foreign Investment
- Intellectual Property
- Labor and Employment
- Mergers and Acquisitions, Corporate Restructuring and Joint Ventures
- Privacy and Data Protection
- Tax
- Real Estate
- Commercial Arbitration
- Litigation:
  - Civil Commercial and Consumer
  - Labor and Employment
  - Tax
  - Regulatory
  - Antitrust/Competition

## POSITIONING

CGM is an independent law firm located in São Paulo, Brazil, founded in September 2014 by an experienced group of partners who have worked together for more than two decades and other partners who joined the team along the years coming from reputable law firms.

With strong client and market recognition in their respective areas and in important international publications and rankings, CGM's focus is to solve the issues of the clients and in a timely and business-oriented manner, with technical expertise and creativity.

The firm has a team of professionals graduated from leading law schools in Brazil. Many of them have obtained master degrees and other qualifications abroad and have worked out of Brazil. The result is, above all, a close, integrated and multilingual staff with shared perceptions, principles and objectives, prepared to offer their professional experience to our daily activities. Our tight-knit network of partnerships allow us to provide services in Brazil and coordinate multijurisdictional projects in Latin America.

CGM's team works at a very fast pace and has in-depth knowledge of the law and of the business of our clients. We represent our clients very assertively, with a high orientation to detail and an appetite for the development of creative approaches for the protection of our clients' interests. In addition, our long-term experience working with international clients results in the ability to explain the Brazilian legal system to foreigners in a very practical way and be sensible to cultural aspects in the development of business with them.

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## BUSINESS

- Arbitration
- Dispute Resolution
- Litigation
- Antitrust & Competition
- Banking and Finance Law
- Class Actions
- Commercial Law
- Constitutional Law
- Construction Law
- Consumer Law
- Corporate Law
- IT Law
- M&A Law
- Public Law
- Real Estate Law
- Tort Law

## POSITIONING

CorreaGubbins. is a law firm committed to support its clients and provide them the highest level of innovative and effective solutions, with a responsible management of costs.

In order to benefit the needs of each client we favor a communicative integration among our practice areas.

We are proud of the work we carry out and the working culture of our firm, where we all work together providing talent, energy and expertise to address our clients' most sensitive and complex issues.

Either abroad or in areas of high specialization that we do not provide internally, we look for the best suited professional for the specific case.

CorreaGubbins. is well-known in the market for executing complex trials and arbitrations, advising our clients in each preliminary judicial stage and accomplishing satisfactory outcomes.

We achieve this through practical and sophisticated legal strategies.

Among our staff we have professional lawyers who are fluent in Spanish, English, French, Portuguese and German, which has allowed us to take part in multiple disputes in a wide range of jurisdictions, such as Australia, China, France, Germany, India, Luxembourg, Norway, South Africa, Poland, Spain, Switzerland, UK, United States and South America.

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## BUSINESS

- Consumer Law
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- Contracts
- Entertaining Law
- Family and Successions
- Real Estate
- Insurance and Re-Insurance
- Corporate Law

## POSITIONING

Costa Marfori Advogados is the result of a spin-off of one of the largest and most traditional Brazilian law firms, which has had a long history of handling corporate law matters for all types of business organizations since 1993.

With offices in Rio de Janeiro and São Paulo, Costa Marfori Advogados advises and represents clients upon operational alliances throughout the country. The firm bears outstanding skills in Civil, Consumer, Entertaining, Family and Succession, Real Estate, Insurance and Re-Insurance, and Business Law.

Costa Marfori's professionals have had more than 20 years of experience in a variety of fields, with particular expertise in civil and administrative litigation. They are known for providing consistent levels of services to every cliente.

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**BUSINESS**

- Antitrust Litigation, Regulatory Clearance and Advisory
- Arbitration
- General Commercial Litigation
- Intellectual Property Litigation
- Investigations and White Collar Criminal Defense
- Securities Litigation

**POSITIONING**

Cravath strives to be the firm of choice for clients facing their most difficult and critical litigation. We are not just litigators; we are trial lawyers. We are trained across multiple disciplines, which enables us to think outside the box and apply creative solutions to complex matters, regardless of the subject matter, industry or client's role in a particular dispute. The experience we bring to each matter and our preparation of each case from the outset as if it were going to trial gives us a strategic advantage in all steps of litigation. Some of our practice areas include:

**ANTITRUST**

Since successfully defending IBM in a landmark government antitrust case at the dawn of the computer age, Cravath continues to be the go-to firm for major antitrust litigation, including prevailing for American Express in a DOJ lawsuit in 2016. Our practice is chaired by the only person to have ever served as both the chief antitrust lawyer for the United States and an FTC commissioner. We represent clients in securing regulatory clearance for major transactions, such as Anheuser-Busch InBev's \$123 billion acquisition of SABMiller. We also advise clients on business conduct or potential investments and handle government investigations.

**GENERAL COMMERCIAL**

Cravath regularly represents clients in high stakes commercial litigation. Our practice includes breach of contract, ERISA, False Claims Act, environmental, unfair competition and employment matters. Representations include obtaining a judgment of over \$800 million for a client in a breach of contract case and securing an arbitration victory in a multibillion-dollar contract dispute. We have also handled several environmental matters (culminating in four trials and an arbitration) and numerous *qui tam* actions.

**INTELLECTUAL PROPERTY**

Our team includes the former head of the U.S. Patent and Trademark Office. We handle patent, trade secret, trademark and copyright matters involving complex technologies and products, as well as commercial litigation that frequently arises from IP matters, such as antitrust and breach of license claims. We bring to each case a trial lawyer's courtroom perspective and deep trial experience, which distinguish us from many firms who may be IP specialists but do not try cases on a regular basis. We also advise clients on national and worldwide IP strategy.

**INVESTIGATIONS AND WHITE COLLAR CRIMINAL DEFENSE**

Cravath handles major white collar criminal defense matters, regulatory enforcement actions and investigations for corporations, both foreign and domestic, in diverse industries. We also assist clients in handling complex internal investigations, conduct fact-finding exercises with respect to shareholder demands and advise company executives and directors on compliance obligations, potential areas of exposure and preventive measures. Our team includes attorneys who have spent portions of their careers at U.S. government agencies.

**SECURITIES**

We have achieved significant wins and established important precedent in mega-deal litigation, traditional securities fraud litigation and regulatory enforcement matters on behalf of every key category of defendant: issuers, financial institutions and audit firms. Our wins and innovative strategies from the boardroom to the courtroom have given corporate defendants greater ammunition to protect critical business interests and leveled the litigation playing field. Securities cases rarely go to trial, and we have tried three in the past several years. We have also eliminated claims against our clients in excess of \$50 billion in recent years.

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## BUSINESS

- Drafting arbitration clauses and contract review
- Handling pre-arbitration negotiations
- Representing clients before arbitral tribunals
- Representing clients in court proceedings relating to provisional remedies
- Handling disputes under the ICC, ICSID, AAA, LCIA, NIA, SCC rules as well as ad hoc arbitrations under the UNCITRAL rules
- Recognition and enforcement of arbitral awards

## POSITIONING

Established in 1973, Curtis' Paris office is a centre of excellence in international arbitration, with particular strength in both commercial and investor-state arbitration. The team represents clients from both the public and private sectors, and is well known for its success in commercial arbitration in France as well as for its representation of states and state-owned entities.

Our 14-strong Paris team has extensive experience handling domestic and international arbitration matters, particularly given our close proximity to the headquarters of the International Court of Arbitration of the International Chamber of Commerce (ICC).

Curtis has a core of experienced commercial arbitration attorneys, including some who have worked in house with the ICC. Our lawyers are entirely focused on our clients' interests, no matter where the seat of arbitration may be. In recent years, we have been retained in high-profile cases involving some of the world's largest and most significant disputes.

Many of our arbitration specialists regularly act as arbitrators and are featured as speakers at professional conferences around the world. Our Paris based lawyers work closely with the wider international arbitration team, which spans most of our 17 offices, with centres of excellence in Paris, London, Milan, Mexico and New York City.

Curtis is ranked as the number one international arbitration firm globally by the most recent American Lawyer survey, which is based on the number of contract cases handled involving US\$500m in dispute and the number of investment treaty cases handled involving more than US\$100m in dispute. The firm is currently handling over 100 arbitration cases, with an aggregate amount of over US\$100 billion in claims.

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Christophe Perchet



Georges Terrier

## BUSINESS

- Anti-Corruption and FCPA
- Antitrust and Competition
- Appellate Litigation
- Arbitration
- Bankruptcy Litigation
- Commercial Dispute and Contract
- Compliance and Advisory
- Congressional Investigations
- Consumer Class Actions
- Crisis Management for Corporate Boards and Officers
- Cybersecurity and Data Privacy
- Economic Sanctions and National Security
- Energy Litigation
- Financial Crisis Litigation
- Global Enforcement and Litigation
- Health Care and
- Life Sciences Litigation
- Intellectual Property Litigation
- Internal Investigations
- Investment Funds Litigation and Investigations
- M&A-Related Litigation
- Mass Torts and Products Liability
- Professional Liability
- Securities Enforcement
- Securities Litigation
- Sovereign and Banking Litigation
- Tax Controversy
- White Collar Criminal Defense

## POSITIONING

Davis Polk & Wardwell LLP is a global law firm with offices strategically located in the world's key financial centers. For more than 160 years, our lawyers have advised industry-leading companies and global financial institutions on their most challenging legal and business matters. Our firm ranks among the world's preeminent law firms across the entire range of our practice.

Litigation has been a cornerstone of our practice since the firm's inception. We regularly appear on behalf of clients in high-stakes commercial disputes, contract litigation and in arbitrations around the world. As Davis Polk's clients will attest, the firm is widely heralded for its ability to provide strategic guidance and hard-hitting litigation support to clients facing legal challenges that carry the most serious reputational implications.

We view matters through the lens of our clients' business objectives, drawing on the experience of our firm across all major industry sectors. As clients and peers frequently note, the breadth of experience and depth of quality lawyers across our practice is exceptional. Our approach has created a long track record of success for our clients, at trial and on appeal, through motions, verdicts and strategic settlements.

With our global platform, we provide seamless advice to clients and are equipped to handle international disputes under the laws of numerous countries.

## OFFICES

- |              |              |             |             |
|--------------|--------------|-------------|-------------|
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| ■ NEW YORK   | ■ LONDON     | ■ TOKYO     |             |
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**BUSINESS**

- Administrative and Environmental
- Civil and Commercial
- Real Estate
- Family and Succession Law
- Criminal Enterprise
- Intellectual Property Law
- Corporate (M&A and Capital Markets)
- Labor Law
- Tax Law
- International Trade
- Competition
- Eletronic and Digital Law
- Public Law, Regulatory and Governmental Affairs
- Arbitration and Mediation
- Compliance
- Contract Law

**POSITIONING**

De Vivo, Whitaker e Castro Advogados - DVWCA is a Brazilian medium size and full service law firm, located in São Paulo that renders services throughout all national territory . Its principal areas are Civil and Comercial Law, Electronic and Digital Law, Public Law, Regulatory and Governmental Affairs, Intellectual Property Law, Tax Law, Criminal/ White Collar, Labor Law, Corporate (M&A and Capital Markets), Arbitration and Mediation, Contracts and Real Estate Law.

DVWCA has as its main purpose to provide outstanding services to its clients, offering effective personal and affordable solutions. The firm operates with transparency, honesty and applies meritocracy.

At DVWCA, each attorney is responsible for a number of clients, selected and assigned to each member according to a criteria previously defined by the partners. The attorney is responsible for providing client management as well as for the interface between client and the law firm. Such personalized service covers all the areas, from control and issue of invoices, services and return connections, budgeting, proposals and strict compliance with the deadlines set by the clients.

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## BUSINESS

- Commercial arbitration
- Investment arbitration
- Public international law
- Arbitration litigation

## POSITIONING

Derains & Gharavi International is a boutique law firm, handling exclusively international arbitrations and arbitration-related litigation from its offices in Paris, Washington and Beirut. Since its inception in 2008, the firm has consistently been recognized for the high-quality of its work, the expertise of its lawyers and its successful track record in prime cases. Derains & Gharavi International has handled a broad spectrum of commercial arbitrations and has been involved in dozens of investment arbitration. The multinational team at Derains & Gharavi International comprises lawyers from diverse legal, cultural and linguistic backgrounds, allowing the firm to tailor the teams to the specific needs of each individual case.

The partners of Derains & Gharavi International act as counsel and serve as arbitrator in approximately 100 arbitrations per year, conducted under the rules of all major arbitral institutions, such as the ICC, LCIA, AAA/ICDR, SCC, CAM, CRCICA, NAI, DIAC, SIAC, Swiss Chambers and ICSID (including annulments before ad hoc committees), as well as in UNCITRAL and ad hoc arbitrations.

In addition, Derains & Gharavi International also regularly represents clients in arbitration-related litigation, including in actions aimed at obtaining injunctive relief, interim measures, annulment and the enforcement of arbitral awards before the state courts.

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Romain  
Bourgade



Safine  
Hadri



Jean-Paul  
Montenet

## BUSINESS

### Competition, Distribution and Consumer Rights

- Domestic and European competition litigation (anti-competitive agreements and abuse of dominant position)
- Merger control
- State subsidies
- Public competition law
- Distribution law
- Law of restrictive practices (resale below cost, pre-contractual information, single agreement, imbalance of obligations, improper termination of commercial relationships)
- Consumer rights
- Rules relating to payment terms

### Litigation and Commercial Agreements

- General litigation concerning commercial agreements (formation, validity, performance, annulment termination)
- Litigation on specific matters:
  - Network industries (telecommunications, internet, IT, energy)
  - Transport & Logistics (liability of parties in transport operations and associated activities)
  - Banking law / Regulatory
  - Insurance
  - Agricultural and phytosanitary products – [handwritten: Insurance]
- International litigation
- Domestic and international industrial and commercial agreements (intermediaries, outsourcing, know-how licensing, cooperation, guarantees)
- Specific or regulated agreements (transport, IT, energy and telecommunications)

### Criminal Law

- White collar crime
- Criminal law in the workplace
- Criminal law and information technology
- Criminal law in consumer affairs and distribution

## OFFICES

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- BORDEAUX
- LILLE
- RÉUNION
- BRUSSELS

- BARCELONA
- MADRID
- MILAN
- STUTTGART
- ALGIERS
- DAKAR

- BUENOS AIRES
- SANTIAGO
- QUEBEC
- MONTREAL
- TORONTO
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- PEKING
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**BUSINESS**

**General Business Law:**

- Industrial risk
- Construction law and provision of industrial equipment
- Product liability
- Insurance law

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**POSITIONING**

EBA Endrös-Baum Associés deals with the questions, problems, projects and visions of international companies with interests in France and in Germany, providing services in a prompt, efficient, purposeful and pragmatic manner, at reasonable costs. The Franco-German based firm intervenes, both as a consultancy and as a litigation firm, in the practice areas of industrial risk, plant construction, industrial product liability and safety, and the related insurance law. Its clients are international industrial groups as well as international insurance companies.

International companies operating in cross-border business between French, German and English speaking countries often encounter legal and communication difficulties. These may arise from linguistic or cultural differences, or sometimes from substantial differences in law.

Detailed knowledge of the foreign legal system and an understanding of linguistic and cultural differences are necessary for efficient dealings with cross border counterparts. This applies also to intra-company communication between parent and subsidiary.

**Practice areas**

EBA Endrös-Baum Associés gives advice and assistance in the field of all industry related businesses such as supply contracts, plant construction, product safety and product liability, and provides contract coordination as well as claim handling, from the stage of entering into contracts with public or private clients, through to subcontracts, including all questions of insurance and liability coverage.

The firm initially based in Paris has developed a strong team based in Munich and just opened a contact office in Berlin. EBA Endrös-Baum Associés also practises on a high level in German litigation conforming to German law and gives advice and assistance for companies seeking to develop or to create industrial or insurance business in Germany.

EBA Endrös-Baum Associés has longstanding experience in expertise proceedings involving French court-appointed experts and European party-appointed experts. To ensure advice on a top-level, EBA Endrös-Baum Associés works in close cooperation with highly specialised law-firms in business areas not covered by the firm, such as tax law.

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D.R.

# “ Our clients are industrial groups and insurance companies with interests in France and Germany ”

INTERVIEW WITH  
**Florian Endrös**  
Founding Partner

## **EBA Endrös-Baum Associés is a Franco-German law firm. Where does this union originate from?**

The firm was initially created in 1997, its Franco-German orientation being a natural consequence of the fact that I had a double university degree from France and Germany and practiced as a lawyer admitted in both countries. As a German national, I deliberately chose France, and more particularly Paris, as a location for my firm, this choice reflecting my commitment to the European idea. I was one of the first Erasmus students, which explains my strongly-marked European orientation and my motivation to contribute to the communication between the various legal systems. The guiding idea of the newly-founded law firm was fostering exchange and cooperation between actors of the French and German industrial sectors, by using the law and its instruments to establish a communication between spheres which do not necessarily have much in common. Later, in 2007, I initiated a spin-off from the initial firm, thus creating, together with three associates, the firm in its current form, with the purpose of modernising it and turning it into a resolutely consistent, agile and responsive structure.

## **On which areas has the firm based its growth?**

Our firm is dedicated to industry; its practice areas covering all aspects related to this field, such as product safety and liability, construction of energy plants, contract negotiation and management of contractual risks, insurance law, particularly dealing with cross-border issues.

## **Could you describe your client base?**

Our clients are industrial groups and insurance companies with interests in France and Germany. We assist our clients on issues such as contract negotiations or regulatory

questions, as well as in litigation matters, notably appraisal proceedings. We are committed to offer our clients the necessary support allowing them to conduct business transactions and legal proceedings as free of legal risks as possible or in full knowledge of the risks involved.

## **How does the firm address its clients' needs in the context of globalisation?**

The challenges of globalisation have accelerated the firm's modernisation process, particularly with respect to organisational and IT management. We constantly strive to optimise our working practices within different linguistic contexts (French, German, English, i.a.), while pursuing our efforts to facilitate our clients' comprehension, foster communication and advance negotiations. Due to this constant commitment, we have been able to obtain multiple awards, notably in the category "cross-border".

Today, the firm's activities are no longer exclusively centred on Franco-German relations. It also assists companies located abroad and seeking to establish a branch in France, and helps French companies expanding their activity abroad, notably in other European countries.

In this context, we have developed informal networks with law firms in a number of European countries, particularly in Eastern Europe.

## **Is an intercultural approach a key factor in the way you distinguish your firm's services?**

A lawyer's activity is, in a way, concentrated on a strictly national framework, considering that he is of course required to have thorough knowledge of his national law in order to be able to advise his clients from abroad. However, assisting clients from foreign countries also consists in offering them a comprehension of the differences

between their own legal system and the French one, anticipating their expectations and working approaches, which can be quite different from what one is used to encounter within a French context. It is therefore essential for a law firm seeking to establish itself and expand internationally to not only bank on legal know-how but also on communication and responsiveness.

## **What is your vision of the evolution of your activity?**

For several years now, we have been witnessing the gradual de-industrialisation in France and the glaring lack of investment in industrial enterprises with high potential, which would be worth investing in. To a large extent, this is due to the French tax policy as well as its legal and regulatory environment, which, among companies outside of France, is considered as too risky and uncertain.

Despite these unfavourable conditions, we can pride ourselves in working with French industrial groups asserting themselves on the French market and exporting their success in Europe, as well as with European groups resisting the negative trend and maintaining their activity in France.

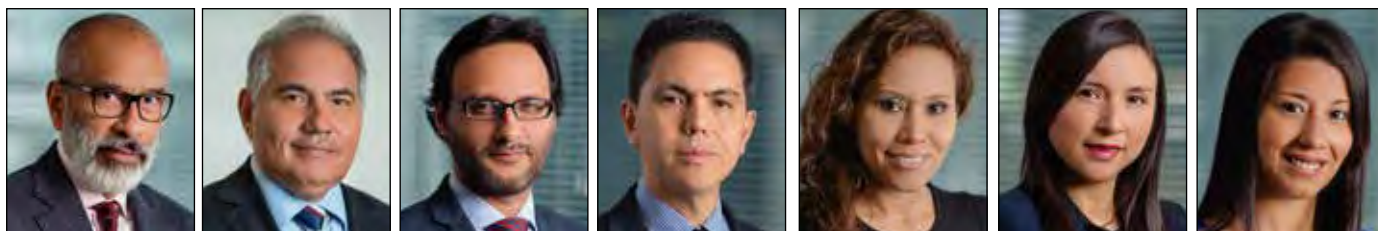
In addition, we have created a contact office in Berlin and strongly developed our office in Munich with a highly skilled and experienced team around Marguerite de Vaublanc and Tim Jakobs, to allow French companies to increase their activity in Germany and to face complex litigation.

While remaining committed to the European idea and consolidating its established networks and partnerships, notably in Italy and Eastern Europe, our firm is also exploring new horizons, seeking to establish new partnerships in developing countries, particularly in Asia. ●



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## BUSINESS

### ■ **Litigation & Arbitration**

- Civil & Commercial litigation
- Administrative litigation
- Constitutional litigation
- Tax litigation
- National and International Arbitration

## POSITIONING

Muñiz, Ramírez, Pérez – Taiman & Olaya is a leading law firm in Peru and Latin America thanks to its philosophy which focuses on offering high-quality services in a timely fashion and at competitive prices.

Since it was founded 35 years ago, Muñiz has had a Litigation Practice Group which provides counsel and defends clients in civil, commercial, contentious-administrative and constitutional law proceedings brought with the Judiciary and, in the latter case, with the Constitutional Court. The strength of this practice group lies in the high professional skills of its lawyers, their experience in handling highly complex cases, and their knowledge of Peru's procedural system. In addition, if so required to properly defend a client, a team composed of trial lawyers and lawyers specializing in the subject matter of the dispute, for instance, tax law, the stock market, insurance law, etc., is set up.

These same features also make our Arbitration Practice Group stand out, as its lawyers are highly qualified to provide advice to and represent our clients in arbitration proceedings carried out under the regulations of Peruvian arbitration centers and other centers all over the world, including ICC, ICSID, and UNCITRAL. Our services also include advice on the annulment, acknowledgement and enforcement of arbitration awards, filing of applications for injunctive relief, negotiation of arbitration clauses, and protection of foreign investment within the framework of bilateral investment protection and free trade agreements signed by Peru.

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## BUSINESS

- Domestic Arbitration
- International Arbitration
- Foreign Investment
- Public Contracts
- Administrative Law
- Corporate Law
- Competition Law
- Civil Law

## POSITIONING

FLORES NANO & SOTO is a boutique firm specialized in national and international arbitration that was born under the leadership of the renowned Peruvian lawyers and arbitrators Lourdes Flores Nano and Carlos A. Soto.

Aware of the need for local and transnational companies to count on highly qualified and experienced professionals in national and international arbitration, our Firm offers its clients - both national and foreign - a legal area exclusively dedicated to legal advice in arbitration matters.

The main objective of FLORES NANO & SOTO is to provide its clients with legal advice tailored to their requirements, with the participation of highly qualified lawyers and with extensive experience in national and international arbitrations, all with the purpose of resolving their disputes efficiently and effectively.

Faithful to its mission of providing quality legal services and with respect to professional ethics, our Firm will provide its clients with specialized teams for each arbitration. The specialized teams will be composed of: (i) experts in substantive law (oil, mining, construction, telecommunications, among others) and (ii) experts in national and international litigation and arbitration.

## CONTACTS

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## BUSINESS

- Antitrust and competition
- Banking and financial services
- Cartel and civil conduct investigations
- Class actions
- Commercial arbitration
- Corporate and commercial litigation
- Corporate criminal liability
- Energy and natural resources
- Environmental
- Infrastructure and transport
- Insolvency
- International arbitration
- Investment treaty protection
- Life sciences and consumer healthcare
- Post M&A disputes
- Public international law
- Sanctions and trade
- Securities litigation and enforcement
- Tax investigations and disputes
- Technology media and telecoms
- White collar and regulatory investigations

## POSITIONING

Freshfields advises the leading multinational corporations, financial institutions, governments and investors across the world.

We do what we do better than any other firm – execute the most complex cross-border transactions; deal with the most challenging multijurisdictional litigations and global investigations; handle arbitrations and regulatory issues involving multiple countries; and provide financing solutions that give our clients ultimate flexibility.

Our offer is simple – we deliver the best advice and the best service wherever our clients need support. We build teams of the highest quality in any country and work in a way that adds value and reduces inefficiency.

Our US partners have decades of top-level experience in the key disciplines for US and global organizations – M&A, antitrust, finance, capital markets, employment, international arbitration, litigation and tax.

They work seamlessly across borders with their peers in Europe, the Middle East and Asia, delivering domestic US advice of the highest quality and tackling the most challenging cross-border issues from an unrivaled international platform.

### Working globally

We know the global market and build long-term relationships that withstand even the most high-pressure situations.

Over the past three years we have helped our clients do business in more than 150 countries. We have more than 100 “country partners” who know their jurisdictions intimately and understand how to do business there.

They also know the leading local lawyers through our StrongerTogether network, which comprises more than 300 firms covering almost 200 jurisdictions.

This means you get a tailored team, combining our international experience with the best on-the-ground knowledge. Whatever the job, you’ll receive the superlative Freshfields quality anywhere in the world.

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Jean-Charles S.  
Gardetto

## BUSINESS

- Torts, contracts, construction, real estate
- Commercial and business law
- Banking law / financial disputes
- Insurance
- Labour and employment
- Intellectual property
- White collar crime
- Administrative law
- International private law
- Protective measures, enforcement of foreign judgments
- Family Law
- Immigration to Monaco
- Personal data protection

## POSITIONING

Jean-Charles S. Gardetto is a Monaco-based law firm with a strongly international dimension in terms of both the diversity of its clients and the nature of the cases it handles.

Thanks to its broad range of legal expertise, the firm is in a position to offer clients services that are not confined to the Principality of Monaco.

The firm is regularly involved in international litigation, as well as in international projects.

Its network of overseas correspondents allows the firm to deal effectively with every aspect of the cases it takes on.

Its competence, responsiveness and international reach have won The Law Offices of Jean-Charles S. GARDETTO the continued confidence of international clients who insist on nothing but the highest standards.

The firm acts on behalf of institutional as well as private clients in such varied practice areas as business, banking and financial law, private disputes regarding estates, divorce, family law, employment law, torts, debt recovery, enforcement of foreign judgments or arbitration decisions, etc...

Since 2010, the firm benefits of the ISO 9001 certification for the quality of its services.

## CONTACTS

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**GITTI AND PARTNERS**  
studio legale associato



Gregorio  
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Alessandro  
D'Adda



Stefano  
Roncoroni

## BUSINESS

- Banking and finance
- Biotechnology
- Capital markets
- Competition law
- Compliance
- Contracts
- Corporate criminal law
- Corporate law
- Corporate restructuring
- Energy
- Environmental
- Government relations
- Infrastructure
- Insurance and reinsurance
- International trade and customs
- Labour and employment
- Litigation and arbitration
- Mergers and acquisitions
- Oil and gas
- Private equity
- Public and regulatory
- Real estate
- Social security
- Sports and entertainment
- Tax

## POSITIONING

The professionals of Gitti and Partners have gained considerable experience in litigation and arbitration and assist their clients in civil proceedings – of an ordinary or special nature – and in disputes regarding corporate, civil, commercial, banking and finance matters, as well as in the other areas of activity in which the Firm provides its assistance, and in any stage of the proceedings.

The Firm has also acquired significant experience in domestic, international, trade and investment arbitration, acting both as arbitrators and as lawyers.

The assistance of the litigation department of Gitti and Partners also covers pre-litigation phases, with a view to settling disputes or preventing possible lawsuits through the execution of alternative dispute resolution (ADR) procedures, as well as the negotiation and drafting of extrajudicial conciliation arrangements and settlement agreements.

## OFFICES

- MILANO
- BRESCIA

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Francisco Gonzalez



Andres Rioseco

## BUSINESS

- Antitrust
- Arbitration
- Litigation
- Complex regulatory issues

## POSITIONING

We offer the best specialized legal advice to the most complex disputes issues, always with a peerless combination of efficiency and excellence.

Our firm stands by its outstanding and successful track record, with nearly 30 years of experience acquired at the former Barros, Letelier & González law firm.

We offer total commitment to each case, sound legal analysis to possible outcomes, risks and advantages, with a focus on achieving the best results for our clients.

Our firm has a unique work ethic where passion is our key for success.

Our partners are personally and deeply involved in all our cases, building long term relationships as our client's trusted advisors.

## CONTACTS

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Asenjo Cheyre



Joaquín  
Castillo León

## BUSINESS

- National and International Arbitration
- Civil and Commercial Lawsuits
- Construction Lawsuits
- Insurance Lawsuits
- Antitrust Law
- Administrative Claims and Procedures
- Bankruptcy Procedures
- Corporative and Capital Markets Disputes
- Mining Lawsuits

## POSITIONING

GUTIÉRREZ, WAUGH, JIMENO & ASENJO is a firm dedicated to the advice and defense of national and international clients in the solution of judicial conflicts in a wide range of areas, such as: National and International Arbitration; Civil and Commercial Lawsuits; Construction Lawsuits; Insurance Lawsuits; Antitrust Law; Administrative Claims and Procedures; Bankruptcy Procedures; Corporative and Capital Markets Disputes; Mining Lawsuits; among others, whether they take the form of extrajudicial negotiations or judicial proceedings before courts, arbitrators or State Agencies.

Since its creation in 2006, the firm has participated in the most relevant and high-profile cases in Chile, and has been consistently recognized as a leading firm in Chilean dispute resolution and arbitration arenas. Additionally, the Partners of the firm have been consistently acknowledged as leading lawyers in the dispute resolution category in most national and international rankings.

One of the firm's distinctive features is that its Partners are directly and deeply involved in the cases the firm represents.

## CONTACTS

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Jérôme de Sentenac

Vy-Loan  
Huynh-Olivieri

Mathieu Croix



Alexandre Besnard

## BUSINESS

- Commercial litigation
- International arbitration
- Shipping & aviation litigation
- Industrial risks
- Product liability
- Insurance
- Shipping & aviation finance
- Corporate law

## OFFICES

- BEIJING
- COLOGNE
- DUBAI
- HAMBURG
- HONG KONG
- LE HAVRE
- LONDON
- MARSEILLE
- MONACO
- PARIS
- PIRAEUS
- SHANGHAI
- SINGAPORE

## POSITIONING

We are an international law firm with 13 offices across the world, covering contentious and non-contentious work. We have built up over the past nearly 150 years a very strong reputation for dispute resolution, in particular litigation and arbitration, firstly in the shipping and insurance areas, but quickly spreading to other sectors. Today we are proud of our uninterrupted history of handling the very biggest and strategic cases.

The French offices, especially Paris and Le Havre, are at the forefront of our contentious activity. Our experienced team of litigators assist clients at all stages of a casualty or a loss: we support our clients at the earliest stage of a crisis in their strategy and their communication, we initiate arrest, safety and protective measures when necessary, we advise on settlement where appropriate and we litigate to achieve the best outcome for our clients.

Beyond our roots in shipping, we are strong in aviation, yachting, rail, energy, offshore, construction, the nuclear sector and the food industry. We handle cases involving insurance, civil and professional liability, sale & purchase, product liability, employment, insolvency, personal injury, fraud and corruption.

Our skills in foreign languages, our knowledge of foreign jurisdictions and our network of experts and correspondents are considerable strengths that we put at the disposal of our clients.

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Craig C. Martin

### PRACTICES

- Antitrust and Competition Law
- Appellate and Supreme Court
- Bankruptcy Litigation
- Class Actions
- Communications, Internet and Technology
- Complex Commercial Litigation
- Consumer Law
- Content, Media and Entertainment
- Environmental Litigation
- Government Contracts
- Government Controversies and Public Policy
- Insurance Recovery and Counseling
- Intellectual Property (Patent, Copyright, Trademark, Trade Secret)
- International Arbitration
- Professional Responsibility
- Securities Litigation and Enforcement
- White Collar Defense and Investigations

### POSITIONING

#### Practice Leadership

Jenner & Block's Litigation Department differentiates itself through its deep experience and abiding commitment to excellence.

With more than 400 litigators and dispute lawyers in five offices, Jenner & Block is a leading practice for the most important litigation and arbitration matters facing companies. The firm's known and trusted reputation for board-level counsel, internal investigations, complex commercial disputes and arbitrations position Jenner & Block to handle its clients' most sensitive and sizeable matters, including massive disputes that can involve upwards of 1,000 lawyers at any time (including contract lawyers). Over a recent 18-month period, the firm's lawyers tried more than 125 matters with more than US\$30 billion at stake. Our track record of victories is evidence of what we do best: we try cases and take them to appeal.

For clients as diverse as family-run companies and Fortune 100 companies, we have achieved pre-litigation resolutions of contract disputes that accomplished their objectives quickly and cost-effectively. We also handle numerous cases serving as a "lawyer's lawyer" in representing leading global law firms in various high-profile matters.

In addition, clients call upon our best-in-class litigators, who understand how to scope and run an investigation, blending extraordinary preparation with an understanding that our role in investigations is to search for the truth of the situation and present the facts to our client in a clear and unbiased way.

### OFFICES

- CHICAGO
- LONDON
- LOS ANGELES
- NEW YORK
- WASHINGTON DC

### CONTACTS

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## China Expertise, Global Reach

Throughout China, JunHe delivers legal specialists who combine proven legal skills with a deep understanding of the Chinese market. Throughout the world, JunHe builds on our network of leading local law firms to bring you an unparalleled experience.



JunHe, founded in Beijing in 1989, was one of the first private partnership law firms in China. Since its establishment, JunHe has grown to be one of the largest and most recognized Chinese law firms. The firm has nine offices around the world and a team comprised of more than 600 professionals, including over 180 partners and legal counsel, as well as over 420 associates and legal translators.

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Rosario Grasso



François Collot



Donata Grasso



Yasmine Poos



Christian Jungers



Pascal Sassel

## DISPUTE RESOLUTION PRACTICE

- Administrative Law
- Corporate litigation
- Banking & Finance litigation
- Employment & Social
- EU & Competition
- Insurance and tort litigation
- Real Estate litigation
- Construction
- Insolvency related litigation
- Tax litigation
- White Collar crime defence

## POSITIONING

During the early years, we gained considerable expertise in litigation and advisory services to local clients. Our firm then resolutely also turned towards international clients and cross-border business.

Today, we advise local and multinational companies from all industry sectors, many of the world's largest corporations, leading institutional investors, prestigious private equity houses and numerous other businesses, clients and professionals in almost all practice areas.

We undertake significant client work hand in hand with leading audit and tax firms, and we regularly work on cross-border cases with foreign magic circle firms, which recommend us to their clients for the legal work and services they need in the Luxembourg jurisdiction.

We have a highly recognised and recommended dispute and litigation team. Our litigation lawyers deal with a very large range of litigation matters, including administrative, banking, civil, commercial, corporate, competition, criminal, employment, finance, real estate, and tax, and they handle all relevant proceedings or Court applications.

Our corporate finance & insolvency litigation team is certainly one of the strongest in the Luxembourg legal market.

We represent local and international clients in relation to all their commercial disputes and cross-border enforcement matters, and we also regularly act as lead counsel or as an arbitrator in major local or international arbitrations.

## CONTACTS

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Olivier Laude



Claire  
Machureau

## BUSINESS

- Arbitration
- Insurance & Banking
- Commercial & Distribution
- Construction
- Insolvency Proceedings
- Employment Law
- Finance & Capital Markets
- White Collar Crime
- Press & Media
- Intellectual Property
- Professional & Industrial Risks
- Corporate
- Security Interests & Charges
- Internet & Telecommunications

## OFFICES

- PARIS
- LYON

## 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.

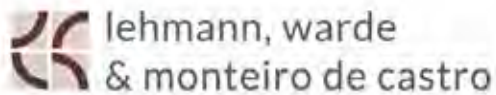
Our strong experience in litigation enables us to analyze the potential risk of any situation. Strategic choices must be based on carefully established parameters and thorough analysis. Our team is fully equipped with the tools necessary for solving all legal matters, whether it be through mediation 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.

## CONTACTS

- **Victor Champey**, *Partner*
- **Richard Esquier**, *Partner*
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## BUSINESS

- CORPORATE LAW AND CAPITAL MARKETS
- PROJECT FINANCE
- RESTRUCTURING AND FINANCE
- M&A
- EXECUTIVE COMPENSATION AND BENEFITS
- INTERNATIONAL BUSINESS LAW
- TAX

## POSITIONING

Lehmann, Warde & Monteiro de Castro Advogados is a law firm focused on highly complex corporate, securities and finance law issues. The firm was established in 1996 and after 2008, it began working predominantly with Corporate Law, Capital Markets, Banking and Finance.

LWMC's highly skilled professionals combine an active legal practice with a continuous stream of academic work, having published several books and articles providing useful material to legal advisors, law professionals and authorities.

LWMC's Dispute Resolution department is counsel in Judicial and Arbitral Litigation, conducting (i) lawsuits to nullify and to state corporate acts void or ineffective; (ii) lawsuits to demand compliance by partners, directors and officers with duties and/or to refrain from misconducts (e.g. exclusion of partner, forced removal of director or officer and liquidation of assets); (iii) indemnification lawsuits for companies and/or partners; and (iv) court intervention in corporate management.

## CONTACTS

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Xavier  
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Daniel  
Tunik



Harold  
Frey

## BUSINESS

- Banking and Finance
- Commercial and Contracts
- Competition
- Corporate and M&A
- Employment, Pensions and Immigration
- Insolvency and Restructuring
- Intellectual Property
- Investigations
- Litigation and Arbitration
- Private Clients
- Real Estate
- Tax
- Technology Media Telecoms (TMT) and Outsourcing

## OFFICES

- GENEVA
- ZURICH
- LAUSANNE

## POSITIONING

While Lenz & Staehelin is acknowledged by most as Switzerland's leading law firm, its connections and expertise span the globe. With over 200 lawyers, its ability to innovate and adapt to the ever-changing complexities of legal and regulatory environments in Switzerland and beyond, has attracted many of the world's top corporations as well as private individuals.

Continuity, stability and a pragmatic understanding of the big picture have all played a significant part in the firm's development and success - and in its ability to attract the best young talent. Swiss-orientated but globally attuned, Lenz & Staehelin is rightly recognized in Switzerland and abroad as 'The world's Swiss law firm'.

Lenz & Staehelin has been a market leader in litigation and international arbitration in Switzerland for decades. We represent clients in complex civil, administrative and criminal litigation, international arbitration and corporate investigations. Our clients cover a broad range of industries, including banking & finance, pharmaceuticals, high-tech and telecommunications, insurance, construction, energy and sports. Across these sectors, clients rely on our natural understanding of their business needs and our fine grasp of the technical and scientific disciplines at the core of their operations.

With a dedicated group of more than 50 dispute resolution lawyers, we approach each matter with thoroughness and creativity. Our firm's distinctive features, including cost-effective and target-oriented case handling with teams tailored to the specific size and requirements of each individual dispute, make us a preferred choice as counsel. We also work closely with all other Lenz & Staehelin practice groups to develop dispute prevention and compliance strategies as well as other techniques to assist our clients in reducing litigation risk.

Determined to win our clients' cases, we equally strive - whenever appropriate - to explore favorable amicable solutions to the issues at stake, with as little disruption to business as possible.

## CONTACTS

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## BUSINESS

- Litigation
- Patent and Trademark Prosecution
- Strategic Counselling
- Policy-Making and Regulatory Services

## POSITIONING

Licks Attorneys is a top tier Brazilian law firm recognized for successfully handling large and strategic complex litigation in the Intellectual Property, Life Sciences, Food & Drug, Regulatory, Internet Law, Data Privacy and Cyber Crime areas.

With offices in Rio de Janeiro, Sao Paulo and Tokyo, we offer a comprehensive range of legal services. While aggressively investing in technical and human resources to provide a unique blend of technical and legal expertise. The firm has a number of foreign-trained attorneys, partners and a motivated multi-lingual team with the background and capabilities to advise companies of all sizes from across the globe. Licks' client portfolio includes Fortune 500 companies as well as several global companies.

The litigation team was assembled over the past two decades to handle high-stake matters – always focusing on the ultimate goals and pursuing strategies that can meet them. We are not afraid to take chances when the client's best interests are at stake but, at the same time, we understand the risks associated with strategic litigation and how important it is to blend legal skills, technical know-how and acute vision of each case's uniqueness. Licks Attorneys also understands the importance of a fast, solid response to the client's business where legal matters are concerned. And, to do so, a highly specialized group of professionals is mandatory. We are involved in the most significant lawsuits in Brazil and are the most proactive firm assisting clients to successfully expedite patent examinations before the Brazilian Patent and Trademark Office.

Carefully evaluating the pros and cons every step of the way. We know a case may be won way before the filing of a complaint or response, so we are used to building cases beforehand by means of a thorough analysis on every aspect and option available to the client. Lick's formula for success has two parts. The first part; we navigate the complexities of Litigation with being proactive and innovative. The second part; our success rate stands above the competitors because our focus always centers on the client and the expertise of our team is second to none. This formula has yielded success and will contribute to our success in the future as Licks continues to set the standard in Litigation.

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Marcondes

André Mendes  
Espírito Santo

Paulo Macedo  
Garcia Neto

Rafael Francisco  
Alves

Silvia Julio Bueno  
de Miranda

## BUSINESS

- Agribusiness
- Antitrust
- Arbitration and Court Litigation
- Banking
- Business Law and Contracts
- Construction and Infrastructure
- Consumer Rights
- Corporate
- Fashion Law
- Insurance
- Intellectual Property
- Labor and Employment
- M&A, Venture Capital and Private Equity
- Oil & Gas
- Pharmaceuticals
- Project Finance & Corporate Finance
- Public Law
- Real Estate
- Tax
- Trade Remedies and International Trade

## POSITIONING

As pioneers of introducing arbitration to Brazil we are proud to consider it one of our major areas of expertise. We have a highly qualified team and work on every case with commitment and attention to detail in order to reach excellence service levels and efficiency. Our lawyers have participated or are participating in various commissions in national and international arbitration institutions such as the International Council for Commercial Arbitration (ICCA), the Brazilian Arbitration Committee (CBAr), ICC, ICDR, CCBC, AMCHAM, FIESP, IBDIC, among others. Our partners usually sit as arbitrators. It provides them with insight from all angles, broad range of knowledge and experience that our clients can benefit from.

We handle complex arbitrations involving different sectors of industry. Currently we advise on a significant number of commercial cases and have been recognized as one of the best in infrastructure and M&A related cases in the field of Oil and Natural Gas. On the state side, we participated in disputes between Brazil and Bolivia dealing with the commercialization of natural gas and acted in defense of Angola government in investment arbitration. On the commercial side, we represented mining companies in international arbitrations and acted for BNDES in a dispute over the construction of a hydroelectric power plant in Ecuador.

We are recognized both nationally and internationally as one of the best arbitration teams in Latin America by several international directories.

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## BUSINESS

- Banking, insurance and finance
- Capital markets
- Competition and antitrust
- Compliance and integrity
- Corporate
- Crisis management
- Environmental
- Financing and infrastructure projects
- Labor and employment
- Litigation, arbitration and dispute resolution
- M&A and private equity
- Real estate
- Restructuring and insolvency
- Social security
- Tax

## POSITIONING

We have been building our history for 45 years, inspired by sound ethical principles, the technical skills of our professionals, and a close relation with our clients. We are ranked as one of the major law firms in Brazil, with over 700 professionals.

We have chosen our focus: business. We provide innovative legal solutions, capable of anticipating scenarios and making business possible. Integrated solutions that combine expertise in various areas of law, broad knowledge of legislation and a thorough understanding of business, and which go beyond simple problem-solving to create and preserve value for companies.

In other words, we work to offer intelligent legal solutions that contribute to the business growth of our clients and transform realities.

Managing partner: Celso Costa

Languages: English, Spanish, Mandarin, French, German, Italian, Dutch, Portuguese.

## OFFICES

- SÃO PAULO
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## BUSINESS

- Litigation
- Arbitration
- Mediation
- Agribusiness

## OFFICES

- SÃO PAULO
- RIBEIRÃO PRETO

## POSITIONING

A dispute resolution and agribusiness boutique with a cliente base of multinational origin. The firm was organized in early 2016 as a split from a mid-sized general practice firm, and is widely praised for its litigation practice.

The firm represents and advises corporate clients in domestic and international arbitration proceedings as well as local and cross-border court proceedings. The subject matter varies from product liability defense to construction and project finance, shareholders disputes, long term supply agreements (take or pay), energy contracts and power plant operations, purchase price retentions in M&A transactions, etc. A group of specialized lawyers is also well versed in credit recovery, including representation of creditors in judicial restructuring and insolvency.

With a branch office in Ribeirão Preto, in the State of São Paulo, the firm also has a reputation for its agribusiness practice advising clients on deals from the initial structuring, negotiation, drafting and enforcement through litigation as needed, especially for credit recovery through collection of guarantees.

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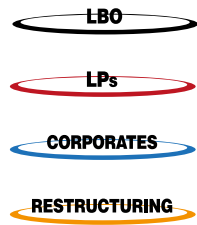
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## BUSINESS

- International Arbitration
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- Corporate and joint-ventures
- Alternative dispute resolution
- Restructuring and insolvency proceedings
- Investigation and embargo
- Labor and employment

## POSITIONING

Established in 1978, Ngo Jung & Partners is a Paris based law firm with a strong international focus, specialized in Litigation. It handles international, business, social and criminal litigation, insolvency, liability and insurance. Ngo Jung & Partners also specializes in international arbitration and other forms of alternative dispute resolution.

Its multilingual team has a solid reputation in commercial and investment arbitration in the energy, defense, oil & gas, mining, construction, art and telecom sectors. Its lawyers both act as counsels and arbitrators.

The firm represents states and public entities, listed and unlisted multinational companies, SMEs, banks, investment funds, shareholders, insurance companies and corporate executives.

Over the years, the firm has developed a recognized and reputable litigation practice thanks to its innovative approach to law and its perfect understanding of technical and financial issues.

Ngo Jung & Partners manages commercial disputes including distribution and unfair competition claims and post-acquisition disputes between shareholders. The firm also developed a proven expertise in provisional measures and enforcement procedures (seizures, mortgage, deposit and escrows ...).

Accustomed to work across continents, the firm develops, strategies tailored to the legal environments of each country. It acts as a virtual law firm through serial or cross-border disputes.

The team is regularly in charge of international eDiscovery and coordinates depositions in France and abroad while also managing complex investigations.

Acting as a true partner with its clients, Ngo Jung & Partners stands out with its highly specialized and customized services.

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- Dispute Resolution
- Intellectual Property
- Private Clients
- Real Estate
- Social Security and Pensions
- Sports Law
- Tax
- TMT/Outsourcing, Data Protection
- White Collar Defense and Investigations

**POSITIONING**

Niederer Kraft & Frey is a preeminent Swiss law firm with a proven track record of legal excellence and innovation. With around 100 lawyers, we cover the entire spectrum of business law.

Since 1936, we have continuously worked on the most important and demanding cases entrusted to Swiss law firms. This is the foundation of our distinct market knowledge, expertise and experience.

Our dispute resolution group of approximately 25 lawyers has in-depth knowledge of civil procedure as well as corporate and commercial law. We work closely with specialists from other practice groups, namely Banking and Finance, M&A and Corporate, if additional expert knowledge is needed.

Niederer Kraft & Frey's dispute resolution group has successfully litigated numerous leading cases before the Swiss Federal Supreme Court in the field of corporate and commercial law and is regularly involved in high-stakes arbitration proceedings.

Thanks to our heritage and market position we offer innovative and sustainable services, and avoid being influenced by short-term trends. We attach great importance to combining a highly professional approach and persistence in pursuing our clients' goals with being easy to work with, even in the most demanding situations.

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## BUSINESS

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- Labor and Employment
- Tax
- Construction and Infrastructure
- Bankruptcy and Restructuring
- Energy and Natural Resources
- Environment
- Intellectual Property
- Public Law
- Corporate
- Mergers & Acquisitions

## POSITIONING

Osterling Abogados is one of the most prestigious and longstanding law firms in Peru, with over thirty years of experience, product of our commitment to achieve professional excellence while taking care of our clients' needs. These were the foundations of the service we put into practice since our beginnings.

More than three decades of experience have turned us into one of the country's most respected firms.

We believe that the key to our success lies in providing optimum quality legal advisory services and timely and effective solutions. We plan to stay on this path, reaffirming our prestige every step of the way, strengthening lifelong ties with our clients, forging new relationships that will benefit from a competitive service.

Settling disputes out of court saves money, time and energy. Our priority is focused on providing our clients with a preventive and conciliatory advising by a specialized team that thoroughly analyzes all aspects involved.

In situations of actual confrontation, our lawsuits and arbitration specialists develop the necessary strategies in close collaboration with other areas of Osterling Abogados, taking into account the priorities and best interests of our clients, protecting their assets and avoiding negative effects on their business or productive activities.

Our prestige and experience have widened our scope of action. Our Firm's lawyers have often been designated as arbitrators in disputes at national and international levels, a fact which consolidates our position as one of the most highly regarded firms in the market.

Some of our most representative clients are Rímac Seguros y Reaseguros, Swiss Re Group, Mapfre Global, Allianz, Amtrust and Axa Insurance.

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## BUSINESS

- Litigation and international arbitration
- Judicial expertise
- International projects
- Product, supplier and producer liability
- Contractual, commercial and criminal risks
- Industrial, construction and environmental risks
- White collar criminal law

## POSITIONING

For more than 25 years, the lawyers of the Paetzold Avocats' litigation department devote their expertise to a renowned industrial French and international clientele - mostly originated from Germany - in the areas of risk management and commercial, contractual and industrial litigation settlement, both in the pre-litigation and litigation phase, at the expertise stage and before state and arbitration courts.

A team of specialists with many years of professional experience is dedicated to the areas of commercial, environmental, industrial, construction and contractual risks, and the product, supplier and producer liability from all the industrial sectors.

With its high-level expertise in France and abroad, its deep understanding of the economical and legal world and its flexible and efficient organization, the law firm Paetzold Avocats has become a reference in its fields of practice and activities.

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### BUSINESS

- Civil Litigation and Arbitration
- Commercial and Constitutional Litigation
- Administrative conflicts
- Bankruptcies
- Alternative dispute resolutions
- Mining Disputes
- Commercial and Corporate Law
- M&A
- Antitrust

### POSITIONING

Parraguez y Marín is formed by a spin-off from DyP Abogados plus the association with Marín & Cía, a highly recognized law firm in Antofagasta.

The firm's team is composed of experienced lawyers providing legal representation mainly in the mining sector and also in civil, commercial, administrative, consumers and criminal disputes.

Likewise, we advise companies in civil, commercial, labor, antitrust, regulatory matters applicable to the specific activities, environmental, natural resources, real state, social security, health and compliance areas.

Parraguez y Marín has two head offices, one in Santiago and the other in Antofagasta, which allow us to provide prompt and close legal assistance to our clients in the most important territories in the center and north of our country.

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## BUSINESS

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- International family law
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- Restructuring & collective dismissals

## POSITIONING

PCM Avocats is a Monaco law firm recommended for its expertise in litigation and transaction concerning business law, banking & financial laws, international private and personal law, employment and real estate matters. The firm is ranked as top tier in commercial, corporate and M&A, and private client disputes resolution by the market.

Founded in 2009, PCM Avocats has managed to develop its fields of expertise, while preserving its culture and quality requirement.

PCM Avocats is international oriented, due to the composition of its teams and the variety of its clients (private clients, international and local entities, as well as their shareholders and executives, banks and financial entities), and very strong locally by offering to its clients the expertise of specialised teams in Monegasque laws.

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- IP Litigation
- Mediation and other forms of Alternative Dispute Resolution (ADR)

## OFFICES

- ZÜRICH
- GENEVA

## POSITIONING

Pestalozzi's Litigation & Arbitration practice group is one of the largest in Switzerland, with experienced teams in both Zurich and Geneva. It has a long-standing reputation for excellence in advising and representing domestic and international clients. The Litigation & Arbitration team advises any type of business (from large international corporations to small and mid-size businesses) as well as private individuals. Foreign States and governmental authorities also regularly call on Pestalozzi's team to represent their interests in strategic disputes.

Pestalozzi's team focuses on complex commercial, civil, criminal and regulatory disputes of national and international nature before state courts, authorities, and arbitral tribunals, as well as in cross-border bankruptcy and asset recovery proceedings.

The team attracts major work in all industry sectors, including financial services, insurance, energy & commodities, life sciences, industrials (manufacturing and infrastructure), trade & retail, media, IT & telecommunications, and construction.

Pestalozzi has a reputation of being one of the most experienced law firms in litigious matters in the commodities business and one of the most skilled law firms in banking litigation and financial investigations.

The team covers all aspects of litigation, arbitration (including acting as arbitrators), white collar and internal investigations, bankruptcy and composition proceedings, enforcement of debts, foreign judgments, and foreign arbitral awards, mediation and other forms of alternative dispute resolution (ADR).

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## BUSINESS

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- Competition
- Investment
- Intellectual Property
- Energy and Natural Resources
- Sports and Related Commercial Contracts
- Insurance

## OFFICES

- BERN
- BRUSSELS
- GENEVA
- LAUSANNE
- SION
- TEHRAN
- TOKYO
- ZUG

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## POSITIONING

Founded in 1981, Python is one of the leading full scope Swiss firms in terms of size and resources with the know-how and facilities to enable it to play a significant role on the national and international scene.

The firm's strong arbitration and litigation team is composed of partners and associates who combine their know-how and extensive experience in the successful conduct of international and domestic arbitration and litigation cases. The arbitration and litigation team enjoys broad expertise gained by handling disputes both as counsel and arbitrators and is recommended by the major professional guides.

The firm advises clients in arbitration proceedings under the rules of the major arbitration institutions and systems (including ICC, LCIA, Swiss Rules, SCC, WTO, WIPO, ICSID, UNCITRAL and CAS) as well as in ad hoc arbitrations.

The firm also advises clients in complex court proceedings, including but not limited to, commercial disputes, international estates and cross-border matrimonial cases.

Although the arbitration and litigation team is comprised mostly of lawyers educated and trained in Switzerland, some are also qualified attorneys in foreign jurisdictions. All the lawyers are multilingual, many have significant international practice expertise (among others, USA, England, France, Germany, Iran, Japan, Malaysia and Poland) and regularly handle cases governed by foreign laws conducted in French, English and other languages.

Many members of the arbitration and litigation team also benefit from a strong academic background. Several have published textbooks and articles in the field of Swiss substantive law and international arbitration and also regularly appear as speakers on various panels and at international conferences.

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Marcus Grosch

**BUSINESS**

- General Commercial Litigation
- Financial Litigation
- International Arbitration
- Intellectual Property including Patent Litigation
- Competition Litigation
- Bankruptcy & Restructuring
- White Collar Defense & international Investigations
- Regulatory & Judicial Review

**POSITIONING**

Our **Paris office** has a team of international arbitration specialists with extensive experience in institutional as well as ad hoc arbitration under all major arbitration rules, including ICC, UNCITRAL, ICSID, ICDR, LCIA, and the rules of other arbitration centers based in Hong Kong, Singapore, and Stockholm. Our Paris team has expertise advising and representing clients in general commercial arbitration matters, energy matters (oil & gas, power, nuclear, renewable energy), complex and large infrastructure disputes, and investment protection matters. We act for private parties, from major multinational companies to high net-worth individuals, sovereign states, and state-owned entities.

Our **London Office** specializes in high-stakes commercial litigation and has built a reputation as one of the premier firms for complex commercial and financial disputes. A significant amount of our London team's work is acting against the global, money center banks—something most major City firms cannot do because of conflicts. Our London lawyers act in the very largest Commercial Court and Chancery Division cases, the so-called «mega-trials». London is also the epicenter of our highly rated international arbitration practice. We have arbitrated disputes all over the globe and under the rules of all the major arbitration bodies, including LCIA, ICC, AAA, ICSID, UNCITRAL, as well as the arbitration centers in Stockholm, Singapore, Hong Kong, Vienna, and others.

Our **Brussels office** provides vital support to clients with matters involving competition, regulatory and enforcement issues. Competition law issues are increasingly complex in nature. Any major competition dispute or investigation will usually involve a European aspect and the financial considerations in Europe are often greater than in most other jurisdictions, including the U.S. Our European competition team is experienced in all aspects of competition law, across a broad range of sectors.

**QE Deutschland** is dedicated to providing the highest standards of litigation service and excellence in both domestic German matters and in cross-jurisdictional matters with a German component. We have offices in Mannheim, Hamburg, and Munich, all of which work closely with our Brussels location. Our offices in Mannheim and Munich are the core centers for our patent litigation and international arbitration practices, while our Hamburg office focuses on so-called soft IP, competition, regulatory, finance, and general commercial litigation, as well as advising on data protection and white collar crime matters. We represent clients in every technology sector and at every stage of their litigation or dispute. We work across borders, representing clients based both inside and outside of Germany.

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Jaime Roberto  
Rendón Graniell



Juan Carlos  
Guerrero Valle

## BUSINESS

- Civil Litigation,
- Commercial Arbitration,
- Corporative Law,
- Commercial Law,
- Administrative Law,
- Labor Law

## POSITIONING

Rendón – Guerrero has been optimally conceived as a litigation consulting firm, specialized in different areas of law, such as commercial, administrative, criminal, civil litigation, labor relationships and employment issues, highly specialized in corporative law issues at business sector, with international experience in corporative and contractual matters that companies face in their normal course of business.

The relationship with our clients is based on trust and absolute discretion, permanent communication and excellence in quality service, coupled with the high skill and responsibility of our professionals in the affairs entrusted to us.

The members of our law firm are professionals committed with the business success of our clients, they have the necessary experience to manage and solve highly complex issues. This is shown by the fact that the partners and professional associates of our firm have extensive experience and privileged knowledge acquired from the best universities and law firms of the country.

In consequence, with the professional experience of every member of the firm, we have evolved to be according with changes and to innovate at the style of the practice of the profession, based on a solid and continuous vocational education and personalized service by dynamic and continuous attention to our clients needs.

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Angobaldo



Adolfo Román  
Abram



Luis Alberto  
Liñán Arana



Enrique Varsi  
Rospigliosi

## BUSINESS

- Litigation and Arbitration
- Civil Property Law
- Corporate Commercial Law
- Family Law

## POSITIONING

With 20 years of experience in the Peruvian legal market, Rodríguez Angobaldo Abogados is a medium sized firm specialized in Litigation and Arbitration. The Property Law and Corporate Commercial areas are key supporting departments and provide direct advice to clients as well as complement the work of the solid dispute settlement team of lawyers.

In 2016 the firm incorporated prestigious civil lawyer Enrique Varsi, increasing its number of partners to four, joining Managing Partner Fernando Rodríguez and partners Adolfo Román and Luis Alberto Liñán. The total number of lawyers and paralegals is around 40.

The firm represents and advises clients before courts in civil, commercial, administrative and constitutional matters. Its client's list includes companies from the diverse industries such as banking; insurance; natural resources (mining, fisheries, energy); telecommunications, media and new technologies, bankruptcy; real estate; automotive; healthcare; education; international trade and services in general.

In 2016 Rodríguez Angobaldo Abogados consolidated its presence in international rankings being included as Leading Firm in the Chambers and Partners Latin American Guide 2017 and partner Luis Alberto Liñán being recognized as Leading Lawyer in Litigation and Arbitration.

Significant clients are: Scotiabank, Entel, BBVA Banco Continental, BCP Banco de Crédito del Perú, GNB Bank, Rimac Seguros.

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## BUSINESS

- Agrobusiness, Aviation Law
- Banking and Finance
- Biotechnology
- Capital Markets
- Competition Law
- Compliance
- Contracts
- Corporate
- Corporate Criminal Defense / White Collar Crime
- Corporate / M&A
- Corporate Restructuring
- Energy
- Environmental
- Government Relations
- Infrastructure
- Insurance and Reinsurance
- Intellectual Property
- International Trade and Customs
- Labor and Employment
- Litigation and Arbitration
- Maritime Law
- Merger and Acquisition
- Oil and Gas
- Public and Regulatory
- Public Law
- Real Estate
- Social Security, Sports and Entertainment
- Tax

## POSITIONING

Siqueira Castro – Advogados is a pioneer full-service business law firm in Brazil. With offices in 20 major Brazilian cities, the firm currently has 73 partners and 780 associate lawyers. This geographic reach is unrivalled and enables convenient access to all regions of the country. The litigation/arbitration department is one of the main areas of the firm. The department is comprised by 11 partners and 43 associates, fully devoted to the practice. The firm is regarded as a top tier litigator in Brazil and represents both national and international clients in highly complex and extremely valuable litigation and arbitration procedures.

Over its 68 years of history, the firm has consistently met the great range of its clients' legal needs with a full spectrum of services and excellent results in all areas of business law. The work and results achieved by Siqueira Castro – Advogados in the most diverse fields of legal practice do not go unnoticed by the legal market analysts or by the publications specialized in the area. Countless awards and distinctions have been bestowed on the firm and its professionals, credentials that reinforce the leadership of Siqueira Castro - Advogados in the Brazilian legal market.

Siqueira Castro – Advogados has a vibrant international practice, with intense relationship with international law firms and foreign clients that perceive Brazil as an advanced emerging economy and a thriving 21st century market. In addition to its prominent position in the ADVOC network of independent law firms, the firm has consolidated strategic alliances with the French law firm Fidal, The Portuguese Law Firm Abreu Advogados and the Chinese Law Firm DeHeng Law Offices, including the exchange of lawyers between the firms to better serve joint clients. Siqueira Castro – Advogados continues to seek similar opportunities of association in other parts of Europe and in Asia. The firm also maintains a regular exchange of work and expertise with renowned firms in Latin America and North America.

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## BUSINESS

- Aerospace & Defense Litigation
- Antitrust & Competition Litigation
- Arbitration
- Aviation
- Business crime and Civil fraud
- Class Action
- Commercial Litigation
- Construction Litigation
- eDiscovery & Data Management
- Employment Litigation
- False Advertising Litigation & Protection
- Finance and Banking Litigation
- Fraud and Asset Recovery
- Healthcare Litigation
- Insurance and Reinsurance
- Mediation and Alternative Dispute Resolution
- Privacy & Data Breach Litigation
- Product Liability Litigation
- Real Estate Litigation
- Restructuring & Insolvency Litigation
- Securities & Shareholder Litigation
- Sovereign Litigation
- Toxic & Mass Tort
- Transport Litigation

## POSITIONING

Squire Patton Boggs is one of the world's strongest integrated legal practices. With 46 offices in 21 countries, we are renowned for our local connections and global influence, delivering comprehensive legal services across North America, Europe, the Middle East, Asia Pacific, and Latin America.

Disputes involving multinationals and multiple jurisdictions can present complex challenges, requiring a deep understanding and practical experience of a range of governing laws and applicable rules.

Squire Patton Boggs' International Dispute Resolution team led by George von Mehren, is one of the few international legal practices truly able to serve the needs of clients globally. Our clients include; industry leaders, Fortune 500 and FTSE 100 companies, as well as emerging companies.

Our IDR Paris office comprises of 5 partners and 12 associates, some of whom are dual qualified (across Europe and South America), covering a wide range of commercial disciplines. Squire Patton Boggs' global litigation and international dispute practice profile includes more than 622 litigators and advocates. With a team of over 90 lawyers with arbitration experience, we are a noted leader in bilateral investment treaty arbitrations and gas price re-openers; in fact, we are unbeaten in natural gas price review disputes, having successfully concluded over 40 of them. We are recognized as one of the top 100 international arbitration firms in the world by leading industry journal Global Arbitration Review in its 2016 guide.

We increasingly find that international disputes (be they arbitration or litigation), will be resolved through mediation. While this is not appropriate for all cases, we have dealt with many cases in which it has worked successfully.

A number of our lawyers are accredited mediators and, in the UK, we are publicly recognized by the Centre for Dispute Resolution (CEDR) and have won the CEDR Award for Professional Excellence in ADR three times running. No other law firm holds this accolade. We are ranked by The American Lawyer Arbitration Scorecard 2015 as a Top 10 Arbitration Firm for handling the highest number of large arbitrations in 2013-2014 and we were commended in the 2015 Financial Times Innovative Lawyers Report for Europe for our role as lead counsel for the Slovak Republic on a significant international arbitration against Dutch company Achmea B.V.

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Eric Teynier



Laurence Kiffer



Pierre Pic



Raphael Kaminsky



Bruno Ranger

## BUSINESS

- International Arbitration
- Commercial Litigation
- Alternative Dispute Resolution
- Enforcement

## POSITIONING

Founded in 2004 and based on the model of a **"boutique"** firm, Teynier Pic is a French law firm dedicated to dispute resolution (international arbitration, commercial litigation and ADR).

Teynier Pic is an **independent** law firm, which allows our lawyers to build the best **solution** collaboratively with our clients in each and every situation and to **avoid conflict of interests**.

Teynier Pic is an **international** law firm as reflected in the diversity of qualifications, professional experiences, and fluent practical knowledge of French, English, Spanish and German of our lawyers. This allows us to adapt to the **international** environment of the cases we handle on behalf of our clients.

Our firm has a **human scale**. Teynier Pic consists of four partners, one counsel, five associates, four interns, and an administrative team based in Paris. The size of our firm makes it **nimble, highly responsive** and **flexible** in catering to our clients' needs.

Our **clients** are both domestic and international corporations as well as **States** and investors.

Our dispute resolution practice is **transverse** in nature and applies to every type of dispute. However, a review of the cases we have handled over the last twelve years enables us to identify various fields of activity where we have more significant experience, namely **Aviation** and **Aerospace, Chemical** and **Pharmaceutical, Construction, Corporate, Energy** and **Natural Resources, Investment, Banking, Insurance, Telecommunications** and **Defense**.

Teynier Pic has also recently formed a **strategic alliance** with **Griffin Litigation PLLC**, an international arbitration and enforcement boutique based in London and New York.

## ALLIANCE



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# “Teynier Pic Grows Wider and International”



INTERVIEW WITH  
**Eric Teynier**  
Founder, Teynier Pic



**Raphael Kaminsky**  
Partner, Teynier Pic

## 2016 - A year after a Strategic Alliance with Griffin Litigation PLLC: can you tell us more about your achievement?

*Eric Teynier:* The strategic alliance we formed with Griffin Litigation PLLC was a natural progression and the formalization of something that we had been building on for some time. Aside from remaining true to our core values, as a boutique independent firm, we also wanted to broaden our scope and increase our presence in the “common law world”. Over the last year, we have been able to successfully secure new matters in our core business: international arbitration and enforcement.

*Peter Griffin:* Indeed, we are currently working together on a 9-figure international investment arbitration matter on behalf of a Turkish construction client and we are also working on a very strategic enforcement of a 9-figure ICC award against an African State for which we were able to secure a very substantial payment within a matter of weeks. This incredible result was only possible thanks to the creativity, team spirit, and efficiency of both Teynier Pic and Griffin Litigation PLLC.

## 2017 – The Arrival of a New Partner: Raphael Kaminsky

### Why such a new addition to Teynier Pic?

*Eric Teynier:* It has been more than 12 years since Teynier Pic was founded; in this time we have always remained faithful to our core values: independence, professionalism, rigour, responsiveness, flexibility and pragmatism. Our partnership was further solidified with the arrival of Laurence Kiffer back in 2007, three years after the firm was founded by Pierre Pic and I. Yet, when Raphael Kaminsky came

to us a year ago with the aim of setting up his own firm, we all felt that we had a great opportunity and that we could do something together.

*Pierre Pic:* Raphael is an amazing lawyer and a great person and we are delighted to have him join the firm. He brings not only his talent and energy, but also his very international background and clientele that he developed in his previous firms and, in particular, at Latham & Watkins.

### Why did you decide to join Teynier Pic one year after setting up your own boutique?

*Raphael Kaminsky:* First, I am truly delighted to join Teynier Pic as their fourth partner. I had the pleasure to teach with Eric and Pierre at the University of Paris Ouest La Défense over the last few years and when I decided to set up my own boutique firm, I contacted them to see if they would be interested in sharing their offices with me. After a year, it became clear to all of us that we shared a lot in common and that we wanted to work together on a more structured basis. Indeed, Teynier Pic seems to me to be the perfect alternative between large international firms - where conflict of interests is becoming a very serious issue -, and smaller boutiques that sometimes suffer from a lack of vision or common history. Teynier Pic is the first international arbitration boutique in Paris with international arbitration and litigation specialists of high quality that have proven to be very successful for the last decade, but are also extremely well respected by all stake holders in the world of arbitration: institutions, arbitrators, experts and counsel. Teynier Pic gathers outstanding lawyers who are also great and hard-working people,

and have strong human and ethical values. In addition to these qualities, they truly work together as one firm: their clients are the firm’s clients and all partners are looking and working in the same direction. As an example, we were informed a few weeks ago of the existence of a very strategic asset of an African State, against which a leading French company had an unsatisfied arbitral award. Laurence contacted one of the legal counsel of this company, Eric and I drafted a petition for the attachment of this asset, Pierre had a co-counsel in Lyon who was able to present our petition to the local enforcement judge. The very same day, the asset was attached and negotiations, conducted by Pierre and Peter, started a few days afterward, leading to a very substantial payment for the client. This is only one example of how efficiently Teynier Pic can successfully handle strategic and sensitive matters on an urgent basis.

### What are the next steps for Teynier Pic?

*Eric Teynier:* Teynier Pic will continue to grow wider and more international over the coming years. We have already recruited and are about to hire additional associates to reinforce our team.

*Laurence Kiffer:* The addition of Raphael further strengthens our position on the French market and we remain in line with our core business: international arbitration and commercial litigation. I am convinced that Raphael’s arrival in the firm and the recent and future recruitment of associates will help our practice grow even bigger and stronger in the coming years ●



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Gaëtan Verhoosel

Scott Vesel

Jan Paulsson

Luke Sobota

## BUSINESS

- International commercial arbitration
- Investment treaty arbitration
- Inter-state disputes advice and arbitration
- Cause-based (pro bono)

## OFFICES

- PARIS
- LONDON
- WASHINGTON DC

## POSITIONING

Three Crowns was founded by specialist international arbitration advocates in the belief that international disputes call for focused advice and advocacy.

Located in London, Paris and Washington DC, Three Crowns is a firm dedicated to international arbitration—commercial, investment-treaty, and inter-State.

Our lawyers bring extensive experience in all types and fora of international arbitration, having represented corporate and sovereign clients in many of the most significant arbitral cases of the past decades. This collective expertise will be brought to bear with substantial, direct, and continuous partner involvement in each matter handled by the firm.

Our experience includes many of the most important arbitration disputes in recent times. We have acted on global disputes for corporates and sovereigns, and have been at the forefront of ground-breaking awards that have set international precedent. Our specialist team have extensive experience in advising on commercial, investment treaty, and inter-State disputes.

We provide strategic advice in the pre-arbitration stages of a dispute, and we deliver the lead advocacy when the dispute does ripen into an arbitration. This experience ensures our clients are served with a deep-rooted understanding of the arbitral system which matches their business needs in any sector or industry. Our experience and understanding of international legal matters ensures we are able to deliver assistance to selected pro bono causes.

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José Joaquín Ugarte



Santiago Ried



Pablo Correa

## BUSINESS

- Litigation
- Arbitration
- Antitrust
- Conflict prevention

## POSITIONING

Ugarte Ried Correa is a boutique Law Firm specialized in Litigation, Arbitration & Antitrust. The team works in an intense and innovative manner to meet the needs of their clients.

The founding partners have vast experience in their practice areas, having an outstanding record of success. They all combine their professional practice with academic activities, as teachers in the most prestigious universities in Chile.

The personal involvement in each case they face, commitment and close work that perform with clients allow to deliver a top quality service and make a substantial difference in how they advise their clients.

The firm is involved in some of the most notable arbitration and antitrust cases that are currently being handled in Chile.

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Maria Kostytska



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## BUSINESS

- Complex Commercial Litigation
- White-collar crime
- International Arbitration
- Alternative Dispute Resolution
- Competition and Retail
- Intellectual Property and IT
- Entertainment law

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Winston & Strawn LLP is an international firm and a key player worldwide in dispute resolution and prevention.

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- Arbitration and alternative dispute resolution modes.

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## BUSINESS

- Litigation
- Corporate
- Private

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It represents corporate and private individual clients who require dedication, professionalism and commitment.

The Law office consists of a multi-disciplinary team who have extensive experience in practice areas such as banking and finance, commercial and business law, international law, real estate and construction as well as employment law and criminal law.

Arnaud Zabaldano, its founder, is a Barrister at the Monaco Bar where he has practiced since 2001.

With a postgraduate degree in Economic and Business Law, he has naturally focused the law office practice on business law, in litigation, arbitration and advice.

Committed to the values of the legal profession, Zabaldano Law Office strives to best meet clients' needs, combining legal excellence, availability and innovation.

Zabaldano Law Office has focused on litigation in all areas of law since its creation. The firm advises and represents their professional or individual clients, both as plaintiff and defendant in the proceedings pending before all Courts, Court of Appeal, Supreme Court up to the European Court of Human Rights.

## CONTACT

- **Arnaud Zabaldano**, *Founding partner: azabaldano@zabaldano.com*

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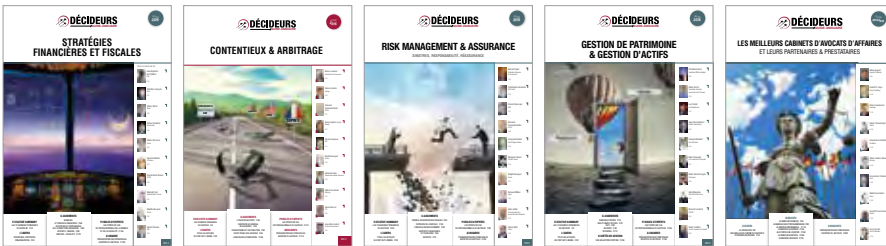
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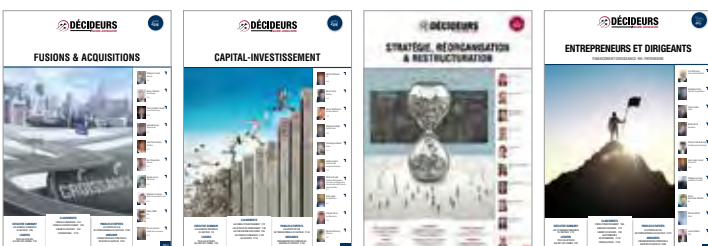
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