

# Chambers

Brazil

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2021

The leading lawyers and law firms across  
Brazil: Industries and Sectors



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## BRAZIL: An Introduction

Contributed by Pinheiro Neto Advogados

**Editor's note:** Pinheiro Neto Advogados' Alexandre Bertoldi has featured at the top of Chambers and Partners' rankings for the last 20 years. He is among the very best of a generation of high achievers in the legal profession and has maintained an enviable 35-year career leading some of Brazil's most prominent M&A transactions, including the landmark deals that resulted in the creation of airliner LATAM and retailer Via Varejo. Recently, he advised Brazilian paper company Santher on its sale to Marubeni and Daio. He is also highly respected for leading Pinheiro Neto over the last 15 years, helping the firm to establish and develop its quintessential culture. Managing partner since 2009, Bertoldi also serves as chair of Pinheiro Neto's executive committee. Fernando Meira co-manages the firm and is a top-class M&A lawyer. His career spans almost 30 years and he has featured in Band 1 since 2008. Meira's portfolio is marked by landmark acquisitions. Boeing's acquisition of Embraer and Raízen's acquisition of Biosev are examples. He also assisted Odebrecht with the formation of Braskem. Pinheiro Neto is a leading firm topping key rankings in Chambers Brazil in contentious and transactional areas as well as in important and innovative sectors and industries. Bertoldi and Meira have co-authored the following overview to share their insights on Brazil's business landscape.

Just as Brazil started to gather pace following years of slump and slow growth, the Covid pandemic brought unprecedented challenges to the country and its economy. Can 2021 generate the highly expected rebound moment? Bertoldi and Meira dwell upon this critical question, going through the many opportunities and pitfalls lying on the road of investors and key players in this dynamic market as they advise: "If pro-market measures are implemented, the situation may improve quite fast."

### BRAZIL: Country Overview

Can we expect a recovery in 2021 after a stormy year? This is a question that has no answer yet, but the prospects of a robust recovery certainly generates huge expectations for companies and law firms operating in Brazil.

Although optimism is moderate and the scenario is full of uncertainties, this year is expected to be better than 2020. The pandemic is not such a novelty as it was back then, and economic actors across all sectors of the economy are now better prepared to deal with the situation. But the degree and speed of a possible recovery will mostly depend on the actions of the executive branch of government, especially in relation to the speed and reach of the vaccination programme.

Financial emergency aid and other extraordinary measures taken by the government certainly helped to minimize the negative impacts of the pandemic. Furthermore, in early 2021, the end of a deadlock over the elections of Congress leaders sparked optimism in the market. On the other hand, any actions by the government considered as interventions or simply politically motivated may dull expectations and promote a sense of uncertainty in the country.

The impact of the pandemic on business was uneven across different sectors. While industries such as tourism, aviation and education have been deeply affected, the technology, health and pharmaceutical sectors have been boosted. Consumption has also increased after the injection of money from emergency aid and stimulus provided by the government.

One area that may be most impacted by this scenario of uncertainty is capital markets, considering that a significant proportion of Brazilian stock market indexes relates to government-controlled companies. However, if the Economy Minister fulfils his promises to take pro-market measures in the coming months, the situation may improve quite fast, as already experienced under similar circumstances.

### Doing Business in Brazil

The Brazilian domestic market has great potential and is sparking interest from global companies targeting large markets as well as smaller companies seeking expansion, which always target Brazil. Last year, we noticed that domestic consumption increased after the injection of money from the Brazilian government – which confirms the growing pent-up demand in the country.

With favourable exchange rates for foreign investment and the high dollar value, Brazilian assets have become cheap. The high exchange rate margin brings more comfort for foreigners wishing to invest in Brazil, although less volatility in the foreign exchange market is certainly desired. The country has many family businesses and businesses undergoing generational change. At a time like the one we are experiencing, these businesses may be more open to seeking investors or purchasers interested in buying their operations. In addition, merger and acquisition opportunities may arise due to companies finding it difficult to obtain financing or being unable to access the capital markets.

A shortage of credit may be one of the obstacles if economic uncertainty remains, resulting in fewer financing opportunities from the National Bank for Economic and Social Development (BNDES), state-owned banks and private banks. At the same time,

economic uncertainties may hinder access to the capital markets and shut the doors for companies in need of credit.

But with record low interest rates, controlled inflation and a credit crunch, the hope is that the capital markets will continue to provide an option for credit and move forward in 2021. The overall number of IPOs and follow-ons already announced in 2021 is grounds for a very positive expectation for the year. A concern is that today we are seeing a change in the market sentiment and many players are betting that interest rates will increase gradually, reducing the current appeal for securities. Only future developments and government decisions may provide answers to these uncertainties and dangers.

#### Legal topics on the agenda

The great expectation for 2021 is the overhauling of the tax regime. While the chances of an administrative overhaul occurring this year have been reduced by the pandemic's impact, a solution to the tax system – complex and often unclear to foreigners – is still expected. Streamlining the tax rules and system will make the life of companies easier, reduce costs and facilitate investments.

We also expect growth in the highly competitive agribusiness sector in Brazil, in spite of the current regulatory restrictions placed in particular on foreign ownership of lands. A bill is currently under consideration; more relaxed rules may strongly boost the sector's growth in Brazil, attracting a massive flow of foreign investments.

For its part, the infrastructure sector, which is where Brazil faces its largest bottleneck, depends on the government's initiatives. The New Legal Framework for Sanitation, sanctioned by the President of the Republic in July 2020, is likely to unlock this area for investments. With the goal of providing 99% of the population with drinking water and 90% with sewage collection and treatment services by 2033, this framework is aimed at providing universal access to and improving the quality of sanitation services. However, this move involves long-term works that do not yield fast political and electoral benefits. We will have to see the path the government will tread along the year.

Another theme that has gained even more traction in the business and investment environment is ESG (Environmental, Social and Governance). As several markets and economic sectors have moved to adhere to ESG principles, the relevant discussions must be consistent with each particular situation. In this context, lawyers have played a key role in resolving the questions concerned and defining what would be conduct aligned with ESG principles. In 2020, the ESG issue gained more strength, such that we saw the first issuances of green bonds in the infrastructure area, and it has still a huge growth potential in Brazil.

The implementation of an open banking system beginning in February 2021 is poised to move the financial sector forward, with a more competitive landscape and an environment more favourable to innovation and creation of new products. The new system will allow financial institutions to share data – so long as this is authorized by the respective data subject – through integration of systems. This is likely to create a greater balance among players in the Brazilian financial system such as banks, fintechs and payment institutions. As a consequence, charges will drop on account of increased competition between market players. The open banking system is scheduled to be implemented in four stages, to be completed in December 2021.

Finally, we cannot overlook the theme of data protection in the current context. With the inception of the activities of the National Data Protection Authority (ANPD) and full effectiveness of the General Data Protection Act (LGPD), we can say that 2021 will be the kickoff year for data protection in Brazil. In 2021, the ANPD is expected to focus on the regulation of controversial issues and the dissemination of a data protection culture in Brazil, playing more of an awareness-raising than a sanction-imposing role. After so many changes over recent months, the pandemic has shown that flexibility and adaptability are essential at all levels of the legal profession, from law firms to legal departments. More inflexible and unyielding professionals have suffered enormously over the last year. This has deepened a movement that was already irreversible: proactive and responsive lawyers who understand their industries and needs have gained even more ground. That is why flexibility and adaptability are so important.

## Agribusiness

Agribusiness
Leading Firms
<b>Band 1</b>
Santos Neto Advogados *
<b>Band 2</b>
Demarest Advogados *
Muriel Medici Franco Advogados
Pinheiro Neto Advogados *
Ramos e Zuanon Advogados *
Vaz, Buranello, Shingaki & Oioli Advogados
<b>Band 3</b>
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *
Passos e Sticca Advogados Associados *
Souto Correa Advogados *
TozziniFreire Advogados *
<b>Band 4</b>
Huck, Otranto, Camargo Advogados
Luchesi Advogados
Petribu, Cabrera e Pires de Mello Advogados *
Leading Individuals
<b>Band 1</b>
Buranello Renato Vaz, Buranello, Shingaki & Oioli
dos Santos Neto Domicio Santos Neto Advogados
<b>Band 2</b>
Araújo Dias Themudo Lessa Tiago Pinheiro Neto *
de Lima Ramos Christian Ramos e Zuanon Advogados
Gombossy de Melo Franco Nancy Franco (ORL) ◇
<b>Band 3</b>
Giantomassi Thiago Demarest Advogados
Lazzarini Moretti Juliano Lazzarini Moretti (ORL) ◇
Leutewiler Gabriel Franco Leutewiler Henriques (ORL) ◇
Mastriani Simões Tuca Bruno Mattos Filho, Veiga *
Ricardo Passos André Passos e Sticca Advogados *
<b>Band 4</b>
Bonamin Alexei TozziniFreire Advogados *
Cabrera Ben-Hur Petribu, Cabrera e Pires de Mello *
Franchi Winter Marcelo Vaz, Buranello, Shingaki & Oioli
Oliveira Lima Eduardo Huck, Otranto, Camargo
Pellenz Fernando Souto Correa Advogados
Soares Gerbasi Thiago Franco Leutewiler (ORL) ◇
Sticca Ralph Passos e Sticca Advogados Associados *
<b>Associates to watch</b>
Morais Bachur Silva André Passos e Sticca *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

### Band 1

#### Santos Neto Advogados

See profile on p.138

**What the team is known for** Santos Neto Advogados is a market-leading firm with an outstanding reputation for its ability to handle sophisticated agribusiness mandates. With a deep bench, it frequently advises prestigious players from the banking, finance and food processing sectors on complex finance transactions, including the drafting and negotiation of syndicated loan agreements and export prepayment transactions. The firm also assists clients with debt restructuring mandates and capital market transactions such as the issuance of Agribusiness Receivables Certificates. GarantiBank International is a new client win for the department. The team is based in São Paulo.

**Strengths** A client says: "They are extremely diligent."

**Work highlights** Santos Neto advised lender

Timberland Investment
Leading Individuals
<b>Band 1</b>
De Cresci Aldo De Cresci Advogados (ORL) ◇
Miranda Abreu Vladimir TozziniFreire Advogados *
<b>Band 2</b>
Deon Corrêa Junior Gilberto Souto Correa Advogados
<b>Band 3</b>
Bailoni Marcilio Barbosa Flávia DDSA (ORL) ◇
Fernandes Duarte Rossana Mattos Filho, Veiga Filho
Kern Rafaela Souto Correa Advogados

Amerra on several export prepayment finance transactions, including the drafting and negotiation of loan documents.

#### Notable practitioners

Co-head of department **Domicio dos Santos**

**Neto** is an outstanding practitioner with a vast amount of experience handling finance mandates in the agribusiness sector. He boasts expertise assisting domestic and international clients with the drafting and negotiation of loan agreements, including syndicated loans, as well as structuring complex trading transactions. An impressed commentator says: "He is one of the greatest authorities in the country," adding: "He has many years of experience and is a point of reference in the sector."

### Band 2

#### Demarest Advogados

See profile on p.86

**What the team is known for** Demarest Advogados is a multidisciplinary firm with an agribusiness department handling a wide range of complex mandates. Highly sought after by major players from the energy, timberland investment and food processing industries to assist with sector-related M&A, IPOs and corporate reorganisations. The team boasts additional capability advising on the structuring of capital markets operations, especially those related to securitisation instruments through Agribusiness Receivables Certificates. TecAgro is a new client win. Demarest's agribusiness practice is based in the firm's São Paulo headquarters and it also benefits from its full-service capabilities in Brasília and São Paulo.

**Strengths** A client says: "They have a good commercial awareness and work hard to bring sophisticated legal thought as well as commercial practicabilities to transactions."

**Work highlights** Advised Mitsui on the sale of Mitsui Alimentos to Café Três Corações.

#### Notable practitioners

Co-head of department **Thiago Giantomassi** is highly active in financial operations, assisting clients with sector-related public offerings as well as the issuance of Agribusiness Receivables Certificates. A client attests: "He has a very broad knowledge of capital markets in Brazil," further appreciating his multidisciplinary skills, saying: "He is a trustworthy partner not only for agribusiness matters."

#### Muriel Medici Franco Advogados

**What the team is known for** Muriel Medici Franco Advogados is a highly respected firm frequently sought out by major players from the agribusiness sector to assist with a range of sophisticated con-

tentious mandates, including those arising from the breach of purchase and sale agreements, as well as enforcement procedures and collection actions. Its enviable client portfolio consists of significant companies from the banking and finance, food production and energy sectors. Nutrien Group is a new client win. The team is São Paulo-based.

**Strengths** A client says: "The firm has a vast amount of knowledge of the agribusiness industry, with experience working with big players in the sector and boasting an up-to-date technical knowledge of the most relevant matters."

**Work highlights** Defended Fertilizantes Tocantins in a claim for damages filed by a rural producer claiming that the fertiliser sold by the client was unfit for use.

#### Notable practitioners

Nancy Gombossy de Melo Franco and Thiago Soares Gerbasi are key contacts.

#### Pinheiro Neto Advogados

See profile on p.131

**What the team is known for** Pinheiro Neto Advogados is a much-admired firm held in high esteem for its knowledge of sector-related finance transactions. It is routinely instructed by banks and financial institutions acting as underwriters, as well as agricultural companies acting as issuers, to assist with the issuance of Agribusiness Receivables Certificates. The firm also advises clients on the structuring of complex investment funds and commercial contracts for the purchase and sale of agricultural products. DuAgro Tecnologia e Intermediação is a new client win for the department. Pinheiro Neto's agribusiness team is based in São Paulo and also relies on the firm's full-service hubs in Brasília and Rio de Janeiro.

**Strengths** A client says: "The team's technical quality is quite high," adding: "They deliver things quickly and accurately, also demonstrating an in-depth level of knowledge of matters."

**Work highlights** Pinheiro Neto advised Nutrien on the offering and structuring of a Receivables Investment Fund, with the purpose of funding the operation of Nutrien's subsidiaries in Brazil.

#### Notable practitioners

A client says that **Tiago Araújo Dias Themudo Lessa's** (see p.50) "level of knowledge transmits a good sense of security," while another calls him "an excellent lawyer." He handles complex sector-related capital market operations, including the issuance of Agribusiness Receivables Certificates, as well as the structuring of receivable investment funds.

#### Ramos e Zuanon Advogados

See profile on p.132

**What the team is known for** Ramos e Zuanon Advogados is a respected firm recognised for its longstanding experience handling domestic and cross-border agribusiness mandates. It frequently advises clients from the banking, transportation and food processing industries on transactional matters relating to non-performing loans, project finance matters and capital market operations such as the issuance of Agribusiness Receivables Certificates. It has additional capabilities handling M&A and sector-related agree-



ments, including the negotiation of EPC contracts. The team is based in São Paulo.

**Strengths** A client appreciates their “tailor-made service,” adding: “They create solutions that are specific to the client’s problem and not standardised ones.”

**Work highlights** Successfully represented Banco Santander in a number of collection initiatives involving defaulted loans in the bank’s agribusiness portfolio.

#### Notable practitioners

**Christian de Lima Ramos** receives praise from a source for being a “very talented partner who understands exactly what the client wants.” The same interviewee goes on to say: “He is able to give good ideas and suggestions, and is very creative and proactive in supporting our business.” He is well-versed in handling sector-related M&A, project finance matters and capital market operations.

### Vaz, Buranello, Shingaki & Oioli Advogados

**What the team is known for** Vaz, Buranello, Shingaki & Oioli Advogados is a boutique practice best known for assisting clients with sector-related financing and capital markets operations. The São Paulo-based team is regularly sought out by major banks and financial institutions, as well as food production and agricultural fertiliser companies, to assist with the development of sale and purchase agreements, issuance of Agribusiness Receivables Certificates and syndicated financing transactions.

**Strengths** A client appreciates “their vast amount of knowledge of agribusiness-specific regulations.”

**Work highlights** Assisted Banco Bradesco BBI with the issuance of Agribusiness Receivables Certificates backed by agribusiness receivables due by rural producers and inputs distributors linked to Bayer.

#### Notable practitioners

Head of department **Renato Buranello** is described by a client as “an authority” in environmental matters, while another adds: “He is a very important name in the sector.” He remains a market-leading practitioner with a broad expertise, particularly in matters relating to the structuring of agribusiness transactions and the issuance of Agribusiness Receivables Certificates. Another impressed interviewee states: “I greatly respect his legal opinions and I believe he has an in-depth level of knowledge of the area.” **Marcelo Franchi Winter** enters the rankings due to his strong presence in the market, particularly assisting companies with the issuance of Agribusiness Receivables Certificates. A satisfied interviewee says: “He offers a high quality of work and is very objective,” adding: “He knows exactly what the negotiation needs to be completed and how to best serve the client.”

### Band 3

### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

#### See profile on p.120

**What the team is known for** Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados is a heavyweight full-service firm renowned for its expertise in transactional agribusiness mandates, such as M&A, fiduciary sales and corporate reorganisations. The team boasts considerable knowledge

of finance matters, regularly advising clients on the issuance of Agribusiness Receivables Certificates, as well as sector-specific tax issues such as FUNRURAL. Client roster includes players from the pulp, sugar and food industries. The team is based in the firm’s São Paulo headquarters and benefits from Mattos Filho’s hubs in Brasília and Rio de Janeiro.

**Strengths** A client says: “They have a good level of technical excellence, they are quick, and the partners are accessible.”

**Work highlights** Mattos Filho advised BRF on the issuance of Agribusiness Receivables Certificates in the amount of BRL2.2 billion.

#### Notable practitioners

Partner **Rossana Fernandes Duarte** draws upon her real estate expertise to advise agribusiness clients on matters relating to the purchase and sale of rural land and M&A transactions. One market commentator attests: “She is a good professional.” **Bruno Matriani Simões Tuca** (see p.57) is skilled at handling a range of agribusiness mandates, including sector-related capital market operations. A client attests: “He is very active handling the issuance of green bonds and has been an instrumental part of our discussions,” adding: “He always brings detailed analyses, addressing the challenges and changes to the new agribusiness law.”

### Passos e Sticca Advogados Associados

#### See profile on p.127

**What the team is known for** Passos e Sticca Advogados Associados is a firm with an impressive track record representing clients in sector-related administrative and judicial litigation. Team boasts particular expertise assisting clients with contentious tax mandates, including the recovery of credits related to agribusiness financing instruments. Also furnishes advice on agribusiness contracts, bankruptcy matters and issuance of agricultural bonds. Acts for investment funds, as well as companies in the food processing and livestock production sectors.

**Strengths** A market commentator attests: “They are very good at handling agribusiness tax matters.”

#### Notable practitioners

Co-head of department **André Ricardo Passos** (see p.59) has experience representing companies in sector-related tax mandates, with one client attesting: “He is very good at handling complex litigations.” The same interviewee goes on to highlight his expertise assisting with “defence strategies and structuring high-value operations.” **Ralph Sticca** (see p.61) has experience representing clients in litigation arising from sector-related tax and bankruptcy issues. He boasts additional capability handling transactional matters such as warehousing contracts for agricultural products. A client says: “He coordinates the operations and is a very dynamic person.” Associate-to-watch **André Morais Bachur Silva** (see p.58) enters the rankings this year after receiving positive feedback from the market, with one interviewee saying: “He is a highly technical and well-measured lawyer, with a lot of experience.” He assists clients with contentious mandates, including sector-specific tax and bankruptcy litigation.

### Souto Correa Advogados

#### See profile on p.143

**What the team is known for** Souto Correa

Advogados is a solid Porto Alegre-based practice group with proven track record handling sector-related litigations, including those arising from sale and purchase agreements disputes and lawsuits relating to rural financial product notes. Additional prowess assisting clients with transactional matters such as the drafting and negotiation of timberland investment documents, corporate structuring and asset acquisition. Mizuho do Brasil and CJ International Brasil Comercial Agrícola are new client wins.

**Strengths** A client says: “They are very good and their partners are excellent professors in the agribusiness sector.”

**Work highlights** Souto Correa represented CHS in an enforcement lawsuit against SEARA aiming to seize 6,000 tons of soya beans.

#### Notable practitioners

Co-head of department **Gilberto Deon Corrêa Junior** remains a well-regarded name in the timberland investment sector, assisting clients with a range of sector-related mandates, including rural land sale deals and the drafting and negotiation of timberland investment documents. A client reports: “He has a very good level of knowledge and experience,” adding: “He understands strategy and gives precise opinions.” **Rafaela Kern**’s practice is focused on timberland and rural investments, encompassing corporate law, contracts and real estate law, especially that which relates to foreign investments. A client attests: “She has a good understanding of international law and forestry legislation.” **Fernando Pellenz** climbs up the rankings this year owing to the positive feedback received from clients and peers alike. One interviewee says: “He is a highly skilled professional with longstanding experience in the agribusiness sector.” A client applauds his “good level of expertise handling agribusiness matters.”

### TozziniFreire Advogados

#### See profile on p.152

**What the team is known for** TozziniFreire Advogados is an established firm with an agribusiness department highly sought after by pulp and paper, food processing and energy companies to assist with a range of matters. The team boasts particular expertise advising clients on financial transactions, including sector-related M&A, as well as capital market operations such as the issuance of Agribusiness Receivables Certificates. Additional expertise handling timberland investment mandates. It is based in the firm’s headquarters in São Paulo.

**Strengths** A client says: “They are experienced and proactively raise points that may be of interest,” adding: “They provide legal certainty.”

**Work highlights** TozziniFreire assisted FS Bioenergia with its first international green bond offering of secured notes.

#### Notable practitioners

Co-head of department **Vladimir Miranda Abreu** (see p.58) is a very well-established practitioner, particularly in the field of timberland investment. A market commentator says: “He is extremely specialised in the area,” adding: “He has experience handling innovative and disruptive cases.” **Alexei Bonamin** (see p.51) is known for his work in sector-specific financial and capital market operations. A client says: “He has an in-depth level of knowledge of the market and transmits a lot of confidence in the legal side.”

## Band 4

**Huck, Otranto, Camargo Advogados**

**What the team is known for** Huck, Otranto, Camargo Advogados is a noteworthy department assisting important national agribusiness players with corporate and transactional mandates. Offers solid expertise in the structuring of M&A deals, drafting and negotiation of purchase and sale agreements of commodities and sector-specific tax matters. Also advises clients on capital market operations such as the issuance of Agribusiness Receivables Certificates.

**Strengths** A client says: "They have longstanding recognition for handling fiduciary and rural property matters," adding: "They have a large amount of experience dealing with agribusiness mandates and are always up to date with new legislation."

**Work highlights** Huck, Otranto, Camargo Advogados assisted Nova América Agrícola with amending its sugarcane purchase agreement.

**Notable practitioners**

**Eduardo Oliveira Lima** is active in a range of sector-specific mandates, including the purchase and sale of agribusiness assets, tax structuring of agribusiness transactions and capital market operations such as the issuance of CRAs. A client says: "He pays very close attention to any risks to the business and contributes a lot to the process by offering clarifications."

**Luchesi Advogados**

**What the team is known for** Luchesi Advogados is a significant practice with valued experience advising domestic agricultural clients on diverse agribusiness matters. Often handles the negotiation of manufacturing and export agreements of commodities, registrations and execution of guarantees. Also assists with judicial reorganisations, credit recovery cases and the issuance of rural notes and receivables certificates.

**Strengths** A market commentator says: "They are

a traditional name and have been working in this field for a long time."

**Notable practitioners**

Celso Umberto Luchesi is a key contact.

**Petribu, Cabrera e Pires de Mello Advogados****See profile on p.128**

**What the team is known for** Petribu, Cabrera e Pires de Mello Advogados is a noteworthy practice group with a dedicated agribusiness department assisting clients with a range of sector-related matters. The team often acts on credit recovery proceedings and sector-specific contract negotiations. It draws upon its versatile capabilities to also advise on production financing and credit restructuring operations.

**Strengths** A client says: "Their services are of excellent technical quality," adding: "They understand the business and stand out because of their expertise handling securities matters."

**Notable practitioners**

**Ben-Hur Cabrera** (see p.51) enters the rankings due to his strong practice handling credit recovery and sector-specific finance and tax mandates. A client states: "He was instrumental in helping us navigate the creation of the business and its day-to-day operations," further applauding his multidisciplinary skills, saying: "His awareness of US legal concepts is particularly helpful, especially when discussing strategies."

**Other Ranked Lawyers**

**Flávia Bailoni Marcilio Barbosa** is a well-established practitioner working on timber assets and sector-related corporate structuring matters. A market commentator states: "She is a specialist and is very active in the sector," adding: "She has a hands-on approach."

Head of department **Aldo De Cresci** is renowned

for his excellent advice in the field of timberland investment. A client says: "Aldo is knowledgeable and has many years' experience in this sector." The same source states: "He has expertise working with companies, investors and the government," adding: "He has the necessary experience and skill to handle matters that involve both state and federal processes." Another interviewee comments: "He is undoubtedly one of the most experienced and active lawyers in timberland matters."

Co-head of department **Nancy Gombossy de Melo Franco** remains a well-regarded name in the agribusiness sector, with one interviewee attesting: "She is a very experienced lawyer with a refined technical knowledge." She has expertise representing leading players in the industry in relevant contentious mandates. A satisfied client adds: "She is always available and seeks solutions for our most complex problems."

Founding partner **Juliano Lazzarini Moretti** is well known for his expertise on transactional and contractual agribusiness matters. A market commentator states: "He is very experienced and well known in agribusiness."

**Gabriel Leutewiler** offers support to clients on finance matters, with expertise advising on debt restructuring mandates, trade matters and capital markets transactions such as the issuance of CRAs. A client says: "He is an extremely technical and objective lawyer who is always available."

**Thiago Soares Gerbasi** moves up in the rankings following positive client feedback, with one client highlighting his "good technical expertise." He assists clients with litigation proceedings, including those arising from the breach of sale and purchase agreements. A client adds: "He is hard-working, client-oriented and gets personally involved in the matters."

## Aviation

Aviation	Aviation: Finance	Aviation: Regulatory
Leading Firms	Senior Statespeople	Leading Individuals
<b>Band 1</b>	<b>Senior Statespeople:</b> distinguished older partners	<b>Band 1</b>
Bernardi & Schnapp Advogados	Mangabeira Albernaz Lynch Maria Regina (ORL) ◇	Bernardi Ricardo Bernardi & Schnapp Advogados
Machado, Meyer, Sendacz e Opice *	<b>Leading Individuals</b>	<b>Band 2</b>
<b>Band 2</b>	<b>Band 1</b>	Di Ciero Simone Di Ciero Advogados *
Basch & Rameh	Castro Cunha Derenusson Ana Luisa DDSA – De Luca	Falkenburger Fabio Machado, Meyer, Sendacz e Opice
Costa, Albino & Lasalvia Advogados – CAL	Falkenburger Fabio Machado, Meyer, Sendacz e Opice	<b>Band 3</b>
DDSA – De Luca, Derenusson, Schuttoff *	<b>Band 2</b>	Assis de Almeida José Gabriel JG Assis (ORL) ◇
Pinheiro Neto Advogados *	de Carvalho Adolpho Julio Pinheiro Neto Advogados *	Medina Luisa Di Ciero Advogados *
<b>Band 3</b>	de Carvalho Vianna Servera João Paulo Veirano *	Montgomery Neil Montgomery & Associados
ASBZ Advogados *	<b>Band 3</b>	
Di Ciero Advogados *	Bernardi Ricardo Bernardi & Schnapp Advogados	
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *	Rameh Carlos Basch & Rameh	
Montgomery & Associados	Simões Adriana Mattos Filho, Veiga Filho, Marrey Jr. *	
Veirano Advogados *	<b>Up-and-coming individuals</b>	
* Indicates firm / individual with profile.	Bonsenso Veneziano Felipe Sole Practitioner (ORL) ◇	
◇ (ORL) = Other Ranked Lawyer.	<b>Associates to watch</b>	
Alphabetical order within each band. Band 1 is highest.	Guazzelli Queiroz Gomes Caroline Pinheiro Neto *	

## Band 1

**Bernardi & Schnapp Advogados**

**What the team is known for** Bernardi & Schnapp Advogados maintains a top position in the rankings due to an impressive track record in the full spectrum of aviation matters. The São Paulo-based firm demonstrates unrivalled capabilities assisting major companies of the aeronautical industry with regulatory, financing and contrac-

Aviation: Liability & Litigation
Leading Individuals
<b>Band 1</b>
<b>Bernardi Ricardo</b> <i>Bernardi &amp; Schnapp Advogados</i>
<b>Costa Julio</b> <i>Costa, Albino &amp; Lasalvia Advogados – CAL</i>
<b>Band 2</b>
<b>Amaral Guilherme</b> <i>ASBZ Advogados</i>
<b>Assis de Almeida José Gabriel</b> <i>JG Assis (ORL) ◇</i>
<b>Di Ciero Simone</b> <i>Di Ciero Advogados*</i>
<b>Band 3</b>
<b>Lasalvia Besada Gustavo</b> <i>Costa, Albino &amp; Lasalvia</i>
<b>Medina Luisa</b> <i>Di Ciero Advogados*</i>
<b>Taliba Rita</b> <i>Taliba e Advogados Associados (ORL) ◇</i>
<i>* Indicates individual with profile.</i>
<i>◇ (ORL) = Other Ranked Lawyer.</i>
<i>Alphabetical order within each band. Band 1 is highest.</i>

tual matters. It also boasts outstanding expertise representing clients in judicial disputes, spanning from accidents to airline passenger complaints.

**Strengths** A client says: “*They have a profound knowledge of the aviation sector as a whole.*”

A market commentator adds: “*They are very strong in regulatory matters for airlines, very respected, and have been in the market for a while.*”

#### Notable practitioners

Distinguished partner **Ricardo Bernardi** remains a prestigious name in the aviation market among clients and peers alike, with one of them attesting: “*Ricardo Bernardi is a very recognised professional.*” He is well regarded for his knowledge of a wide array of aviation matters, providing expert advice on a variety of regulatory, finance and contentious mandates.

### Machado, Meyer, Sendacz e Opice

#### See profile on p.115

**What the team is known for** Machado, Meyer, Sendacz e Opice is a full-service firm with a wealth of expertise advising on complex aviation financing mandates. With prominent offices in São Paulo, Rio de Janeiro and Brasília, the firm is regularly instructed by prominent banks and airlines to assist with the drafting and negotiation of aircraft sale and purchase agreements, negotiation of lease agreements and structuring of financing transactions. The team is also well placed to advise clients on regulatory matters, including compliance with the regulations of the Brazilian National Aviation Agency (ANAC). Banco Votorantim and Neo Taxi Aéreo are new client wins.

**Strengths** A client states: “*Machado Meyer’s lawyers are knowledgeable in this area and help to balance all the risks.*” adding: “*They are well prepared and work well under pressure.*”

Another interviewee says: “*The team is excellent, super responsive, accessible and helpful in explaining changes to legislation.*”

**Work highlights** Machado Meyer assisted Brainfarma with the review and negotiation of a charter agreement for an Antonov 124-100 aircraft.

#### Notable practitioners

A commentator refers to São Paulo-based **Fabio Falkenburger** as “*the most knowledgeable lawyer in this area in Brazil.*” He is highly regarded in the market for his ability to advise on both financing and regulatory mandates in the aviation sector. An interviewee says: “*Fabio Falkenburger is very pragmatic and goal-oriented,*” further stating: “*He assists clients with the decision-making process and is very good at closing deals.*” Another source adds: “*He is very responsive, well informed, inter-*

*ested and solution-driven.*”

### Band 2

#### Basch & Rameh

**What the team is known for** Basch & Rameh is a respected firm frequently instructed by domestic and foreign airlines as well as aircraft manufacturers to advise on high-value deals arising in the sector. Its established aviation team boasts noted expertise assisting clients with international aviation contracts, major cross-border financing mandates and aircraft leasing matters.

**Strengths** A client says: “*They are experts in this field,*” adding: “*They are very responsive, solution-driven and informed about changes in the legislation.*”

#### Notable practitioners

Founding partner **Carlos Rameh** remains a highly regarded name for his lengthy track record advising clients on finance issues relating to the aviation sector. He is additionally well placed to assist with oil and gas, insurance and maritime works.

### Costa, Albino & Lasalvia Advogados – CAL

**What the team is known for** Costa, Albino & Lasalvia Advogados – CAL is a well-regarded aviation boutique drawing upon a seasoned team to represent both airlines and insurers in a range of contentious mandates, including those reaching Brazilian Superior Courts. Its deep bench has experience assisting clients with liability claims, cargo disputes and loss adjustment claims. The firm is additionally qualified to advise on finance and regulatory matters. Two Táxi Aéreo is a new client.

**Strengths** A client says: “*They are very proactive and interested in solving the problems not only for the insurers but for the clients too.*”

**Work highlights** CAL assisted DHL Brazil and its insurers and reinsurers with various cargo disputes related to the international transportation of high-value goods.

#### Notable practitioners

Esteemed founding partner and head of department **Julio Costa** is a market-leading aviation lawyer particularly renowned for his work representing domestic and international clients in significant contentious mandates. He is highly specialised in insurance litigation relating to aerospace activities and issues arising from accidents. Partner **Gustavo Lasalvia Besada** is well versed in a variety of insurance-related matters and contentious mandates arising from the aviation sector. He is an active litigator recognised for his ability to represent insurers and reinsurers in disputes relating to aircraft accidents.

### DDSA – De Luca, Derenusson, Schuttoff Advogados

#### See profile on p.85

**What the team is known for** DDSA – De Luca, Derenusson, Schuttoff Advogados is an admired department with a vast amount of experience acting for financial institutions and airlines in sector-related mandates. The team has particular expertise advising clients on financing mandates, including the sale and purchase of aircraft, as well as assisting them with the drafting and negotiation of time-sharing and leasing agreements.

**Strengths** A client appreciates the team’s “*know-how related to buying aircraft, responsiveness and technical knowledge.*”

#### Notable practitioners

Outstanding head of department **Ana Luisa Castro Cunha Derenusson** is described by a client as “*an excellent professional.*” The source also appreciates “*her ability to reconcile her technical and legal knowledge, and to efficiently negotiate contracts.*” Another interviewee adds: “*She has a profound knowledge of subject matters and a solution-driven approach.*” Derenusson is a highly active specialist in aircraft financing deals and lease agreements.

### Pinheiro Neto Advogados

#### See profile on p.131

**What the team is known for** Highly sophisticated firm Pinheiro Neto Advogados enjoys significant reputation in the aviation sector. While clients praise its outstanding financing activity, the firm’s multidisciplinary approach is also much admired. The most important airlines, banks and financial institutions frequently rely on the team for a range of complex mandates, including leasing, sale and acquisition of aircraft. Pinheiro Neto also stands out for its regulatory practice representing clients before the Brazilian watchdog ANAC. Most mandates are dealt with from the firm’s São Paulo stronghold, but it also boasts superb capabilities in Brasília.

**Strengths** A client says: “*Pinheiro Neto has a very experienced and focused team,*” adding: “*They are very keen on providing smart and business-friendly solutions.*”

**Work highlights** Pinheiro Neto represented Airbus Financial Service in the sale of four A319 aircraft to LATAM Airlines Group upon expiration of the existing lease arrangements.

#### Notable practitioners

Well-regarded practitioner **Adolpho Julio de Carvalho** (see p.52) draws upon more than 20 years of experience advising clients on a range of aviation finance transactions. A market commentator attests: “*He is highly recognised in the market.*” A client says: “*He is one of the most knowledgeable lawyers when it comes to the aviation industry in Brazil,*” adding: “*He knows everyone in the business from bankers to lessors.*” Associate-to-watch **Caroline Guazzelli Queiroz Gomes** (see p.54) makes her ranking debut in aviation this year after receiving very positive feedback from the market. A client describes her as “*a wonderful problem solver.*” She is active in a variety of aircraft financing deals and lease agreements. Another interviewee comments: “*She is very diligent, proactive, and always collaborates with the client to close the transaction successfully.*”

### Band 3

#### ASBZ Advogados

#### See profile on p.64

**What the team is known for** ASBZ Advogados has a notable aviation department assisting clients with a range of contentious mandates. The team remains active representing well-known international airlines in administrative appeals against decisions issued by ANAC, and in baggage and consumer-related claims. It boasts additional capabilities advising airlines on regulatory matters. JURCAIB and British Airways are new client



wins.

**Strengths** A client appreciates ASBZ's "proactivity and well-founded actions and advice."

**Work highlights** ASBZ represented Três Corações Alimentos in an administrative appeal against a decision issued by ANAC claiming that the client had operated 51 flights with an irregularity.

#### Notable practitioners

**Guilherme Amaral** draws upon more than 15 years of experience to represent clients in a variety of liability cases, including those involving consumer rights and insurance claims, as well as administrative appeals against ANAC. A client additionally applauds his ability to advise on regulatory matters, saying: "His regulatory advice is very welcome in the strategic decision-making process of the company."

### Di Ciero Advogados

**What the team is known for** Di Ciero Advogados is a boutique with a long-standing practice advising clients on aviation law-related mandates. Its compact team is often retained by national and international companies in the aeronautical industry to assist with both contentious and consultancy mandates. The team has additional expertise handling contractual and regulatory mandates.

#### Notable practitioners

Partner **Simone Di Ciero** (see p.52) remains highly recognised by market commentators due to her solid activity representing clients in contentious mandates, as well as advising them on regulatory issues. An interviewee says: "She is a really good lawyer," adding: "She is very well known and competent." Partner **Luisa Medina** (see p.57) remains a respected name in the aviation market owing to her expertise assisting players from the aeronautical industry with a range of sector-related issues. She boasts particular expertise representing clients in contentious mandates and advising them on regulatory matters.

### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga

#### See profile on p.120

**What the team is known for** Powerhouse Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados assists well-known airlines and companies hailing from the aviation industry with a range of financing mandates, including the drafting and negotiation of sale, purchase and lease agreements. The firm has additional expertise advising clients on regulatory matters, including compliance with ANAC regulations. Qatar Airways Investments and Gotogate Agência de Viagens are new client wins. Mattos Filho's aviation practice is based in

the firm's São Paulo headquarters, but the firm is also well equipped to handle matters from its strong Brasília and Rio de Janeiro hubs.

**Strengths** A client says: "Mattos Filho's aviation team is organised, confident, responsive and intelligent."

**Work highlights** Mattos Filho advised Gotogate Agência de Viagens on the regulatory requirements for the constitution and authorisation of a travel agency in Brazil.

#### Notable practitioners

**Adriana Simões** (see p.61) continues to build a strong reputation in the market, with a client calling her "very organised, prepared and knowledgeable," adding: "She is excellent in what she does." She is frequently seen advising on a variety of aviation finance matters, including the negotiation of loan agreements and aircraft financing.

### Montgomery & Associados

**What the team is known for** Montgomery & Associados is a respected firm advising national and international airlines on the full spectrum of legal issues relating to the aviation sector. The team has experience handling passenger claims, as well as assisting clients with day-to-day corporate and regulatory matters. It also demonstrates expertise assisting clients with the obtaining of licences with ANAC.

**Strengths** A client appreciates the team's efficiency, saying: "They come up with solutions and have good communication."

**Work highlights** Montgomery & Associados assisted Virgin Atlantic Airways with the opening of a Brazilian branch, including obtaining a licence with the National Civil Aviation Agency of Brazil to operate regular flights and carrying out the necessary registrations before the Brazilian Central Bank.

#### Notable practitioners

Head of department **Neil Montgomery** offers a wide range of services in the aviation sector, boasting particular expertise assisting clients with passenger claims, regulatory and contractual matters. One client describes him as "extremely communicative and knowledgeable," adding: "He is very good at finding solutions."

### Veirano Advogados

#### See profile on p.155

**What the team is known for** Veirano Advogados is a full-service firm advising companies in the aviation sector, as well as financial institutions, on a range of financing matters. The team has particular expertise assisting clients with the sale and acquisition of aircraft, as well as with the

restructuring of aircraft lease agreements. Associação Brasileira das Empresas de Transporte Aéreo is a new client win for the department. The firm's aviation practice is based in Rio de Janeiro, but the team also counts on its strong São Paulo hub.

**Strengths** A client says: "Veirano has a very clear understanding of Brazilian regulations and contractual matters involving the Brazilian transport agency."

**Work highlights** Veirano assisted World Star Aviation with the negotiations to restructure and extend the lease agreement of three Boeing 737-800 aircraft to Gol Linhas Aéreas.

#### Notable practitioners

Seasoned head of department **João Paulo de Carvalho Vianna Servera** (see p.52) has a considerable amount of experience assisting clients with cross-border financing transactions and is described by one satisfied interviewee as "an excellent problem solver who provides the client with multiple options when dealing with issues." A market commentator adds: "He is a good and efficient lawyer who is nice to work with on the opposite side."

### Other Ranked Lawyers

Respected name partner **José Gabriel Assis de Almeida** is a well-regarded name in the aviation industry owing to his ability to handle complex disputes, as well as advise on regulatory matters. A market commentator additionally highlights his ability to handle financing mandates, further applauding him for his technical knowledge.

Up-and-coming partner **Felipe Bonselso Veneziano** advises clients on regulatory and finance-related mandates arising from the aviation sector. He is experienced assisting companies with aircraft financing matters, including the sale and purchase of aircraft, as well as the negotiation of leasing agreements.

A market commentator describes senior stateswoman **Maria Regina Mangabeira Albernaz Lynch** as "an icon" when it comes to financing mandates in the aviation industry. An interviewee confirms that she is "very recognised both nationally and internationally," further highlighting her longstanding presence in the area.

Name partner **Rita Taliba** is well versed in litigation mandates arising from the aviation industry. She represents airlines in a number of contentious mandates before regulatory authorities, including those relating to consumer liability claims.

## Energy & Natural Resources Mining

Energy & Natural Resources: Mining
Leading Firms
<b>Band 1</b>
Pinheiro Neto Advogados *
Veirano Advogados *
<b>Band 2</b>
Borba, Simões Barbosa, Bessone, Cristofaro
Cescon, Barrieu, Flesch & Barreto Advogados *
William Freire – Advogados Associados
<b>Band 3</b>
Azevedo Sette Advogados *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

### Band 1

#### Pinheiro Neto Advogados

See profile on p.131

**What the team is known for** Pinheiro Neto Advogados is a market-leading firm with an outstanding department benefiting from long experience acting on some of the most sophisticated matters in the mining sector. The firm draws upon its strong transactional capabilities to assist leading mining companies with sector-related M&A, negotiation of royalty agreements and contracts and tax matters. The team also excels at handling complex regulatory issues, including negotiations with regulatory bodies, and sensitive litigation such as those involving environmental concerns related to tailings dams. Lundin Mining and Greenstone Resources are new client wins.

**Strengths** A client says: “They went above and beyond to secure what we needed, they provided specific interpretation of complicated matters and pointed out things that we didn’t even realise we had to look at.”

Another interviewee states: “They are a top-notch firm. They provide very clear advice and are very responsive to the needs of the client.”

**Work highlights** Pinheiro Neto represented China Molybdenum and its Brazilian subsidiary in lawsuits filed by the public prosecutor’s office and in civil investigations regarding tailings dams in the client’s phosphate and niobium operations in Brazil.

#### Notable practitioners

Distinguished partner **Carlos Vilhena** (see p.62) is highly sought out by major clients to advise on the full spectrum of mining law matters and is particularly recognised for his expertise handling international deals. An interviewee says: “Carlos Vilhena is one of the top mining lawyers internationally and definitely in Brazil. He understands the needs of North American clients and the regulatory issues they face there.” Another source adds: “He is singularly focused on the needs of the client, and is always available, pragmatic and solution-oriented.”

#### Veirano Advogados

See profile on p.155

**What the team is known for** Much respected full-service firm Veirano Advogados has a stellar practice group boasting top-tier expertise in matters concerning the mining industry. The firm often acts as counsel to distinguished mining corporations and investment funds engaging

Energy & Natural Resources: Mining
Senior Statespeople
<b>Senior Statespeople:</b> distinguished older partners
de Moraes Sérgio Jacques Sole Practitioner (ORL) ◇
Ferraz e Castro Carlos Americo Veirano Advogados *
Leading Individuals
Star individuals
Vilhena Carlos Pinheiro Neto Advogados *
<b>Band 1</b>
de Moraes Borba Virgílio Cezar Borba, Simões Barbosa
Garcia Pedro Andrés Veirano Advogados *
<b>Band 2</b>
Drummond Trindade Adriano Mattos Filho (ORL) ◇ *
Freire William William Freire – Advogados Associados
Mendo de Souza Marcelo Cescon, Barrieu, Flesch *
<b>Band 3</b>
Bessone Daniela Borba, Simões Barbosa, Bessone
de Mattos Silva Tiago William Freire – Advogados
Pellegrino de Souza Mauricio Cescon, Barrieu, Flesch *
Sion Alexandre Sion Advogados (ORL) ◇
Visconti Luiz Fernando SiqueiraCastro (ORL) ◇
Up-and-coming individuals
Jardim Pedro Henrique Machado, Meyer (ORL) ◇

in domestic and cross-border M&A deals and financing transactions. The team is highly sought after for its knowledge of complex regulatory, environmental and contractual matters. It is also well equipped to represent clients in sector-related litigation, including those involving environmental and antitrust issues. Hirschfeld Mining and Sentient Mining are new client wins.

**Strengths** A client appreciates their “attention to detail, precise advice and ability to anticipate clients’ needs.”

Another source adds: “They are well recognised and very active in the mining sector.”

**Work highlights** Veirano advised Leagold and Equinox Gold with their merger of equals valued at USD578 million.

#### Notable practitioners

Senior statesperson **Carlos Americo Ferraz e Castro** (see p.53) has more than 40 years of experience in the mining sector and is described by one interviewee as “outstanding and a very well-known figure.” He is widely admired for his longstanding activity in the field, with another source saying: “He is very knowledgeable and contributed a lot to the development of the sector.” Head of department **Pedro Andrés Garcia** (see p.53) is widely recognised in the market for his high-profile and diverse mining practice. An interviewee says: “He is highly skilled at negotiating M&A and financing contracts, and has a great level of knowledge of regulatory matters.” He is active assisting companies with international transactions and regulatory issues arising from mining projects. A source says: “Pedro is an outstanding lawyer who is focused on his clients’ needs and gives clear advice that is contextualised to their situation.”

### Band 2

#### Borba, Simões Barbosa, Bessone, Cristofaro – BSBC Advogados

**What the team is known for** Rio de Janeiro firm Borba, Simões Barbosa, Bessone, Cristofaro – BSBC Advogados maintains a much-respected

mining department working on a range of relevant mandates. The firm is frequently retained by domestic and foreign mining companies acting on the diamonds, gold and mineral sands markets to advise on regulatory and transactional matters, including sector-related M&A and the drafting and negotiation of agreements and corporate documents. The team possesses additional capabilities representing clients in contentious mandates. **Strengths** A client says: “They are excellent,” adding: “They are available, responsive and provide a perfect service.”

**Work highlights** Borba Simões assisted Mining Business Platform with the drafting and negotiation of corporate documents and association agreements with greenfield properties and prospective investors.

#### Notable practitioners

Experienced co-head of department **Virgilio Cezar de Moraes Borba** has forged a strong reputation in the market, with one interviewee saying: “He is a great lawyer and was one of the first ones to work on mining projects when mining wasn’t such a big industry,” adding: “He has a lot of experience handling negotiations.” A client says: “Virgilio’s client service is outstanding,” while another states: “He is an authority in mining law.” **Daniela Bessone** is well equipped to advise clients on complex regulatory and transactional matters in the mining sector. A source says: “She is one of those lawyers who bring important and intelligent information to the table wherever there is a case,” adding: “Her work is outstanding.”

#### Cescon, Barrieu, Flesch & Barreto Advogados

See profile on p.81

**What the team is known for** Cescon, Barrieu, Flesch & Barreto Advogados is an established full-service firm with particular knowledge of regulatory and transactional matters in the mining sector. The firm houses a team of expert lawyers who are well equipped to advise clients on matters relating to mining royalties, the obtaining of environmental licences and sector-related M&A, as well as due diligence in relation to mining dams. The team also demonstrates experience representing domestic and international clients before Brazilian courts and regulatory bodies.

**Strengths** A client praises “the in-depth level of knowledge of the lawyers in relation to mining law and regulatory matters,” adding: “Their opinions are well founded and precise, making it easy for clients to understand the legal issues.”

**Work highlights** Cescon Barrieu assisted Samarco with the obtaining of environmental licences and with proceedings before the National Mining Agency (ANM) to reverse the client’s interdiction to operate at Germano Complex following the Fundão dam collapse.

#### Notable practitioners

Head of department **Marcelo Mendo de Souza** (see p.57) is recognised for his longstanding experience in the mining sector and is particularly noted for his regulatory expertise. A source says: “Marcelo demonstrates a high level of technical knowledge and market recognition in matters relating to the National Mining Agency (ANM).” Another client adds: “He is an excellent lawyer, who has a vast amount of knowledge of the matter.”

Partner **Mauricio Pellegrino de Souza** (see p.58) is active advising clients on regulatory matters and is notably well regarded for his expertise handling issues related to tailing dams disasters. A client says: *"Mauricio is an experienced professional, who is creative and has a strategic-thinking approach."*

## William Freire – Advogados Associados

**What the team is known for** William Freire – Advogados Associados is a Belo Horizonte-based mining boutique with experience handling a range of sector-related matters for domestic and international companies. The firm is recognised for its expertise assisting clients with contractual issues, including the negotiation of land use agreements, as well as regulatory mandates such as obtaining approvals before the National Mining Agency (ANM). The team is also skilled at representing companies in administrative and judicial litigation. AngloGold Ashanti is a new client win.

**Strengths** A client says: *"I believe they are the most up-to-date team when it comes to market trends,"* adding: *"They have developed a very practical and useful language to communicate with clients."*

**Work highlights** William Freire advised a Brazilian gold mining company on compliance with regulatory rules on tailings dams.

### Notable practitioners

Founding partner **William Freire** is well regarded in the market for his longstanding experience and is particularly noted for his expertise handling complex regulatory matters in Minas Gerais. A client says: *"He is undoubtedly a technical lawyer."* Another interviewee comments: *"He is an excellent lawyer, who has an unparalleled track record and experience."* **Tiago de Mattos Silva** is active assisting key mining companies with regulatory

matters. A client says: *"He is a very good lawyer, who is highly technical and transmits information very clearly."* Another source appreciates his *"excellent client service and level of knowledge,"* adding: *"He has a practical and direct communication style."*

## Band 3

### Azevedo Sette Advogados

**See profile on p.69**

**What the team is known for** Azevedo Sette Advogados is a well-regarded firm based in Belo Horizonte with proven skills tackling mining matters on behalf of domestic corporations. The team possesses expertise spanning both the contentious and non-contentious spheres, assisting clients with litigation relating to environmental damages as a result of tailings dam collapses, as well as advising on environmental regulatory issues. The team also benefits from experience acting on sector-related M&A and negotiations of mining agreements.

**Strengths** A client appreciates the team's *"technical skills and solutions-oriented approach."*

**Work highlights** Azevedo Sette advised Yamana Gold on mining regulatory matters related to tailings dams.

### Notable practitioners

Leonardo Pereira Lamego is the key contact for clients.

## Other Ranked Lawyers

**Sérgio Jacques de Moraes** is a renowned senior statesman with a longstanding expertise in the mining industry and an impressive track record advising on high-profile matters. He enjoys a

strong reputation in the market, with one interviewee saying: *"I have an immense respect for all his contributions to the sector."* Another source adds: *"He is widely recognised and an authority in the field."*

Well-regarded partner **Adriano Drummond Trindade** (see p.53) has a solid track record advising market-leading mining companies on complex regulatory and transactional matters. A client says: *"The service he provides and his expertise are excellent."* Another source adds: *"He is a great lawyer who is always up to date with what is going on in the market."*

Up-and-coming partner **Pedro Henrique Jardim** enters the ranking this year after positive feedback from clients and peers alike. He is active assisting mining companies with transactional and regulatory matters, as well as contentious mandates. A client says: *"Pedro is well experienced, very supportive and trustworthy."*

Head of department **Alexandre Sion** assists important players in the market with matters relating to mining rights and compliance with regulation on safety infrastructure, as well as environmental licensing issues. A client says: *"Alexandre does an excellent job and has a strategic approach to matters."* Another source appreciates his *"great level of knowledge and excellent ability to explain matters concisely."*

Head of department **Luiz Fernando Visconti** has experience assisting clients with transactional matters and administrative litigation before the National Mining Agency (ANM). A client says: *"He has a vast experience in the area and an analytical and comprehensive view of matters, which allows him to understand the impacts of the discussions, thus being able to foresee and mitigate risks."*



## Oil & Gas in Brazil

Contributed by Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

**Editor's note:** Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados' Giovanni Loss has become a key figure in Brazil's oil and gas sector. His practice stood out at the same time the country became a major oil producer by developing its deep-sea oil reserves. He has been ranked by Chambers for about a decade, rising to the Band 1 position in 2015. In 2021, Loss was ranked as Star Individual in the sector after leading year by year some of the main mandates in the area and getting recognition from peers and clients for his leadership. He is seasoned assisting major international E&P companies. Recently, UK's Premier Oil and Brazil's Petro Rio have relied on his counsel for key deals in the sector. Loss co-signs the following market overview with Associate to Watch Bruno Chedid and Caio Bernardes Vianna. Both are also members of Mattos Filho's Band 1 oil and gas practice.

### Oil & Gas in Brazil

Despite major impacts of COVID-19 to economies worldwide, which caused a plunge in the oil prices to USD21.04/b in April last year, oil and gas production in Brazil continues to grow. In 2020, Brazil's oil and gas production reached a record high of 3.74 million of barrel of oil equivalent per day (boe/d), being 2.94 million barrels of oil per day (bbl/d) and 127.4 million cubic metres of natural gas per day (m<sup>3</sup>/d). Brazil's oil production remains predominantly offshore, with Petrobras still being the major player in the market, responsible for roughly 74.01% of the oil and gas production. Pre-salt areas account for 68.6% of the national production.

With Brent prices returning to USD60/70 levels, companies that stalled their investments amidst the outbreak are expected to resume their projects. Petrobras' ongoing divestment programme, the resume of annual bidding rounds by ANP and the enactment of highly anticipated regulations, such as the New Gas Law, are also key features in the industry which are expected to create new opportunities and different businesses models in all upstream, mid-stream and downstream segments of the Brazilian oil and gas industry.

The Brazil E&P recovery is also evidenced by the investment plans of major players for 2021. According to the latest available Capex figures collated by BNamericas, twenty-seven of Latin America's principal oil and gas operators expect to outlay USD164.39 billion this year, representing an increase of USD18.6 billion when compared to 2020. This trend is aligned with the general optimism on the Brent price forecast of relevant stakeholders. With other countries in Latin America still struggling with their political scene, Brazil presents positive signs to the oil and gas industry, having the potential to attract investors with already developed assets, as well as expectation of new exploration opportunities in deep water off the Brazilian coast.

Integrated gas projects, such as gas-to-power and LNG-to-power, are becoming more of a reality in the country, with different players seeking to develop gas-based projects and regasification terminals on the Brazilian coast from the south east to the northern part of the country. Some recent developments in this segment are: the acquisition of the entirety of Golar's businesses in Brazil by New Fortress Energy; the execution of a Memorandum of Understanding between Hydro and New Fortress to supply gas to their alumina plant in Bacarena; the announcement by Porto do Açu regarding the obtaining of the operation licence for its first thermal power plant located in Rio de Janeiro State, which is part of the largest thermoelectric power complex in Latin America;

the declaration of public utility by Santa Catarina and São Paulo States regarding areas destined for regasification terminals to be operated by Golar and Compass, respectively; the tender process for the lease of the Petrobras LNG regasification terminal in Bahia with processing capacity of 20 million m<sup>3</sup>/d; and the request for new licences by Petrobras for the expansion of the regasification terminal in the city of Rio de Janeiro from 20 to 30 million m<sup>3</sup>/d.

### Opportunities

Petrobras's divestment programme has been ongoing since 2015, with more than USD42 billion in assets being sold, including TAG, NTS and a myriad of mature oil and gas onshore and offshore fields. The agreement entered into by Petrobras with CADE is also pushing for the sale of eight refineries opening the so-closed Brazilian downstream market to new players, additional stake in NTS etc. Among the assets being divested by Petrobras, it is worth mentioning:

- eight oil refineries, representing approximately 50% (fifty per cent) of Brazil's refining capacity;
- onshore and shallow water fields, (i) Norte Capixaba Cluster, with 5 onshore concessions; (ii) Carmópolis Cluster, with 11 production concessions; (iii) Potiguar Cluster, with 23 onshore and 3 offshore producing concessions; (iv) Bahia Terra Cluster, with 28 onshore concessions; (v) Urucu Pole, with 7 production concessions; (vi) Merluza Cluster, with two offshore concessions;
- offshore fields, (i) Albacora and Albacora Leste deepwater concessions; (ii) Marlim Complex, with four offshore deepwater concessions; (iii) BM-S-51 concession; (iv) Golfinho and Camarupim Clusters;
- natural gas carriers, (i) 51% stake in Transportadora Brasileira Gasoduto Bolívia-Brasil – TBG; (ii) remaining 10% stake in Nova Transportadora do Sudeste S/A – NTS;
- local gas distribution companies, 51% of Petrobras Gás S.A. – GASPETRO, which is the holding company of 19 Brazilian local gas distribution companies.

Petrobras's divestment of mature assets allows for new independent oil and gas companies, private equity funds and financial institutions to enter the market and expand their portfolio. The diversification of players in mature fields together with the recovery of the Brazilian capital markets represents a new important trend of funding through public listing with the Brazilian stock market (B3 S.A.), as it would be the case of PetroRecôncavo S.A., Petro Rio S.A. and 3R Petróleo Óleo e Gás S.A.

The consolidation of the mature fields segment is a result of the regulatory effort of the Brazilian National Agency of Petroleum, Natural Gas and Biofuels ("ANP") to address key aspects of E&P financing through ANP Resolution No. 785/2019, which established new rules for the assignment procedure of concession agreements and settled new rules about security interests over rights arising out of E&P agreements (i.e. reserve-based lending). Another important regulatory innovation was ANP Resolution No. 817/2020 regulating the decommissioning of E&P facilities. This resolution addresses relevant concerns on assignment procedures, as well as sale and purchase of E&P assets, by requiring a clear allocation of responsibilities between assignor and assignee regarding the assets to be decommissioned.

The diversification of the Brazilian E&P market with the entrance of small and medium size companies was also enabled by

the creation of the open acreage tenders, which consists of the continuous offer of exploratory blocks and areas with marginal accumulations located in onshore and offshore basins returned or in the process of being returned to the ANP. Another regulatory measure expected to foster this segment is the reduction of royalties applicable to small and medium size companies (up to 5% and 7.5%, respectively), which draft resolution has been recently discussed under a public hearing and consultation procedure and its publication is expected for this year.

The opening of the Brazilian refinery market is ongoing after Petrobras entered into a settlement agreement with the Brazilian Antitrust Authority (CADE) for the sale of eight oil refineries and associated infrastructure. Such settlement represents a milestone in the modernization of the sector due to both (i) sale of half of Petrobras's operations, representing half of the Brazilian refinery capacity; and (ii) the potential development of new refineries, in view of a more competitive and free market. Although Petrobras's refinery divestment is only expected to be concluded by December 31, 2021, several new projects are being built or planned throughout Brazil and existing refineries are being expanded (e.g. Oil Group is planning the construction of a small refinery in Açú Port in Rio de Janeiro State and it is negotiating two refineries with EnP in Espírito Santo State; Noxis is studying three projects in Sergipe, Ceará and Espírito Santo State; Dax Oil expanded a small refinery in Camaçari in Bahia State).

## Modernization of the Gas Market

Law No. 14,134/2021 (New Gas Law) was finally enacted in April 2021 bringing a long-awaited modernization of natural gas legislation in favour of a more open, dynamic and competitive market. The New Gas Law, further regulated by Decree No. 10,712/2021, introduced relevant changes from upstream to downstream segments more aligned with the opening of the market after the divestments of Petrobras and enabling the integration with the electric power sector, including the following:

- Access to Essential Facilities – ensures non-discriminatory and negotiated access for third parties interested in production flow pipelines, natural gas treatment or processing facilities and LNG terminals, detailing the rules on access and enhancing the transparency to the third-party access of such infrastructure;
- Natural Gas Transportation – establishes (i) an authorization regime, which shall expedite the construction or expansion of new gas pipelines; (ii) an entry/exit model for contracting capacity, in-

creasing the liquidity and flexibility of transportation network; (iii) the unbundling of the industry by prohibiting direct or indirect control or affiliation between transporters and the remaining segments (exploration, development, production, importing, shipping and commercialization of natural gas);

- Classification of Gas Pipelines – new criteria more aligned with the reality of the existing or ongoing transportation projects and delegating to ANP regulation the classification of pipelines not covered by the New Gas Law, favouring, in theory, a technical assessment and fostering flexibility of new projects;

- Underground Storage – establishes an authorization regime, which is simpler than the previous concession model, and may foster investments in order to create a market in Brazil;

- Distribution and Commercialization – preserved the possibility for free consumers, self-producers, and self-importers to directly build and set facilities and pipelines for their specific use when their natural gas flow needs cannot be met by the states' piped natural gas distributors. The New Gas Law also authorizes ANP to adopt mechanisms to stimulate efficiency and competition of the segment (through reduction of the concentration of supply and mandatory transfer of transportation, production flow, and processing capacities; mandatory sale of natural gas by agents with high market share; and restrictions on the sale of natural gas between producers in the production areas).

## Summary of ANP Bidding Rounds

After the postponement of the 17th bid round due to COVID-19, ANP resumed the bidding rounds and announced the following schedule for presentation of proposals: (i) 17th bid round, on October 7, 2021; and (ii) Second Transfer of Rights Surplus Bid Round, on December 17, 2021. ANP is also planning the 18th bid round, and the 7th and 8th Bidding Round for exploration blocks under the production sharing regime, which schedules are still to be published.

The bottom line is that the Brazilian energy sector, and more particularly the oil and gas industry, is undergoing fundamental changes from a legal and practical perspectives. The mid and downstream markets are finally opening with the divestments of Petrobras, new regulatory frameworks are being placed to foster a more competitive market aiming at the integration with the power sector, and the upstream segment is diversifying bridging capital market funding to a sector traditionally dominated by big oil companies.

## Energy & Natural Resources Oil & Gas

Energy & Natural Resources: Oil & Gas	
Leading Firms	
<b>Band 1</b>	
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *	
Tauil & Chequer Advogados	
<b>Band 2</b>	
Machado, Meyer, Sendacz e Opice *	
Schmidt, Valois, Miranda, Ferreira & Agel	
<b>Band 3</b>	
Campos Mello Advogados *	
Cescon, Barriau, Flesch & Barreto Advogados *	
Trench Rossi Watanabe *	
Veirano Advogados *	
Vieira Rezende	
<b>Senior Statespeople</b>	
<b>Senior Statespeople:</b> distinguished older partners	
de Miranda Ferreira Antônio Luís Schmidt, Valois	
Rosado de Sá Ribeiro Marilda Barbosa (ORL) ◇	
<b>Leading Individuals</b>	
<b>Star individuals</b>	
Loss Giovanni Mattos Filho, Veiga Filho, Marrey Jr. *	
<b>Band 1</b>	
Chequer Alexandre Tauil & Chequer Advogados	
<b>Band 2</b>	
Ribeiro Davila Daniela Vieira Rezende	
Sobral de Miranda Rogério Schmidt, Valois, Miranda	
Szyfman Daniel Machado, Meyer, Sendacz e Opice	
Valois Pires Paulo Schmidt, Valois, Miranda, Ferreira	
<b>Band 3</b>	
Ayres de Mello Pacheco Luis Fernando CTA (ORL) ◇	
Baptista Baleroni Rafael Cescon, Barriau, Flesch *	
Bittencourt Calmon Alexandre Tauil & Chequer	
Gomes de Almeida Valois Danielle Trench Rossi *	
<b>Band 4</b>	
Belchior Bruno Tauil & Chequer Advogados	
Faveret Cavalcanti José Roberto Faveret   (ORL) ◇	
Rodrigues Caldas Feres Felipe Mattos Filho, Veiga *	
<b>Up-and-coming individuals</b>	
Gomes de Mattos Neto Nilton Mattos Filho, Veiga *	
Medeiros Amorim Livia Souto Correa (ORL) ◇	
Ribeiro de Almeida João Luis Demarest (ORL) ◇	
Soares Maria Fernanda Machado, Meyer, Sendacz *	
Xavier Fernando Machado, Meyer, Sendacz e Opice *	
<b>Associates to watch</b>	
Chedid Bruno Mattos Filho, Veiga Filho, Marrey Jr. *	
Ludwig Danielle Mattos Filho, Veiga Filho, Marrey Jr. *	
* Indicates firm / individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

### Band 1

#### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Full-service elite firm Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados has an exceptional oil and gas practice group holding a leading position in the market through its continued representation of major E&P companies operating in Brazil's highly productive offshore reserves. The firm is instructed to advise on both the transactional and regulatory aspects. It is frequently seen advising on sector-specific M&A deals and assets transactions. The firm also advises on high-end finance deals to back long-term projects and oilfield acquisitions. It is highly sought after for its knowledge of project development and participation in the National Petroleum

Agency's bidding rounds.

**Strengths** A client says: "They are the foremost oil and gas law firm in Brazil and our preferred main adviser."

"The lawyers in the team are always available and deliver quickly," another client says, adding: "We are not aware of any other law firm with such a highly specialised team and with such an in-depth capacity both in regulatory and transactional matters."

**Work highlights** Mattos Filho represented PetroRio in its acquisition of Dommo's 80% participating interest in the Tubarão Martelo offshore field. It advised the same client on the USD140 million acquisition of the FPSO vessel OSX-3.

#### Notable practitioners

Star individual **Giovani Loss** (see p.56) is frequently described as "the best oil and gas lawyer in Brazil" and "brilliant" by market observers. His transactional and regulatory experience is much admired. Loss has a remarkable track record advising on landmark matters in the industry. Clients applaud his high-profile services, with one saying: "His work and command of the legal and regulatory landscape is profound." Another interviewee adds: "He is very experienced, knows the market very well, and is pragmatic, flexible and creative." Partner **Felipe Rodrigues Caldas Feres** (see p.60) has experience assisting clients with regulatory matters before the National Petroleum Agency (ANP) and transactional operations. One client says: "Felipe has a high level of knowledge in this practice area and is extremely effective in finding solutions for the client," and another adds: "We are very satisfied with his high-quality work."

Up-and-coming partner **Nilton Gomes de Mattos Neto** (see p.54) is well equipped to advise on regulatory, contractual and litigation matters. A client says: "Nilton is very available and always willing to solve problems in a very skilful and perceptive way, being always one step ahead, foreseeing problems and inspiring confidence." Clients further benefit from his expertise in shipping matters. "Diligent associate" **Bruno Chedid** (see p.52) joins the table this year as an associate-to-watch after receiving very good feedback from clients. He often assists with M&A transactions and agreement negotiations, as well as regulatory matters. A client says: "He is very well prepared and available." **Danielle Ludwig** (see p.56) has regulatory experience assisting clients with highly complex M&A deals as well as contractual matters. A client says: "We have worked with Danielle for many years. She is a rising star and a promising lawyer punching above her weight."

#### Tauil & Chequer Advogados in association with Mayer Brown

**What the team is known for** Tauil & Chequer Advogados in association with Mayer Brown has an outstanding department renowned for its expertise in a wide range of transactional and regulatory oil and gas matters. Caters to a host of impressive domestic and international clientele in need of representation in complex sector-related corporate and M&A transactions. Benefits from longstanding experience assisting clients with the development of high-capacity LNG projects, as well as with the acquisition of offshore blocks through ANP's bidding rounds. Particularly active

in the upstream and midstream production chains. MISC Berhad is a new client win.

**Strengths** A client says the team has "incomparable knowledge of the oil and gas sector and professionals with outstanding performance in complex operations," adding: "The firm provides a top-level service; they have a team of dedicated and highly experienced lawyers."

Another client states: "What makes them stand out are the professionals, who complement each other in terms of experience and technical knowledge, operating as a full-service team which is available full-time."

**Work highlights** Represented ENGIE and Caisse de dépôt et placement du Québec in the acquisition of the remaining 10% shareholding stake held by Petrobras in Transportadora Associada de Gás -TAG.

#### Notable practitioners

Respected head of department **Alexandre Chequer** is frequently sought out for representation in negotiations related to high-profile projects, M&A transactions and regulatory advice. A client says: "Alexandre is an excellent strategist and super experienced." Another client, who "contacts him just for complicated and big issues," concludes: "He is a fantastic lawyer." Partner **Alexandre Bittencourt Calmon** is well regarded in the market for his solid technical skills. A client remarks: "Alexandre has a strategic approach, provides innovative solutions and has great capacity to assist clients with complex issues," and concludes: "He has great emotional intelligence and knows how to apply it to make sure he achieves the best solutions in complex negotiations." Partner **Bruno Belchior** is singled out by a client as an "excellent professional." He frequently assists companies with complex negotiations and M&A transactions in the sector. A source says: "Bruno has a great technical capacity, being an important actor in negotiations," and another client adds: "He is very professional and experienced with regard to oil and gas matters in Brazil."

### Band 2

#### Machado, Meyer, Sendacz e Opice

See profile on p.115

**What the team is known for** Much admired full-service firm Machado, Meyer, Sendacz e Opice maintains a key oil and gas practice boasting considerable market visibility for representing Petrobras in its landmark divestment programme. The team also assists assisting local and international clients with notable M&A, joint venture formation and various sector-related agreements as well as with project development and an array of regulatory issues. SBM Offshore, ENGIE Soluções and Ecopetrol are new client wins.

**Strengths** A client says: "Machado Meyer's team has in-depth knowledge of the market and vast experience in assisting its clients with the negotiation of their commercial objectives," adding: "The services provided were excellent and decisive for the results obtained."

**Work highlights** Machado Meyer represented Petrobras in the sale of 19 offshore fields and 85 onshore fields in the context of its divestment programme. The deals had a combined value of



USD3.87 billion.

## Notable practitioners

Head of department **Daniel Szyfman** is active across the oil and gas sphere, especially in the Brazilian new gas market and the Petrobras divestment programme. A client says: “*Daniel is a leader and negotiator with great experience in the Brazilian oil and gas market.*” Another client adds: “*He is a great lawyer, very responsible, available, ready to help, and very diligent.*” Up-and-coming partner **Maria Fernanda Soares** (see p.61) joins the rankings this year after impressing clients. One of them says: “*Maria Fernanda has the capacity to work on multiple practice areas, being essential due to her broad knowledge of the sector.*” Another source adds: “*She has a robust experience, creativity and impressive delivery.*” Soares is particularly noted for her role in the growing gas segment in Brazil. **Fernando Xavier** (see p.62) enters the rankings this year as an up-and-coming partner after receiving plaudits from clients for his involvement in complex mandates. He is particularly noted for his expertise in matters involving E&P and onshore operations. A client says: “*Fernando knows a lot about oil and gas, it is impressive.*”

## Schmidt, Valois, Miranda, Ferreira & Agel

**What the team is known for** Schmidt, Valois, Miranda, Ferreira & Agel has a prestigious department boasting a deep bench of seasoned oil and gas lawyers. The firm is sought after to perform due diligence work and to act in high-level M&A transactions. Its lawyers are seasoned in project development in the area and advise on all stages, from exploration and production to refining. Further capabilities include top-notch regulatory advice.

**Strengths** One client comments: “*They provided great work, making us feel at ease and making us confident to close the deal.*”

**Work highlights** Schmidt Valois assisted Petrobras BR Distribuidora with the acquisition of a 70% equity stake in Targus Comercializadora.

## Notable practitioners

Distinguished senior statesperson **Antônio Luís de Miranda Ferreira** has built a strong reputation during his long history in the field. He remains active dealing with sophisticated regulatory matters involving the new gas market in Brazil. Co-head of department **Rogério Sobral de Miranda** is a strong practitioner with substantial expertise in regulatory, transactional and project development matters. He is frequently called upon by leading players in the market to handle strategic cases. A client notes: “*Rogério is extremely loyal, dedicated, with great experience and a sense of partnership with the client.*” Co-head of department **Paulo Valois Pires** remains highly regarded for his longstanding track record and in-depth knowledge of the market. He is described by a client as “*an excellent and experienced professional.*” The same client says: “*He is very thoughtful and careful in managing the risks for the client.*” Another source adds: “*He leads the matters very well and has the ability to coordinate and interpret the issues, communicate the information and mediate complex situations in an excellent manner.*”

## Band 3

### Campos Mello Advogados in cooperation with DLA Piper

See profile on p.78

**What the team is known for** Campos Mello Advogados has a well-regarded Rio-based practice group with considerable experience acting on significant upstream oil and gas mandates. The team regularly advises companies and investment funds on sector-related M&A transactions and participation in concession bidding rounds. It is also sought after by service providers to assist with tenders for the acquisition of oil and gas assets. PetroRio is a new client win.

**Strengths** A client says: “*They provide a high-quality service in terms of response timing, interest and proactivity,*” while another adds: “*It is an excellent firm for oil and gas matters.*”

**Work highlights** Campos Mellos advised 3R Petroleum on the acquisition of the Fazenda Belém Cluster from Petrobras.

**Notable practitioners** David Meiler is the key client contact.

### Cescon, Barrieu, Flesch & Barreto Advogados

See profile on p.81

**What the team is known for** Full-service player Cescon, Barrieu, Flesch & Barreto Advogados has a noteworthy oil and gas practice. The team is regularly sought out by energy companies and financial institutions to assist with M&A and financing deals. It also handles regulatory matters and assists clients with participation in ANP bidding rounds. ABPIP, Klaipešos Nafta Oil (KN) and PetroRio are new client wins.

**Strengths** A client says: “*The service is excellent. They combine detailed technical knowledge with excellent commercial awareness and, critically, a strong client-focused ethos – proactive, responsive, clear advice, and commercial solutions.*”

**Work highlights** Cescon Barrieu represented Copagaz in its USD925 million acquisition of Liq-uigás.

## Notable practitioners

Co-head of department **Rafael Baptista Baleroni** (see p.50) is frequently instructed by key clients to handle regulatory and transactional matters involving oil and gas assets. A client says: “*Rafael has a very good understanding of the Brazilian offshore market, has excellent manners with clients, delivers great solutions, and is very attentive to the client.*” Another source adds: “*In addition to being very technical, he has an interesting view of the market and its players, combining theory and practice in a very useful way.*”

### Trench Rossi Watanabe

See profile on p.153

**What the team is known for** Internationally savvy firm Trench Rossi Watanabe maintains a strong oil and gas department with a track record assisting players in the market with complex regulatory issues, high-profile transactions and litigation work. The firm is particularly noted for providing strategic regulatory advice for companies from the upstream and midstream segments, as well as for its involvement in the discussions related to the new Brazilian gas market. Clients further benefit from the team's expertise in ESG matters.

**Strengths** A client says: “*They provide a high-quality service. What makes them stand out is their*

*combined in-depth experience in this industry, which is a highly regulated sector, with strong supporting practice areas,*” adding: “*This differential allows them to add value in complex matters with a highly qualified multidisciplinary team.*”

**Work highlights** Trench Rossi represented Instituto Brasileiro de Petróleo – IBP as amicus curiae in a judicial dispute related to Project Gemini, involving natural gas market regulation.

## Notable practitioners

**Danielle Gomes de Almeida Valois** (see p.54) leads the charge at Trench Rossi Watanabe's oil and gas department. She is a popular choice for strategic litigation and regulatory advice related to the new gas market, as well as in ESG consultancy. “*Danielle is very creative and well connected,*” a client says, adding: “*She foresees the sector's trends and has a business-driven approach.*”

### Veirano Advogados

See profile on p.155

**What the team is known for** Widely respected full-service firm Veirano Advogados is noted for representing oil and gas clients operating in the upstream and downstream markets. The firm is frequently instructed to advise on high-value M&A transactions and project development mandates, in addition to assisting service providers with bids for the supply and operation of oil and gas assets. Bluewater Energy Services BV is a new client win.

**Strengths** A client says: “*The service is great. I can always count on them, regardless of the time and intensity of demands. They provide excellent work.*”

**Work highlights** Veirano assisted Pulse with a bidding procedure with Petrobras for system installation, monitoring and post-processing services in relation to field data from drilling risers and surface systems.

**Notable practitioners** Ali Hage, Andre Carvalho and Rogério Campos are the key client contacts.

### Vieira Rezende

**What the team is known for** Vieira Rezende has an established department recognised for its strong track record in the oil and gas arena. The team is noted for advising clients on the structuring of new businesses and for assisting with regulatory mandates. It also remains active assisting upstream companies and offshore service providers with the acquisition of oil and gas assets and services. Clients further benefit from their expertise in gas-to-power projects. Hydro and Biosev are new client wins.

**Strengths** A client comments: “*Vieira Rezende's team stands out for its unique dedication, quick service, and quality of the work in terms of technical and legal knowledge as well as strategic delivery,*” going on to conclude: “*They come up with innovative, creative and pro-business proposals and have a great commercial awareness.*”

**Work highlights** Vieira Rezende assisted Biosev with an emergency response before the National Petroleum Agency (ANP).

## Notable practitioners

Head of department **Daniela Ribeiro Davila** is a respected practitioner with long experience in the market. She is often instructed by E&P companies and offshore suppliers to handle complex regulatory mandates. An interviewee says: “*She has an in-depth theoretical knowledge of the sector as well as an in-depth understanding of the industry*

coming from decades of experience." A client adds: "She stands out not only for her dedication and knowledge of the legal system, but also for her commercial awareness and business-oriented approach."

#### Other Ranked Lawyers

**Luis Fernando Ayres de Mello Pacheco** is an experienced practitioner frequently mandated by international clients to handle oil and gas transactions. "He has a deep connection to the E&P business in Brazil and, as such, is able to provide accurate advice," says a client. Another interviewee adds: "His work is perfect technically, quick and pro-business," and concludes: "I would not choose another lawyer."

**José Roberto Faveret Cavalcanti** focuses his practice on gas matters. He draws upon his experience as a consultant for Petrobras and as a legal manager during the creation of OGX to assist clients from the E&P sector. "He has great experience, especially in gas matters," says a source.

**Livia Medeiros Amorim** is singled out by sources for being active in the natural gas market, being particularly noted for her work in regulatory matters. She joins the rankings this year after impressing clients, who highlight her "communication and leadership skills." Another client says: "Livia demonstrates an important commercial awareness and is able to manage the client's expectations. She stands out for her ability to come up with creative solutions focused on the strategic aspects of the projects."

Head of department at full-service firm Demarest

Advogados, **João Luis Ribeiro de Almeida** enters the rankings this year. He is described by sources as an "excellent professional." Almeida has experience advising significant players on transactional and regulatory matters. A client says: "João Luis has very rich experience in this market. He inspires confidence and has a clear, precise and pragmatic approach."

Distinguished practitioner **Marilda Rosado de Sá Ribeiro** draws upon decades of experience in the sector as a superintendent at the National Petroleum Agency (ANP), and as an in-house lawyer at Petrobras. She advises on highly complex transactions and has a widely respected regulatory expertise. A client says: "Marilda is an authority in the oil and gas sector in Brazil."

## Power in Brazil

Contributed by Julião Coelho Advocacia

**Editor's note:** Julião Coelho is highly recognised as an expert in Brazil's dynamic power sector. He was ranked in Chambers for the first time in 2018 and quickly ascended to Band 1 this year after demonstrating an enviable profile of high-stakes mandates and getting applause from clients and peers. In the article below, Coelho and his partner Pedro Henrique Maciel Fonseca set out the major trends and challenges around the Brazilian power sector.

The Brazilian electricity market is organized into two trading environments, separated by a load limit: the free and the regulated environments, each one with its unique type of consumer. These environments are the result of a radical market restructuring in the 1990s, when Federal Laws No. 8.987/1995 and 9.074/1995 ended the vertically integrated state-owned utilities monopoly and introduced competition into the electricity generation sector. The competition among generators was based not only on the creation of Independent Power Producers (IPPs), no longer vertically integrated, but also on the establishment of the Free Trading Environment (ACL, in the Portuguese acronym), which currently accounts for 34% of the market, in addition to the Regulated Trading Environment (ACR), which represents 66% of the market.

### Electricity procurement and types of consumers

In the Regulated Environment, electricity is traded in public auctions, in which the Regulatory Agency (ANEEL) gathers distribution companies willing to buy and generators willing to sell. ANEEL matches their bids and settles a regulated price, and all other conditions of the contract. Distribution companies will then supply electricity for their captive consumer, who will pay the regulated rate approved by ANEEL and cannot have a different supplier other than the local distributor.

According to Federal Law No. 9.074/1995, the Free Trading Environment consists of free consumers, who can procure electricity from any supplier, not only the local distributor. Besides the price, parties may negotiate flexibility, contract length and other contract terms. An important consequence of being able to choose the supplier is that the consumer is no longer dependent on the distributor's portfolio, meaning that they may procure 100% renewable electricity if they wish to do so.

The boundary that separates captive consumers from free consumers (and therefore the regulated environment from the free one) is a load limit. Captive consumers have a load smaller than 500 kW, while free consumers have a load greater than 2,000 kW. The former are mainly residences and small businesses, and the latter are mostly medium or big businesses and industries.

The gap between the two categories (load from 500 kW to 2,000 kW) identifies the special consumer, a third category created by Federal Law No. 9.427/1996. The law provides that consumers with a load greater than 500 kW (mostly medium businesses) are free to procure electricity from specified renewables sources:

solar, wind, biomass, and hydro. In other words, the special consumer is a free consumer, but with comparatively limited (and cleaner) choices.

### Consumer choice expansion: challenges and opportunities ahead

From the supplier's perspective, the special consumers' demand represents a reserved market share, in which renewables compete only among themselves and fossil-fuelled generators are excluded.

This market design is under changes that pose new challenges and opportunities.

The Ministry of Energy's Order No. 514/2018 expanded the special consumer's choice in the Brazilian electricity retail market by gradually reducing the load limit beyond which they become free consumers. In short, the Order turns special consumers into free consumers.

This means renewables lose their reserved market share. This means competition is increasing, and generators are seeking to reduce costs, including regulatory costs, which commonly leads to litigation. For example, in recent cases the Federal Court ruled that ANEEL should regulate special tariffs for renewables, breaking long years of inaction over the matter.

The electricity retail market expansion also increases the political debate and litigation over subsidies. Recently, Federal Law No. 14.120/2021 ended the discount on transmission and distribution tariffs (respectively TUST and TUSD) for new renewable projects, in exchange for the promise to value their environmental attribute (but no effective valuation has been done yet).

The reason is that renewables have reached both price parity (i.e. competitive prices without subsidies) and grid performance parity (i.e. they perform as well as other energy sources). Prices are declining and technologies are improving for renewably generated electricity, so it is becoming the default choice for free consumers, regardless of their broad range of choice.

In addition, the private sector is taking the lead on guiding the economy towards a cleaner path. Recent investment flows and the expected electricity capacity demonstrate that capital is moving towards renewables. For instance, companies are taking the lead and setting voluntary environmental goals that go beyond governmental standards. In 2019, global investments in new renewable capacity were almost three times higher than in fossil fuels and nuclear combined. In Brazil, investments in renewables grew 78% in 2019 compared to 2018.

In this new scenario that is being shaped in the Brazilian electricity market, investors must understand the legislative and regulatory structure, so they can benefit from the vast opportunities in this field.



## Energy & Natural Resources Power

Energy & Natural Resources: Power	
Leading Firms	
<b>Band 1</b>	
Ulhoa Canto, Rezende e Guerra Advogados *	
<b>Band 2</b>	
Julião Coelho Advocacia *	
Machado, Meyer, Sendacz e Opice *	
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *	
Rolim, Viotti, Goulart, Cardoso Advogados *	
<b>Band 3</b>	
Demarest Advogados *	
Mundie Advogados *	
Pinheiro Neto Advogados *	
Veirano Advogados *	
<b>Band 4</b>	
Edelstein Advogados	
Lefosse Advogados *	
Magalhães, Reis & Zagatto Advogados *	
TozziniFreire Advogados *	
Leading Individuals	
<b>Star individuals</b>	
Lustosa Isabel	Ulhoa Canto, Rezende e Guerra
<b>Band 1</b>	
Coelho Julião	Julião Coelho Advocacia
Serrão André	Serrão Advogados (ORL) ◇
Waltenberg David	SiqueiraCastro-Advogados (ORL) ◇
<b>Band 2</b>	
de Souza Côrtes Magalhães Gerusa	Magalhães *
Ricardo Luz de Brito Fabiano	Mattos Filho, Veiga Filho *
Rolim Maria João	Rolim, Viotti & Leite Campos *
<b>Band 3</b>	
Baggio Guilherme	Baggio e Costa Filho (ORL) ◇
Edelstein André Fabian	Edelstein Advogados
Esteves de Souza Ana Karina	Machado, Meyer
Fabbri D'Avila Rafael	Mundie Advogados *
Gomes Raphael	Lefosse Advogados *
Kümmel Figueiró Tiago	Veirano Advogados *
Oliva Junior José Roberto	Pinheiro Neto Advogados *
<b>Band 4</b>	
Costa Barros Rosilane	Demarest Advogados
Machado Moreira Santos Rodrigo	Madrona (ORL) ◇ *
Marques Márcio Pina	Advocacia Bettiol (ORL) ◇ *
Martins José Roberto	Trench Rossi Watanabe (ORL) ◇ *
Seraphim Pedro	Sole Practitioner (ORL) ◇
<b>Up-and-coming individuals</b>	
Dante Pedro	Lefosse Advogados
Garcia de Freitas Souza Laura	Machado, Meyer
Janiques Rafael	ASBZ Advogados (ORL) ◇
Medeiros Amorim Livia	Souto Correa (ORL) ◇
Pereira Schlitter Ligia	Felsberg Advogados (ORL) ◇ *
Ribeiro do Valle Daniel Hossni	ASBZ (ORL) ◇
<b>Associates to watch</b>	
Barbosa Sofia	Mattos Filho, Veiga Filho, Marrey Jr. *
Batistella Machado Júlia	Pinheiro Neto Advogados *
Calixto Hale Crystal Elise	Rolim, Viotti & Leite Campos *
* Indicates firm / individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

### Band 1

#### Ulhoa Canto, Rezende e Guerra Advogados

See profile on p.154

**What the team is known for** Ulhoa Canto, Rezende e Guerra Advogados has a stellar department capable of handling the full gamut of power matters. The firm regularly assists clients with the negotiation of power purchase agreements, par-

ticipation in energy auctions and administrative hearings before ANEEL. The team is also noted for performing due diligence and assessing the regulatory aspects of significant M&A transactions in the power industry. Voltera Energia is a new client win.

**Strengths** One client says: "The services provided by the firm were always of excellent technical quality," and further appreciates that the team is "always present, attentive and available to the demands and requests of the client."

Another client highlights "the depth of the analyses performed by them and their high availability to meet the deadlines" as well as "their ability to come up with innovative ideas."

**Work highlights** Ulhoa Canto represented the power distributors' association Abradee in sensitive negotiations to safeguard the power sector during the Covid-19 crisis.

#### Notable practitioners

Distinguished partner **Isabel Lustosa** enjoys a strong reputation in the market, being described by sources as "an admirable professional" and as "an authority" in the power sector. Her highly sophisticated work and advice on the most complex regulatory mandates makes her stand out. One client praises her "ability to propose solutions which are creative and very compatible and consistent with the market," and further states: "Her command of the subject is so broad that it is possible to think outside the box without compromising any regulation." Other sources state: "She has a lot of technical knowledge, is extremely objective in her approach and goes straight to the point."

### Band 2

#### Julião Coelho Advocacia

See profile on p.101

**What the team is known for** Julião Coelho Advocacia is a highly regarded boutique practice group known for its significant track record advising on regulatory mandates. The firm earned a strong reputation for its ability to handle complex sector-related contentious issues, regularly acting in disputes before regulators and federal courts. Private energy companies and trade associations involved in energy commercialisation, distribution and generation matters feature highly in this firm's client roster.

**Strengths** A client describes the firm as "extremely specialised and a reference in Brazil in the power sector," while another client appreciates their "great technical knowledge and legal strategy."

"The quality of their work is excellent," notes a client, going on to assert: "They are able to combine skills in legal, regulatory and technical matters."

**Work highlights** Julião Coelho Advocacia represented ABRACEEL in an unconstitutionality claim before the Supreme Federal Court involving sector-specific taxation.

#### Notable practitioners

**Julião Coelho** has an excellent standing in the market as an active adviser on regulatory matters and negotiator of complex energy agreements between different parties. He often represents prominent energy suppliers in complex court

appeals before ANEEL and the Supreme Court. One client praises his "ability to think outside the box, suggest new ideas and analyse a problem through a very wide angle," and concludes: "The most striking characteristic about him is his capacity to come up with unexpected solutions." Another client says: "He is excellent, probably one of the best lawyers I know, super-helpful, available and knows the sector very well."

#### Machado, Meyer, Sendacz e Opice

See profile on p.115

**What the team is known for** Highly admired full-service firm Machado, Meyer, Sendacz e Opice maintains a strong practice advising clients on all aspects of the electricity sector in Brazil. The team's top-notch project finance and M&A practices play a big role in making sure the demands from the most prominent clients are fully covered. Such strength secures big jobs in the renewable energy and gas projects market. The power regulation team is well respected and maintains a solid track record before regulators and watchdogs. The firm is also recognised for its expertise in commercialisation of power in the free market as well as energy auction participation.

**Strengths** A client notes that the team provides "specialised work with excellent depth and attention," while another adds: "The service is very good, the professionals are super-qualified and stand out in the market."

Another interviewee appreciates the team's "knowledge of specific legislations, as well as its ability to provide quick and accurate answers."

**Work highlights** Machado Meyer assisted Atlas Juazeiro Comercializadora de Energia with the financing and structuring of Jacaranda Solar Project.

#### Notable practitioners

Seasoned partner **Ana Karina Esteves de Souza** often assists key clients with a variety of regulatory matters, negotiation of power purchase agreements and corporate deals in the sector. One client affirms: "She is extremely respected and has in-depth knowledge of the regulations of the energy sector." Another client says: "She does specialised work with excellent depth and attention." **Laura Garcia de Freitas Souza** is added to the rankings following a positive track record of assisting with a variety of power-related mandates, including those with regulatory aspects. Clients appreciate her ability to deal with complex corporate and contractual matters in the power sector, with one attesting: "She is very accessible, has strong technical knowledge and can easily translate that knowledge to different parties."

#### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Full-service elite firm Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados has a highly regarded department offering diverse expertise in the power arena. It remains a first port of call for both domestic and foreign companies in need of representation before ANEEL in administrative claims and bidding rounds. The team is also powered by Mattos Filho's leading transactional teams, and compa-

nies in the sector rely heavily on the firm for M&A deals and joint venture formation. Mattos Filho also excels in the negotiation of power purchase agreements. Câmara de Comercialização de Energia Elétrica – CCEE, Atem's Distribuidora de Petróleo and Cymi Construções e Participações are new client wins.

**Strengths** A client notes: “They are excellent, we know we can trust them,” and concludes: “The quality of the team's work stands out.”

Another interviewee appreciates “not only their technical knowledge, but also their broad and pragmatic approach to the business,” adding that “they are interested in understanding the client's peculiarities,” and concludes: “They stand out for being objective in dealing with the matters, agile in their responses and available.”

**Work highlights** Mattos Filho helped CCEE obtain a USD15 billion credit line from a pool of 16 banks to mitigate the financial impact of the Covid-19 pandemic.

#### Notable practitioners

**Fabiano Ricardo Luz de Brito** (see p.59) is highly commended for his knowledge of the power sector, with one client saying: “He is very good in regulatory matters and has a very specific knowledge of the energy market.” He represents renowned energy developers in a number of financing, corporate and M&A-related matters. Another client says: “Fabiano is extremely qualified and always up to date in such a complex and dynamic sector,” and adds: “He has a great temperament and is a pleasure to work with, he always keeps his calm and objective approach.” Associate-to-watch **Sofia Barbosa** (see p.50) often advises important clients on power-related disputes. One client affirms: “She is dedicated, always willing to seek solutions in the best possible way for the client, showing the risks in a clear and tangible way so that the client can decide the best solution safely with all the risks laid out.”

## Rolim, Viotti, Goulart, Cardoso Advogados

See profile on p.135

**What the team is known for** Rolim, Viotti, Goulart, Cardoso Advogados is a celebrated Belo Horizonte-based department excelling in regulatory matters, covering power generation, transmission, distribution and commercialisation mandates. The team boasts strong market presence as a result of its continued success, receiving instructions from major players as well as regulatory bodies. It frequently acts as counsel on contentious issues, including judicial reviews and administrative claims before ANEEL. CGT Eletrosul and Helexia are new client wins.

**Strengths** A client comments on the lawyers' excellent service, saying: “They are always up to date, have several big clients and benefit from great experience in the field.”

Another client adds that the firm benefits from “qualified professionals with vast regulatory experience.”

**Work highlights** Rolim, Viotti, Goulart, Cardoso advised Helexia on the contractual and regulatory aspects of a bidding plan for a generation project.

#### Notable practitioners

The “great specialist” **Maria João Rolim** (see p.60) maintains an impressive practice advising important players in the market on complex contractual, regulatory and litigation matters. “She is a respected lawyer and has good academic expe-

rience,” says a client. Another interviewee adds that she is “an excellent professional with vast experience in legal and regulatory matters.” **Elise Calixto Hale Crystal** (see p.51) receives praise for her dedication and expertise. She is experienced in handling sector-related contractual issues and representing clients before ANEEL. A client says: “Elise is very good and has an important technical knowledge both of administrative and energy law, in addition to being polite and available.”

## Band 3

### Demarest Advogados

See profile on p.86

**What the team is known for** Respected full-service firm Demarest Advogados has an admired practice group with valued experience handling power mandates for a significant client portfolio of private corporations as well as the electric energy operator CCEE. The firm has a strong track record in sector-related litigation and administrative proceedings before ANEEL. It also oversees the structuring of high-profile power generation projects and power purchase agreements.

**Strengths** A client says: “The team has in-depth knowledge of the energy market and of the sensitive and recurring issues in disputes between parties in the sector.”

**Work highlights** Demarest assisted CEB and BNDES with CEB's privatisation process worth BRL2.5 billion.

#### Notable practitioners

**Rosilane Costa Barros** is active providing litigation and regulatory advice to prominent energy operators and is noted for her knowledge of the sector. A client highlights her “customer service and proximity with clients,” and adds: “She shows a vast knowledge of the market.” Another interviewee states she stands out for her “commitment to results and excellent work.”

### Mundie Advogados

See profile on p.125

**What the team is known for** Mundie Advogados has a solid department skilled at handling a wide range of commercial and regulatory power sector mandates. It regularly advises on the negotiation of power purchase agreements, risk assessment and power commercialisation matters. The team is also noted for assisting with administrative appeals. Proton Energy, Rio Amazonas Energia and Get Energia are new clients.

**Strengths** A client highlights the team's “proactivity, ability to build relationships and technical capacity.”

**Work highlights** Mundie acted for Termelétrica Viana on an administrative appeal before ANEEL.

#### Notable practitioners

**Rafael Fabbri D'Avila** (see p.53) provides expert advice on regulatory and contractual matters, also representing clients before ANEEL in administrative disputes. “His work is very good; he has very good technical knowledge, background and experience,” says a client, adding: “He is very good in explaining the issues to someone who is not an expert and is very patient in doing so.”

### Pinheiro Neto Advogados

See profile on p.131

**What the team is known for** Pinheiro Neto Advogados is a recognised full-service firm

offering sought-after expertise in power sector mandates. Remains active furnishing advice to clients on a range of contractual and regulatory issues, such as negotiation of business agreements and power purchase agreements, risk assessment and tariff transfers. Couples strong transactional prowess with regulatory expertise to assist energy companies with sector-related M&A. Banco do Brasil, Banco Bradesco and Banco Santander are new clients.

**Strengths** A client praises the team's “hands-on approach, in-depth knowledge of the regulatory sector and strategic network, which helps a lot in the execution of the deal.”

**Work highlights** Pinheiro Neto helped a pool of 16 banks provide a USD15 billion credit line to CCEE to mitigate the impact of the Covid-19 pandemic in the energy market.

#### Notable practitioners

**José Roberto Oliva Junior** (see p.58) is noted for his expertise in handling regulatory mandates, as well as sector-related M&A transactions and finance matters. One client describes him as “a skilled lawyer,” and adds: “He combines his regulatory expertise with an extremely good capacity to negotiate and execute M&A transactions.” Another client notes: “He is highly proactive, technical and solution-oriented.” **Júlia Batistella Machado** (see p.51) is active in a variety of power mandates. A client highlights her “technical quality, very quick responses and ability to raise relevant questions.” Another source attests: “She is dedicated to understanding clients' needs and seeking alternatives to better solve a problem.”

### Veirano Advogados

See profile on p.155

**What the team is known for** Respected full-service firm Veirano Advogados has a noteworthy department recognised for its strength in sector-related transactional mandates. It is regular counsel to domestic and multinational companies involved in M&A and the purchase and sale of energy assets. Additional capacity includes litigation advice arising from infraction notices applied by regulatory agencies. Veirano's strong projects bench is also an important asset for this highly capable team. Morgan Stanley Investment Banking Division, B3 – Brasil, Bolsa, Balcão and Solarig are new client wins.

**Strengths** A client says: “They provided an excellent service and a detailed, quick and business-oriented work.”

**Work highlights** Veirano advised Morgan Stanley on regulatory matters related to gas and thermoelectric projects.

#### Notable practitioners

**Tiago Kümmel Figueiró** (see p.55) is frequently mandated by clients from the energy sector to advise on both regulatory and transactional matters. “He is great and knows a lot about the sector,” says an interviewee. A client states: “Tiago's work is very good, he is firm even when it comes to a difficult matter,” while another adds: “He is very flexible, has knowledge of the market and of the law and is very focused on the success of the deal.”

## Band 4

### Edelstein Advogados

**What the team is known for** Edelstein Advogados is a prominent firm specialising in energy law.

It draws on its vast experience to offer notable expertise in regulatory and sector-related tax mandates. The team is proficient at representing clients from the power, technology and infrastructure sectors in administrative disputes before ANEEL, as well as consultancy and transactional matters. Gerdau, Raízen Energia and Nebras Power are new client wins.

**Strengths** A client says: *"The team has a lot of knowledge of the energy sector's regulations,"* and adds: *"Their service is personalised and they go deep into understanding the issue."*

**Work highlights** Edelstein advised GD Solar on the regulatory and tax aspects of a self-generation deal.

#### Notable practitioners

**André Fabian Edelstein** is particularly noted for his expertise in regulatory and tax aspects of complex energy projects, as well as in disputes before ANEEL. One client attests: *"He has extensive experience in the power sector, seeks creative solutions to problems and has availability to support the client in emergency situations."* Another client says: *"André shows in-depth technical and regulatory knowledge, in addition to having commercial awareness."*

#### Lefosse Advogados

See profile on p.107

**What the team is known for** Lefosse Advogados' strong energy practice group offers experience in a variety of power-related matters. Has noteworthy expertise in the negotiation of complex power purchase agreements, administrative proceedings and contractual issues. Advises significant domestic and international energy operators. Also assists with the privatisation process. Câmara de Comercialização de Energia Elétrica – CCEE, Energia Sustentável do Brasil – ESBR and Statkraft are new client wins.

**Strengths** A client says: *"They know the industry very well, can link the issues while having a broad overview which allows them to better predict strategies and arguments."*

**Work highlights** Assisted Pontoon with the negotiation of a power purchase agreement and regulatory matters.

#### Notable practitioners

The *"attentive and trustworthy"* partner **Raphael Gomes** (see p.54) receives praise for his knowledge of the Brazilian power sector. He is noted for his regulatory expertise, especially in commercial energy market issues. Gomes often represents prominent clients in judicial disputes and privatisation processes. A client says: *"Raphael provides excellent work and has a high level of technical knowledge."* **Pedro Dante** is skilled in advising on privatisation processes and contractual issues. One client highlights his *"noteworthy knowledge"* and adds: *"He stands out for his impeccable client service and great expertise."* Another client says: *"He is skilled, very objective and has a vast knowledge of regulatory matters related to power com-*

*mercialisation."*

#### Magalhães, Reis & Zagatto Advogados

See profile on p.116

**What the team is known for** Magalhães, Reis & Zagatto Advogados specialises in energy law and is particularly commended for its regulatory expertise. Offers significant skills in handling administrative proceedings before ANEEL and risk assessments. Seasoned team brings years of experience in the sector to assist prominent clients with a variety of complex power mandates. Additionally supports clients with sector-related contractual issues.

**Strengths** A client says: *"They stand out for analysing different scenarios through the regulatory agency's lenses and coming up with a personalised solution,"* adding that they appreciate their *"client-focused approach."*

#### Notable practitioners

Highly regarded founding partner **Gerusa de Souza Côrtes Magalhães** (see p.52) is widely admired by clients and peers alike, with a source highlighting her *"deep knowledge of the Brazilian energy sector and its nuances."* A client says: *"In addition to her high level of technical knowledge, she is skilled at quickly understanding the issue and translates complex matters in a clear way,"* and concludes: *"She is a pleasure to work with."* Magalhães frequently assists key energy players with complex regulatory mandates and administrative disputes.

#### TozziniFreire Advogados

See profile on p.152

**What the team is known for** TozziniFreire Advogados has a capable power department within a respected full-service firm with a good reputation for handling significant transactions. Acts for notable domestic and multinational clients engaging in energy M&A and assets, as well as assisting them with commercial matters concerning project development. Well equipped to handle both power generation and distribution matters. Red Eléctrica Internacional and Grupo BP are new client wins.

**Strengths** A client says: *"They have great knowledge of the energy sector and a very high commercial awareness,"* and also appreciates their *"professionalism, technical expertise, proactivity and business-oriented approach."*

**Work highlights** Advised Red Eléctrica Internacional on the acquisition of 100% of shares from Argo Energia Empreendimentos.

#### Notable practitioners

Leonardo Miranda is a key contact.

#### Other Ranked Lawyers

Well-reputed partner **Guilherme Baggio** draws praise for his vast knowledge of energy regula-

tory matters. He is noted for his advice on power generation mandates, as well as his assistance to clients with contentious matters.

**Rafael Janiques** is active in energy-related disputes. A client commends his ability to *"search for different and innovative solutions."*

**Rodrigo Machado Moreira Santos** (see p.56) is adept at handling a variety of regulatory matters in the energy sector. Clients note his ability to share his knowledge about the subject area, with one saying: *"He is able to point out risks and identify possible solutions."*

**Márcio Pina Marques** (see p.56) is noted for his experience working for Brazil's energy regulatory agency. *"He has in-depth knowledge of the sector and strategic litigation know-how,"* a client says.

**José Roberto Martins** (see p.56) is noted for his ability to negotiate a variety of power agreements involving key industry players. He is also active in energy-related M&A transactions, also advising on regulatory matters.

Up-and-coming **Livia Medeiros Amorim** enters the rankings this year following very positive feedback from clients. *"Her advice include diligent risk assessment,"* a client says, adding: *"She always seeks safe and creative solutions to achieve our goals."* She frequently assists with regulatory and project finance mandates.

**Ligia Pereira Schlitter** (see p.58) often assists with regulatory and sector-related contractual mandates. A client says: *"She has really good coordination skills and the way she led the work impressed me,"* while another comments: *"She is a very good lawyer, proactive and has a great legal background."*

**Daniel Hossni Ribeiro do Valle** handles a variety of regulatory matters and assists clients with lawsuits. One client appreciates that he is *"very responsive and has a business-oriented approach."*

**Pedro Seraphim** often assists domestic energy suppliers with sector-related M&A transactions and their regulatory aspects. He is also noted for his expertise in projects arising from the energy sector.

Much-respected **André Serrão** is highly recognised for his advice on regulatory and contentious matters. Market commentators describe him as *"a brilliant lawyer, who approaches matters with in-depth knowledge."*

Highly respected **David Waltenberg** is an outstanding practitioner with a wealth of experience in energy matters. Prominent clients from the energy and automotive sectors rely on his services for complex regulatory matters. He retains an impressive practice of advising clients on complex judicial and administrative proceedings, as well as on regulatory matters. *"He is excellent and highly experienced,"* a source says.



## Environment

Environment
Leading Firms
<b>Band 1</b>
Milaré Advogados *
Pinheiro Neto Advogados *
<b>Band 2</b>
Demarest Advogados *
Graça Couto, Sequerra, Levitinas, Bicudo, Leal
Machado, Meyer, Sendacz e Opice *
TozziniFreire Advogados *
<b>Band 3</b>
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *
Tauil & Chequer Advogados
Trench Rossi Watanabe *
<b>Band 4</b>
Bichara Advogados
BMA – Barbosa, Müssnich, Aragão *
Felsberg Advogados *
Lobo de Rizzo Advogados *
Veirano Advogados *
<b>Band 5</b>
Rennó Penteado Sampaio Advogados *
Silveira, Athias, Soriano de Mello, Guimarães *
SiqueiraCastro – Advogados
Tabet Advogados
Trindade, Lavratti & Advogados Associados

\* Indicates firm / individual with profile.

◇ (ORL) = Other Ranked Lawyer.

Alphabetical order within each band. Band 1 is highest.

### Band 1

#### Milaré Advogados

##### See profile on p.124

**What the team is known for** São Paulo-based Milaré Advogados is an outstanding environment boutique with a formidable track record of advising on high-stakes contentious mandates. The team remains in high demand among prestigious multinational clients hailing from diverse industries such as real estate and energy and natural resources. It regularly assists clients with administrative proceedings before IBAMA and licensing matters, in addition to disputes arising from those matters. Milaré offers further expertise in forestry and infrastructure projects, in addition to conducting the corresponding due diligence. CESBE Group, Eixo SP Group and Mineração Serra Dourada are new client wins.

**Strengths** A client says: “They provide excellent work,” going on to assert: “They are always available, they inspire confidence in their advice, and they know how to deal with the client in delicate situations.”

Another client notes: “Milaré is an excellent firm. They stand out in the environment practice area,” and adds: “They are objective and communicate with the client in a practical and easy yet deep manner.”

##### Notable practitioners

**Édis Milaré** has forged a strong reputation as one of the country's leading environmental lawyers. He is widely admired for his longstanding experience and is described by commentators as “an authority in the sector.” An interviewee says: “He is one of the founders of environmental law as it is in Brazil,” adding that “he has been present in all important developments of the field.” A client says: “He is a brilliant lawyer, he really is on another

Environment
Senior Statespeople
<b>Senior Statespeople:</b> distinguished older partners
Passos Freitas Vladimir <i>Passos de Freitas (ORL)</i> ◇
Leading Individuals
<b>Star individuals</b>
Milaré Édis <i>Milaré Advogados</i>
<b>Band 1</b>
de Bessa Antunes Paulo <i>Tauil &amp; Chequer Advogados</i>
Graça Couto Oscar <i>Graça Couto, Sequerra, Levitinas</i>
Grau Neto Werner <i>Pinheiro Neto Advogados *</i>
Mathias Baptista Adriana <i>TozziniFreire Advogados *</i>
Monteiro Antonio José <i>Pinheiro Neto Advogados *</i>
Sant'Anna Luiz Fernando Henry <i>Demarest Advogados</i>
<b>Band 2</b>
Danelon Leonhardt Roberta <i>Machado, Meyer, Sendacz</i>
Jardim de Moraes Roberta <i>Milaré Advogados</i>
Jorge Alexandre O. <i>Pinheiro Neto Advogados *</i>
Pimentel Garcia Lina <i>Mattos Filho, Veiga Filho, Marrey *</i>
<b>Band 3</b>
Amaral Renata <i>Trench Rossi Watanabe *</i>
Bezerra Luiz Gustavo <i>Tauil &amp; Chequer Advogados</i>
Bilton Signorini Antaceli Bianca <i>TozziniFreire *</i>
Carneiro Ricardo <i>Ricardo Carneiro Advogados (ORL)</i> ◇
Leal Guilherme <i>Graça Couto, Sequerra, Levitinas, Bicudo</i>
Limonta Esteves Grizzi Ana Luci <i>Veirano Advogados</i>
Pires Castanho Renata <i>Lobo de Rizzo Advogados</i>
Senise Walter José <i>Senise &amp; Paiva Advogados (ORL)</i> ◇
Silva Pereira Marcio <i>BMA – Barbosa, Müssnich, Aragão *</i>
Soler Fabricio <i>Felsberg Advogados *</i>
<b>Band 4</b>
Alcântara Machado Lourdes <i>Gasparini (ORL)</i> ◇ *
Buzaglo Dantas Marcelo <i>Buzaglo Dantas (ORL)</i> ◇
Cecilio Leite Ribeiro Luis Celso <i>Pinheiro Neto *</i>
de Faria Tabet Fernando <i>Tabet Advogados</i>
Gil Ferreira Luciana Maria <i>Bichara Advogados</i>
Nunes Athias Jorge Alex <i>Silveira, Athias, Soriano</i>
Paschoal Nogueira Simone <i>Siqueira Castro</i>
Paulino Heloisa Verri <i>Verri Paiva (ORL)</i> ◇
Reis Antonio Augusto <i>Mattos Filho, Veiga Filho, Marrey *</i>
Sales Rodrigo <i>Sales &amp; Kesselring Advogados (ORL)</i> ◇
Sion Alexandre <i>Sion Advogados (ORL)</i> ◇
Trindade Gustavo <i>Trindade, Lavratti &amp; Advogados</i>
Vivan de Souza André <i>Pinheiro Neto Advogados *</i>
Winter de Carvalho Déltón <i>Déltón Carvalho (ORL)</i> ◇
<b>Up-and-coming individuals</b>
de Campos Ferreira Eduardo <i>Machado, Meyer</i>
de Paiva Corrêa Adriana <i>Verri Paiva (ORL)</i> ◇
Dihl Prolo Caroline <i>Stocche Forbes Advogados (ORL)</i> ◇
Feldmann Rafael Fernando <i>Cascione Pulino (ORL)</i> ◇
Franco Rita Maria Borges <i>Milaré Advogados</i>
Tomasoni Giovanni <i>Trench Rossi Watanabe *</i>
<b>Associates to watch</b>
Botter Fabbri Amália S. <i>Lobo de Rizzo Advogados</i>
Cipriano Tasso <i>Felsberg Advogados *</i>
Mendanha Dias Patricia <i>Bichara Advogados</i>
Paulo de Frontin Beatriz <i>BMA – Barbosa, Müssnich *</i>
Salomão Jabra Alexandre <i>Trench Rossi Watanabe *</i>
Vianna Stefanelo Fernanda <i>Demarest Advogados</i>

level,” while another source notes: “His work was outstanding.” “Strong” partner **Roberta Jardim de Moraes** is highly regarded for handling sophisticated judicial and administrative disputes, as well as administrative licensing proceedings and environmental due diligence. “Roberta is a fantastic lawyer,” says a client, adding that “her knowledge is impressive.” Another client concludes: “Her work is excellent.” Moraes frequently advises high-pro-

file clients from the energy and infrastructure sectors. **Rita Maria Borges Franco** is known for her expertise in environmental judicial disputes and is active advising clients on a wide range of environmental matters, being particularly noted for her work in solid waste management. A client says: “Rita is very strategic, agile, competent and has a solid academic background,” while another client adds: “She is an excellent professional.”

#### Pinheiro Neto Advogados

##### See profile on p.131

**What the team is known for** Pinheiro Neto Advogados' environment team has a bench strength like no other to handle some of the most complex matters in the market. It forged its talents within its widely admired career development programme and went on to be the home of some of the most respected practitioners in the sector. The team's track record of handling large-scale environmental disasters, mining exploitation near protected areas and waste disposal management is enviable, and has only improved in the past few years. The firm also excels at handling licensing matters related to the development of infrastructure projects. Pinheiro Neto caters to an impressive roster of clients from Brazil's most prominent industries. Associação Brasileira de Reciclagem de Eletroeletrônicos e Eletrodomésticos and Coalizão Embalagens are new client wins. The environmental team is mostly based in São Paulo, but it also benefits from the firm's outstanding capabilities in Rio de Janeiro and Brasília.

**Strengths** A client says: “They are incredible,” going on to assert: “They are very technical and thoughtful. It is impressive how they come up with the most brilliant ideas,” and concludes: “Pinheiro Neto's service is impeccable.”

Another source states: “I was impressed with two things: first, they are very commercially well connected and understand the arena in Brazil very well. Secondly, they are exceptionally diligent and hard-working.”

**Work highlights** Pinheiro Neto assisted BHP with a lawsuit brought in the UK claiming damages in relation to the Samarco dam collapse.

##### Notable practitioners

Distinguished partner **Werner Grau Neto** (see p.54) handles high-profile judicial disputes involving some of the biggest environmental disasters in the country. He is also highly experienced in environmental issues arising from the energy sector and is active in discussions involving environmental policies for financial institutions. A client says: “He is very dynamic and he is willing to come up with strategies to take necessary risks,” going on to assert: “He works in great partnership with the client and has a broad knowledge in many different areas. He is an all-around excellent lawyer.” **Antonio José Monteiro** (see p.58) is widely admired for his longstanding experience in the sector, being described by a source as a “fantastic lawyer with a brilliant history.” He is active in highly complex environmental litigation and is frequently mandated by key clients from the agribusiness sector to handle leading cases. A client says: “He provides an excellent service and is very well prepared and objective in his advice,” and adds: “He combines the technical environmental knowledge with litigation experi-

ence very well." Partner **Alexandre Jorge** (see p.55) is widely respected and impresses sources with his strategic approach and litigation expertise. He has substantial experience assisting key clients with high-profile environmental disputes. A client says: "Alexandre Jorge is very experienced, a smart advocate and a great person to work with." Another source adds: "He is diligent and super strategic, has in-depth knowledge, provides impeccable client service and brings results." **Luis Celso Cecilio Leite Ribeiro** (see p.52) is a seasoned practitioner who frequently advises important players in the market on high-profile environmental disputes. A client says: "He is incredibly accessible and always available, it is impressive," going on to assert: "He is very objective, nothing is ever confusing, and he is super proactive," and concludes: "He is very thoughtful and always flawless. The work he delivers is perfect every time." **André Vivan de Souza** (see p.62) enters the numbered bands this year after impressing sources with his hard work, knowledge and availability. He has experience advising high-profile companies on complex environmental litigation. He is also well equipped to assist clients with waste management issues, especially reverse logistics. A client says: "André is excellent, he has a very good technical knowledge," going on to add: "I would also emphasise his availability; he is always ready to provide quick responses to our requests."

## Band 2

### Demarest Advogados

See profile on p.86

**What the team is known for** Demarest is a distinguished full-service firm displaying superb capability in environment mandates. Its track record handling issues like reverse logistics plans, contaminated land matters and reforestation projects makes it a go-to firm in the market. The firm has additional experience assisting with administrative proceedings before regulatory agencies, air emissions compliance, and environmental licensing matters. Vale, Mattel and Petróbras Distribuidora are new client wins. The São Paulo-based team also counts on well-equipped offices in Brasília and Rio de Janeiro.

**Strengths** A client says: "They have profound knowledge of the matters, as well as a clear and simple way to explain them to the client, helping us to take the right steps," going on to assert: "Their knowledge, speed to reply and availability make them stand out," and concludes: "We are absolutely satisfied with the services provided by Demarest."

**Work highlights** Demarest advised Vale – Terminal Ilha Guaíba (TIG) on the environmental requirements for transportation of hazardous products.

#### Notable practitioners

"Brilliant" head of department **Luiz Fernando Henry Sant'Anna** enjoys a strong reputation in the market for his longstanding expertise in sophisticated environmental mandates. A client says: "He has great expertise and knowledge," while another adds: "He has a very strategic approach." He has a long track record advising leading players on judicial and administrative disputes, as well as environmental issues arising from M&A transactions. Associate-to-watch **Fernanda Vianna Stefanelo** joins the rankings this year following remarkable comments from clients, with one saying: "She is extremely skilled and has a great knowledge of the

subject." Another client says: "Fernanda has a high level of technical knowledge in the environmental area and analyses the issues accurately." Stefanelo is active assisting significant players in the market with contentious and non-contentious mandates.

### Graça Couto, Sequerra, Levitinas, Bicudo, Leal & Abby Advogados

**What the team is known for** Graça Couto, Sequerra, Levitinas, Bicudo, Leal & Abby Advogados is widely respected for its environmental practice. Throughout the years it has advised major oil and gas companies on sensitive matters and high-stake litigation. It continues to be regularly called upon to assist issues arising out of major environmental disasters, in addition to both contentious and non-contentious matters. The team also handles licence and waste disposal management matters and is also known for its expertise on administrative proceedings before IBAMA. It has particular know-how on dealing with environmental damages related to the marine ecosystem. This environmental team is based in Rio de Janeiro.

**Strengths** A client says: "They are a highly specialised boutique which provides excellent service," adding that "they are technically very well prepared," and concluding: "Something that makes Graça Couto stand out is that they combine environmental consultancy and litigation very well."

**Work highlights** Graça Couto, Sequerra, Levitinas, Bicudo, Leal & Abby Advogados assisted Vale with a settlement agreement involving the environmental fines imposed due to the Brumadinho dam collapse.

#### Notable practitioners

"Heavyweight" founding partner **Oscar Graça Couto** is widely admired by clients and peers alike for his longstanding experience in the environmental arena, with a source saying: "He has an amazing history, he is one of the pioneers in the area." Graça Couto has extensive expertise in highly complex environmental litigation and consultancy. A client says: "Oscar has an impressive academic background, but what is remarkable is that he also has a very business-oriented approach," and adds: "He always provides us with creative solutions." **Guilherme Leal** is well equipped to assist key clients with high-profile disputes and consultancy involving major environmental disasters and contamination cases. Leal is also active working on climate change matters. A client says: "Guilherme is outstanding in his availability, knowledge of the matter and in the way he leads the case," while another adds: "He is an impressive, confident and talented lawyer."

### Machado, Meyer, Sendacz e Opice

See profile on p.115

**What the team is known for** Machado, Meyer, Sendacz e Opice has an acclaimed environmental practice, noted for its experience assisting with crisis management related to large-scale environmental disasters. The team acts for an enviable client portfolio of major names from the mining, energy, agribusiness and pharmaceutical industries. Its track record handling high-stakes environmental litigation is widely noted across the legal market. The team is also seasoned in helping with preventive regulatory mandates, including licence matters, GMO release, construction projects and due diligence. NTS – Nova Transportadora do Sudeste and Huawei do Brasil Telecomunicações are new client wins. Machado

Meyer's environment team is located in the firm's São Paulo headquarters but also benefits from its hubs in Brasília and Rio de Janeiro.

**Strengths** A client comments: "The service they provide is excellent," adding that "they have lawyers of very different profiles in the team, so whichever kind of professional you need for a specific situation, they have you covered," and concludes: "The team is very well prepared to take on difficult cases."

**Work highlights** Machado Meyer advised Samarco on complying with the environmental obligations assumed under the agreements which resulted from the Mariana dam collapse.

#### Notable practitioners

**Roberta Danelon Leonhardt** is highly regarded for her expertise in crisis management, having extensive experience handling the outcomes of major environmental disasters. She is also skilled at assisting clients with licensing disputes and environmental due diligence. A client says: "She is experienced in complex negotiations," while another one adds: "She has in-depth knowledge in this area." Up-and-coming partner **Eduardo de Campos Ferreira** frequently advises high-profile clients on complex judicial and administrative disputes, including leading cases. A client says: "In addition to having strong experience in the environmental area, Eduardo knows a lot about litigation and knows how to deal with difficult situations in a calm way." Another client adds: "He is a very good, competent and quick lawyer."

### TozziniFreire Advogados

See profile on p.152

**What the team is known for** TozziniFreire Advogados is a renowned full-service firm well equipped to assist with high-level regulatory and contentious environmental matters. It provides counsel on routine issues, including due diligence, licensing and infrastructure projects, in addition to complex cases involving waste disposal management, reverse logistic systems and land contamination cases. This São Paulo-based team also benefits from the firm's capabilities in other capital cities in Brazil. GE Celma, SUEZ and BP Castrol are new client wins.

**Strengths** A client says: "They are outstanding," going on to assert: "They are very easy to deal with, client-focused, practical, and have very good judgement," and concludes: "They are very reliable, I trust them and strongly recommend their services."

**Work highlights** TozziniFreire assisted CEBDS with its litigation strategy as amicus curiae at a constitutional judicial review before the Brazilian Supreme Court.

#### Notable practitioners

Distinguished partner **Adriana Mathias Baptista** (see p.57) enjoys widespread praise for her longstanding expertise in sophisticated environmental mandates, with a source attesting: "She is brilliant." A client says: "Adriana provides excellent work," and appreciates her "strategic thinking and ability to unpick the complexities of the matter and provide clear recommendations." Another interviewee adds: "She is very straightforward, very easy to communicate with, and inspires extreme confidence in her advice." **Bianca Bilton Signorini Antaceli** (see p.51) is well regarded in the market for her experience in a wide range of environmental mandates, and particularly noted for her expertise in biodiversity matters. She often assists important clients with environmental remediation

and administrative disputes. A client says: “*Bianca provides excellent work; she is very knowledgeable, technically very well equipped, and has great experience, being able to simplify complex issues.*”

### Band 3

#### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados’ environmental practice is emerging with strength, powered by the firm’s superb full-service capabilities and remarkable talent attraction force. The department is well equipped to advise on high-level contentious mandates. It has built solid experience handling matters arising out of soil contamination and large-scale environmental disasters. Companies from the chemical, mining and beverage industries feature highly in Mattos Filho’s expanding client roster. The firm also furnishes advice on reverse logistics systems, protected areas and environmental compliance. Suzano, BRK Ambiental Participações and Elera Renováveis are new client wins. This São Paulo-based team also benefits from Mattos Filho’s formidable capabilities in Brasília and Rio de Janeiro.

**Strengths** A client says: “*They provide a high-quality service and stand out for the excellent technical knowledge presented in their legal solutions,*” and adds: “*The lawyers in the team have a high level of commercial awareness and knowledge of the business.*”

**Work highlights** Mattos Filho advises AES Tietê on a public civil action regarding an alleged eutrophication.

#### Notable practitioners

**Lina Pimentel Garcia** (see p.59) is a strong practitioner with excellent experience advising key clients on a wide range of strategic environmental matters, particularly those involving contaminated areas, remediation, solid waste management and licensing. A client says: “*Lina is an excellent professional,*” and appreciates her “*quick responses.*” Another interviewee states: “*She is outstanding,*” while another one adds: “*She is very active, intelligent and well prepared.*” **Antonio Augusto Reis** (see p.59) is frequently mandated by high-profile companies to handle significant environmental mandates, and is particularly noted for his expertise in judicial and administrative disputes. A client says: “*Antonio Augusto has in-depth technical knowledge, a strategic approach, and is aligned with the demands and needs of the client,*” and concludes: “*He is an excellent professional.*” Another interviewee adds: “*He is a great and very business-oriented lawyer.*”

#### Tauil & Chequer Advogados in association with Mayer Brown

**What the team is known for** Tauil & Chequer Advogados is a highly regarded full-service firm boasting strong experience advising significant players from the agribusiness, mining and oil and gas industries. It is respected for its ability to manage high-profile environmental crises, in addition to matters concerning indigenous areas and solid waste management. The team offers complementary capabilities representing clients in administrative proceedings before the

relevant authorities. Gemini Energy and Tereos Sugar & Energy Brazil are new client wins. Tauil & Chequer’s environmental team is based in Rio de Janeiro.

**Strengths** A client says: “*Their service is incredibly good,*” going on to assert: “*There is never a loose end in their work, which is perfect and of very high quality, I really trust them.*”

**Work highlights** Tauil & Chequer assisted Gemini Energy with a judicial dispute involving new regulations on environmental offsetting.

#### Notable practitioners

**Paulo de Bessa Antunes** is held in high esteem by clients and peers alike. He has a fantastic history as one of the pioneers in the sector and remains active assisting major clients with sophisticated mandates covering a broad spectrum of environmental matters. An interviewee attests: “*He is an authority in the field.*” A client says: “*He is excellent in terms of technical knowledge, assertive decision making and practical experience, just excellent.*”

**Luiz Gustavo Bezerra** offers experience across a range of different contentious and non-contentious environmental mandates and is particularly noted for his expertise in biofuels, sustainability and climate change. A client says: “*Luiz has a very practical approach and a strong litigation practice,*” going on to assert: “*He is very hands-on and delivers perfect and high-quality work.*” Another interviewee notes: “*He is excellent, very diligent, dedicated and has in-depth knowledge.*”

#### Trench Rossi Watanabe

See profile on p.153

**What the team is known for** Trench Rossi Watanabe is a respected full-service firm with solid expertise assisting with regulatory mandates arising from the environmental arena. It is known for servicing an array of domestic and international clients, including players in the mining, oil and gas and agribusiness areas. It is highly experienced advising on oil spill accidents, licensing and the due diligence of major M&A transactions and infrastructure projects. Buritirama Mineração is a new client win. The team is based in the firm’s São Paulo headquarters.

**Strengths** A client says: “*The service is excellent. Even though it is a big firm, the client service is very personalised,*” going on to assert: “*They know our company very well and the analysis they provide is not just in theory, but rather it is always applicable to the business itself and the risks we face.*”

**Work highlights** Trench Rossi represented Bunge Alimentos in a class action involving solid waste disposal, effluent discharge, air emissions and soil contamination.

#### Notable practitioners

**Renata Amaral** (see p.50) often advises clients from the oil and gas and food and beverage industries on a vast array of environmental matters, including reverse logistics, solid waste management and soil contamination. A client says: “*Renata is outstanding, I cannot speak of her highly enough, she is just excellent.*” Another source adds: “*She has an incredible capacity to see the full picture, knows the environmental aspects very well and has a clear notion of what the focus of each case is.*” Up-and-coming partner **Giovani Tomasoni** (see p.61) is active advising important players in the market on various environmental matters. A client says: “*He is very attentive and skilled, being a key partner in the definition of strategies when it comes to multidisciplinary issues.*” Another source

notes: “*Tomasoni is very good in terms of technical knowledge and communication. He understands the environmental legislation very well and is good at performing risk evaluation.*” Associate-to-watch **Alexandre Salomão Jabra** (see p.60) joins the rankings this year after impressing clients, with one saying: “*Alexandre provides an excellent work. He has a lot of knowledge about the environmental and procedural law and is always friendly and ready to help.*” Another client adds: “*He is a great lawyer, knows the matter and our business, and is always diligent and available.*”

### Band 4

#### Bichara Advogados

**What the team is known for** Bichara Advogados’ experienced environmental department provides services encompassing consultancy and sector-related disputes. It is often retained by domestic and international clients from the construction, energy and telecommunications sectors to assist with administrative proceedings before IBAMA, environmental damages and licence disputes. The team has additional capabilities advising on air pollution matters. Andrade Gutierrez is a new client win. Bichara’s environmental team is based in São Paulo and Rio de Janeiro.

**Strengths** A client says: “*The team has excellent knowledge of environmental regulations,*” going on to assert: “*They are efficient and quick in responding to our demands, as well as flexible and open to hearing the client’s opinion.*”

**Work highlights** Bichara represented Braskem in 46 lawsuits filed by more than 500 fishermen for damages in relation to a subsea pipeline.

#### Notable practitioners

**Luciana Maria Gil Ferreira** often represents clients in environmental judicial and administrative disputes, being particularly active in damages litigation. A client says: “*Luciana is excellent, very attentive, easy to communicate with, responds quickly and handles our case extremely well.*” Another client adds: “*She is always available to help and to provide new solutions and strategies to our complex matters.*” Associate-to-watch **Patricia Mendanha Dias** is described by a client as “*an excellent lawyer.*” She enters the rankings after receiving impressive feedback from clients. One of them notes: “*Patricia is extremely accessible and has in-depth technical knowledge,*” while another adds: “*She comes up with facilitating solutions, showing our options and inspiring confidence in her legal advice.*”

#### BMA – Barbosa, Müssnich, Aragão

See profile on p.73

**What the team is known for** BMA – Barbosa Müssnich Aragão is a dynamic full-service firm offering advice on both contentious and non-contentious environmental mandates. It is often retained by players from the energy, construction and food industries to assist with complex environmental licensing issues and sector-related compliance and construction matters. The firm also advises on litigious matters arising out of environmental damage claims. Ventos de Santo Artur Energias Renováveis is a new client win. BMA’s environmental team is based in Rio de Janeiro and benefits from the firm’s offices in Brasília and São Paulo.

**Strengths** A client says: “*The environmental team*



is excellent. They provide a great service, are very available and understand the client's urgency," adding that "because they are a full-service firm, we can turn to other teams when needed and this comprehensive service makes them stand out."

**Work highlights** BMA assisted Vale with environmental procedures related to the Brumadinho dam collapse.

#### Notable practitioners

**Marcio Silva Pereira** (see p.60) is described by a source as "a brilliant lawyer with a very high level of technical knowledge and emotional intelligence." The same interviewee goes on: "Marcio has in-depth knowledge of the client's business and is very skilled in complex negotiations with stakeholders." Pereira has a solid track record of assisting important clients from the energy, oil and gas and mining sectors with sophisticated environmental mandates. Another client adds: "He is a good strategist with vast knowledge and great experience in the environmental area." **Beatriz Paulo de Frontin** (see p.58) is often mandated by mining, oil and gas and real estate companies to provide legal opinions and assist with administrative proceedings. A client appreciates her "good specialised knowledge in legal environmental matters," while another highlights her "communication skills and understanding of the issues."

### Felsberg Advogados

#### See profile on p.91

**What the team is known for** Felsberg Advogados' well-regarded environmental department has key experience advising on a wide range of waste disposal mandates. The team is frequently instructed by significant players from the food and beverage, technology and pharmaceutical sectors to assist with reverse logistic systems, sanitation management and environmental risk assessments. It is also seasoned representing clients in cases before the Superior Courts. Brother International Corporation do Brasil, Magazine Luiza and International Paper are new client wins. Felsberg's team is based in São Paulo.

**Strengths** A client says: "We had an extremely positive experience with them in terms of availability and responsiveness," going on to assert: "They provide an excellent service, are very well connected with the market and environmental agencies, and deliver excellent work."

**Work highlights** Felsberg assisted Ypê (Química Amparo), Magazine Luiza, International Paper and Alparagatas with waste management matters regarding take-back schemes, extended producer responsibility, packaging, recycling and circular economy.

#### Notable practitioners

Head of department **Fabricio Soler** (see p.61) is widely recognised by clients and peers alike for his expertise in waste management, particularly for his work in reverse logistic and solid waste matters. A client says: "Fabricio's knowledge and delivery are excellent," and another adds: "He is a great lawyer and an authority in the sector when it comes to waste management." Associate-to-watch **Tasso Cipriano** (see p.52) is active assisting clients from the pharmaceutical and electronic sectors with waste management issues, as well as groundwater contamination. Appreciating his "theoretical knowledge," a client says: "Tasso provides excellent work. He is extremely professional, technical and polite."

### Lobo de Rizzo Advogados

#### See profile on p.109

**What the team is known for** Lobo de Rizzo Advogados is a respected firm with an impressive portfolio of clients from the automotive, mining and food industries. Its expertise spans reverse logistics, licensing and waste management issues, in addition to due diligence arising from M&A. The firm also acts before the administrative authorities and the judiciary on environmental damage cases related to air emissions and chemical spills. Renova Tratamento de Resíduos is a new client win. This department is based in the firm's São Paulo headquarters.

**Strengths** A client says: "They are excellent. The firm stands out for its ability to combine the knowledge about the corporate world with the environmental knowledge," and concludes: "They provide a perfect service."

**Work highlights** Assisted Associação Brasileira do Alumínio – ABAL with judicial disputes and administrative inquiry proceedings in relation to the implementation of a reverse logistics system for used packaging.

#### Notable practitioners

**Renata Pires Castanho** has experience representing clients from the mining, chemical and real estate sectors in an array of complex environmental mandates, including judicial disputes and administrative proceedings. A client says: "Renata is great and loves what she does. She is highly committed and specialised." Another client adds: "She is legally and technically very well prepared; she knows the environmental and the legal aspects very well, including local regulations." Associate-to-watch **Amália Botter Fabbri** is active across the environmental sphere, including licensing, administrative proceedings and judicial disputes. A client says: "She is very detail-oriented and is able to easily and quickly recall information. She is an excellent lawyer – very attentive and competent."

### Veirano Advogados

#### See profile on p.155

**What the team is known for** Veirano Advogados is a well-reputed firm handling both contentious and consultancy mandates. The firm is often retained by key players from the chemical, mining and energy sectors to assist with complex land contamination, protected areas and licensing matters. It has additional capabilities advising on waste management, reverse logistic systems and corporate environmental compliance consultancy. Sibelco, Pirelli and Kinross Gold are new client wins. The environment department is based in Rio de Janeiro and benefits from the firm's hubs in Brasília and São Paulo.

**Strengths** A client says: "They have highly specialised knowledge and balance the legal possibilities and their real practical impact," going on to assert: "I would highlight their in-depth knowledge about environmental law in the context of the business world, which was essential to us."

**Work highlights** Veirano Advogados assisted Tok&Stok with administrative proceedings related to waste management plans.

#### Notable practitioners

"Excellent" head of department **Ana Luci Limonta Esteves Grizzi** has a solid track record advising key clients on a vast array of environmental matters, including protected areas, waste management and contamination. A client says: "Ana Luci is

a very competent lawyer with in-depth knowledge of the environmental area and highly dedicated." She is also involved in environmental liability of financial institutions and ESG matters.

## Band 5

### Rennó Penteado Sampaio Advogados

#### See profile on p.134

**What the team is known for** Rennó Penteado Sampaio Advogados is an admired Rio de Janeiro-based boutique firm known for its representation of key natural resources and construction companies in litigation mandates at the federal and state levels. It regularly assists clients with an array of environment issues before regulatory bodies, in addition to conducting environmental due diligence and writing legal opinions.

**Strengths** A client says: "They have experience and technical competency to provide the correct advisory, litigation lead, negotiations and structuring of tailored solutions."

#### Notable practitioners

Luciano Giongo Bresciani and Marina Monné are the key client contacts.

### Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff – Advogados

**What the team is known for** Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff – Advogados is a Belém-based department often retained by significant players from the energy and natural resources sector to assist with environmental matters in the North Region of Brazil, offering particular insight into the specific regulations of the Amazônia Legal area. Practice is focused on representing clients in contentious mandates arising from waste management and water contamination.

**Strengths** A client says: "The firm and its professionals are renowned and highly qualified in terms of technical knowledge and negotiation skills."

**Work highlights** Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff – Advogados assisted Grupo Solvi, Guamá Tratamento de Resíduos, Revita Engenharia and Vega Valorização de Resíduos with public civil actions and infraction notices related to a sanitary landfill operation.

#### Notable practitioners

Name partner **Jorge Alex Nunes Athias** is often retained by companies from the mining and waste management sectors to assist with complex judicial and administrative disputes, as well as legal opinions and licensing matters. A client says: "Jorge Alex is an excellent lawyer – well connected, clearly knowledgeable and always available."

### SiqueiraCastro – Advogados

**What the team is known for** SiqueiraCastro Advogados has an established multidisciplinary team offering a range of services relating to licensing matters and waste disposal consultancy. The firm acts for an impressive client portfolio of companies from the telecommunications, natural resources and energy sectors. It is also seasoned assisting with environmental due diligence on infrastructure projects. SBA Communications Corporation is a new client win. The team is headquartered in São Paulo and benefits from SiqueiraCastro's extensive net of offices across Brazil.

**Strengths** A client says: "I like their service a lot."

*They know our sector very well and are very up to date on the legislation and what is being discussed in the area,” going on to assert: “They have a good availability and provide a quick service according to our urgency.”*

**Work highlights** Assisted AES Tietê with environmental proceedings regarding irregular occupation on protected areas and vegetation suppression.

#### Notable practitioners

**Simone Paschoal Nogueira** often assists clients from the energy and natural resources and waste management sectors with a vast array of environmental mandates, including judicial and administrative disputes and licensing. One client notes: “*Simone provides a very good service, has a practical and strategic approach, and we trust her a lot.*” Another client adds: “*She does excellent work, with environmental technical knowledge and especially in sync with the client’s needs.*”

#### Tabet Advogados

**What the team is known for** São Paulo-based Tabet Advogados is a key boutique practice known for its representation of mining, agribusiness and construction companies in mandates arising out of the management of contaminated areas and pollution. It is additionally skilled at handling environmental damages disputes before the administrative authorities and the judiciary. The firm also executes environmental due diligence for M&A transactions.

**Strengths** A client says: “*They offer an excellent service.*”

#### Notable practitioners

Founding partner **Fernando de Faria Tabet** is well regarded by the market for his solid track record in the area. He is active representing clients in environmental due diligence in the context of M&A, as well as licensing and disputes involving contaminated and protected areas and waste management.

#### Trindade, Lavratti & Advogados Associados

**What the team is known for** Trindade, Lavratti & Advogados Associados is a Porto Alegre-based boutique furnishing environmental advice to regional companies operating in the energy and natural resources sector. Frequently seen advising clients on the remediation of contaminated sites, licensing issues and due diligence. Benefits from additional experience defending its clients from sanctions applied by regulatory authorities.

**Strengths** A market observer says: “*They are excellent and provide work of impeccable quality.*”

#### Notable practitioners

Name partner **Gustavo Trindade** enjoys a solid reputation and is noted for his past experience

at the Environment Ministry. A market commentator states: “*Gustavo is excellent: he has in-depth knowledge, writes legal documents very well and is very articulate in defence of his clients.*”

#### Other Ranked Lawyers

**Lourdes Alcântara Machado** (see p.50) is frequently mandated by significant clients to advise on a wide range of environmental mandates, including complex judicial disputes, legal consultancy and environmental remediation plans. A client notes: “*Lourdes came up with very interesting arguments and she has a very solution-oriented approach.*”

Florianópolis-based **Marcelo Buzaglo Dantas** is a respected lawyer with substantial experience in a vast array of environmental matters, including licensing and judicial disputes involving forest regulations, protected areas, and air and water pollution. A client notes: “*Marcelo is an excellent professional with a strong academic background and vast practical experience.*” Another source adds: “*He has a rare knowledge and unique negotiation skills.*”

**Ricardo Carneiro** enjoys a solid reputation in the market for his experience in environmental matters, especially related to the mining sector. A client comments: “*Ricardo has in-depth knowledge of the licensing procedures, but when we need him to handle judicial disputes he does it very easily,*” while another says: “*He is an excellent professional, very talented and attentive to clients.*”

**Adriana de Paiva Corrêa** joins the rankings this year after receiving impressive comments from clients, with one saying: “*Adriana is an excellent professional with a vast knowledge and provides an excellent client service.*” She is active representing clients in contentious and non-contentious matters. Another source says: “*Adriana has expertise in various environmental matters and always provides a quick service, offering practical and effective solutions.*”

Up-and-coming lawyer **Caroline Dihl Prolo** was recently promoted to the partnership. She is particularly noted for her work in carbon markets, climate change and environmental issues arising from M&A transactions. A client highlights her “*dedication, availability and creativity.*” Another one mentions that “*she is detail-oriented, responsive, and has a very high level of technical knowledge, in addition to being very well connected.*”

Up-and-coming lawyer **Rafael Fernando Feldmann** joined Cascione Pulino Boulos Advogados in 2021. He brings a wealth of experience in environment matters. A client says he is “*assertive*” and “*experienced,*” while another states: “*He has a great level of knowledge and is well connected with*

*renowned players in the environment scene.*”

Senior statesman and veteran practitioner **Vladimir Passos Freitas** is widely recognised by the market as an authority in the environmental area, enjoying an impressive reputation for his longstanding experience and contributions to the sector. A market commentator says: “*He is outstanding,*” while another adds: “*He is without a doubt an authority in the field.*”

A client appreciates **Heloisa Verri Paulino**’s “*dedication, care for her clients, and tailored and detailed service,*” adding that she is “*an experienced professional, extremely qualified and with vast knowledge of environmental matters in Brazil and Latin America.*” Paulino has experience assisting clients with a vast array of environmental mandates, including judicial disputes, administrative investigations, licensing and legal opinions. Another client says: “*She provides exceptional work.*”

**Rodrigo Sales** is active advising clients on environmental due diligence, compliance with environmental regulations, risk management and judicial disputes. He is well regarded in the market for his vast experience and handling of complex environmental mandates.

**Walter José Senise** is frequently retained by clients to provide strategic advice on a range of environmental matters, including contamination, licensing, risk assessment and environmental resource management. A source says: “*Walter is a great lawyer, technically very skilled,*” while another mentions: “*He has a lot of experience and great expertise.*”

Founding partner **Alexandre Sion** is described by a client as “*an excellent lawyer, with great technical skills and a strong academic background, up to date, available and always looking for innovation.*” Sion is frequently mandated by key companies from the energy and natural resources sector, especially mining, to assist with judicial and administrative disputes and licensing issues.

**Délton Winter de Carvalho** is admired by clients and peers alike. A client says: “*Carvalho is very knowledgeable and experienced in environmental law, and is clearly committed to providing the best possible service to his clients. He is reliable and timely in his work, and is extremely collaborative and easy to communicate with.*” Carvalho is active in a wide range of environmental mandates, including judicial disputes, administrative inquiries and negotiations with environmental authorities. He is also involved in deforestation and climate change matters.

## Healthcare in Brazil

Contributed by Pinheiro Neto Advogados

**Editor's note:** Pinheiro Neto's Théra van Swaay De Marchi has consolidated a leading practice in healthcare, being recognised by peers and clients for her expertise in the sector. De Marchi works closely with regulator ANS and has experience with litigation, regulatory and transactional work. Both De Marchi and Pinheiro Neto feature in Band 1 in the inaugurating Chambers Brazil's 'Healthcare: Regulatory' rankings. In the article below, De Marchi explains the trends in the world's second largest private healthcare market.

### Healthcare in Brazil

The release of this first issue of Chambers Legal featuring healthcare in Brazil, as distinct from other prominent industries, attests well to how this publication, renowned nationally and internationally, values and recognises the importance of this sector. This is indeed a great achievement for lawyers and other legal practitioners in the healthcare sector, which plays an independent and specialised role in the legal world, with an excellent potential for growth and opportunities for public and private investments alike.

When it comes to healthcare, everybody knows that there are diverse views and conflicting interests, and that the range of subjects embraced by this area is quite broad. Bearing in mind that not all these subjects can be addressed here, I propose to offer a broad perspective on the sector, in order to provide a brief insight into the path already trodden and the opportunities, challenges and trends ahead.

Brazil is the second largest private healthcare market in the world. That market operates together with the national public healthcare system, namely the Integrated Health System known as SUS. Health spending in Brazil totalled BRL120 billion in 2019, accounting for 8% of the country's GDP; 55% of this spending came from the private sector, which delivers healthcare to around 25% of the Brazilian population, whereas the remaining 45% relates to the public sector, which serves approximately 75% of the population. These figures by themselves already reflect the size and complexity of the sector.

Since its creation in 2000, the National Private Health Agency (ANS), whose mission is "to promote the protection of the public interest in private healthcare, to regulate sector-specific operators – also concerning their relations with providers and consumers – and to contribute towards the development of healthcare actions in Brazil," has contributed to the sustainability, efficiency and stability of the sector. ANS has also facilitated access to healthcare and the delivery of high-quality services, and has provided an institutional interface with other governmental bodies. More recently, ANS has also prioritised the improvement of the sector's regulatory landscape as a means of attracting and establishing closer liaison with market players and society at large.

A secure and predictable regulatory environment is essential for the smooth functioning and growth of any regulated sector. This is no different in the healthcare sector. However, judicialisation has been a source of instability. Sometimes, the regulation covering the sector is disregarded by judges, who consider other pieces of legislation more relevant than the rules established by ANS. There are recent examples of court decisions setting aside an ANS rule on financial support mechanisms (deductible and co-payment). The courts also deemed unlawful the rules setting out conditions for healthcare and payment for exclusive health-

care plans of inactive employees that are maintained in effect after the termination of employment.

Very soon, the market will also know the stance of the Superior Court of Justice (STJ) on another sensitive issue for the sector's economic and financial stability, concerning the validity of a contractual clause providing for price adjustments by age bracket in group plans.

Despite the uncertainties brought on by judicialisation, when compared with other industries the healthcare sector continues to attract significant investments, with an increase in M&A transactions – subject to review by ANS and, if applicable, by Brazil's competition watchdog, CADE, which monitors concentration in the healthcare plan sector to protect competition in the marketplace – in addition to IPOs of healthcare operators and service providers.

Even amid the pandemic, the performance of the healthcare sector, which is strongly pegged to economic performance given the prevalence of group healthcare plan contracts, has shown a surprisingly upward trend. Based on debates over the impact of the pandemic upon the private healthcare market, there is a consensus over some key points: the sector has become stronger, though the private healthcare market has seen a relatively small growth; there must be greater integration between the private and public healthcare sectors; the relationship between healthcare operators and service providers must be improved; and primary healthcare and wellness along with health promotion and disease prevention programmes are particularly important.

Similarly, telemedicine authorised by ANS and by the Federal Medicine Council during the pandemic, as an alternative, emergency and provisional method for healthcare delivery, has evolved significantly. In addition, perhaps telemedicine may translate into an important means of demystifying the use of other technological advances in healthcare, such as artificial intelligence and healthtechs, which also foster access, efficiency and agility in the delivery of healthcare and wellness. This technological breakthrough is undoubtedly an irreversible gain for the sector, but this does not mean that we can dispense with the necessary evaluation in terms of cost benefit, quality of healthcare delivered, patient security and data protection.

Moreover, after the failed attempt to create so-called affordable (or popular) healthcare plans, and amid the emergence of new "deregulated" products and the search for new business models, we can say that the market strongly urges the review of obsolete and/or controversial rules. See, for instance, the relaxation of healthcare plan segments where coverage is currently restricted to a reference plan, outpatient plan, hospital plan (with or without obstetrics) and dental plan based on the ANS List of Healthcare Procedures and Events; authorisation for price adjustments in individual and family plans as a mechanism for resuming the offer of this plan type in the market, whose legal protections (price adjustment and termination) have led healthcare operators to prioritise the sale of group plans; and the rules applicable to the relationship between healthcare plan operators and service providers, including effective remuneration and healthcare models. Improvement of this regulation would promote at the same time greater competition between the regulated and "deregulated" markets and access to the private healthcare system, at least to primary care (non-complex medical examinations and appoint-



ments), while also relieving the burden placed on the public system.

These and other issues show the importance of continuing to debate the new legal framework for healthcare plans. This debate has been postponed by the Brazilian Congress over recent years, in particular due to disagreements between stakeholders and due to other structural overhauls deemed a priority for Brazil. There are hundreds of bills under consideration over a range of healthcare, economic-financial, administrative and budgetary topics and other provisions of the Healthcare Plan Law.

In addition to participation in working groups and public consultations promoted by ANS, it is crucial that society at large, including representatives of associations and entities of the various market players, has a proactive and constructive engagement

in debates over the new legal framework – for which a Special Committee has been recently created by the House of Representatives. This is an opportunity to tackle the sector bottlenecks and redefine the path and role of the private healthcare system, whose functions supplement those of the public healthcare system, which in turn ensures universal and full access to healthcare.

Finally, I congratulate all healthcare lawyers and sincerely wish that recognition of their work acts as a stimulus for continual improvement within the healthcare industry. The healthcare sector has already overcome challenges and will face many others yet to come, which will continue to call for legal and regulatory support, establishing and developing a technical, balanced and transparent dialogue with the involvement of all in the private healthcare chain under the direction and oversight of ANS.

## Healthcare Regulatory

Healthcare: Regulatory
Leading Firms
<b>Band 1</b>
Pinheiro Neto Advogados *
<b>Band 2</b>
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *
TozziniFreire Advogados *
<b>Band 3</b>
Lefosse Advogados *
Machado Nunes Advogados
Leading Individuals
<b>Band 1</b>
Van Swaay De Marchi Théra Pinheiro Neto *
<b>Band 2</b>
de Oliveira Rabelo Maurer Elysangela Rabelo (ORL) ◇
Sammarco Ana Cândida Mattos Filho, Veiga Filho *
<b>Band 3</b>
Gutierrez Teresa Machado Nunes Advogados
Mazzoni Lidiane MAZZONI ADVOCACIA (ORL) ◇
Tavares André Tavares Advogados (ORL) ◇ *
Toro da Silva José Luiz Toro & Advogados (ORL) ◇
Associates to watch
Mayumi Sakamoto Luciana Pinheiro Neto Advogados *
Rothbarth Renata Mattos Filho, Veiga Filho, Marrey Jr. *
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

### Band 1

#### Pinheiro Neto Advogados

See profile on p.131

**What the team is known for** Powerful elite firm Pinheiro Neto Advogados maintains an acclaimed practice group representing prominent companies in sensitive healthcare lawsuits. The team is also seasoned in sector-related M&A transactions, maintaining a strong track record advising on regulatory matters before the National Health Agency (ANS). Top healthcare providers also rely on the firm for assistance with coverage regulation, including for high-end and innovative medical treatments. The firm also helps such providers with the viability of their economic model and getting approval from ANS, Anvisa and the Central Bank for their operation. Rede D'Or is a new client.

**Strengths** “They deliver a holistic evaluation of our demands,” according to a client, who adds: “The team is very cautious and provides extremely up-to-date information.”

Another source says: “I always feel comfortable when they handle matters; they are very committed and business-oriented.”

**Work highlights** Cummins, Dow, DuPont and Citibank are among the companies relying on Pinheiro Neto for assistance with key lawsuits discussing the model of healthcare coverage for former employees.

#### Notable practitioners

**“Impeccable practitioner” Théra Van Swaay De Marchi** (see p.62) receives plaudits from clients and peers for her “outstanding know-how” in private healthcare matters. “Théra shows absolute expertise and domain,” a client says, adding: “She knows the immediate answer to our questions and provides clear advice.” Van Swaay De Marchi leads Pinheiro Neto’s team representing companies in healthcare-related litigation and sector-specialised regulation, being seasoned in ANS regulation. Another interviewee says: “She is open to discuss matters with the company and is very agile.” Associate-to-watch **Luciana Sakamoto** (see p.57) is well regarded for her “strong technical knowledge.” She assists clients with healthcare plan regulation, disputes and transactional mandates. One client reports: “Luciana demonstrates knowledge in the sector and she is confident.”

### Band 2

#### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Elite titan Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados maintains a multidisciplinary team advising on sophisticated regulatory mandates involving private healthcare matters. The team has a strong track record designing corporate healthcare plans and drafting health services agreement. It is also regularly sought after by players from the insurance and healthcare sectors to act before regulatory agencies, including the healthcare watchdog

ANS. Clients from the sector also benefit from the firm’s top-notch transactional practice.

**Strengths** A client reports: “I really enjoy working with the firm. They are organised, their thesis are solid and they are always well placed during negotiations.”

**Work highlights** Mattos Filho’s healthcare team helped Rede D’Or São Luiz obtain prior regulatory approval from ANS for the acquisition and subsequent sale of Paraná Clínicas to SulAmérica.

#### Notable practitioners

**Ana Cândida Sammarco** (see p.60) is respected for assisting companies with ANS and Anvisa regulations as well as structuring sophisticated corporate healthcare plans. A client reports: “She was a good surprise, I loved working with her.” The same source goes on to add that “Ana Cândida has very good communication skills and in-depth expertise.” Another observer says Sammarco is “very easy to work with.” Associate-to-watch **Renata Rothbarth** (see p.60) is valued by a client, who says: “She knows very well the regulations and regulatory agencies.” The same source adds: “You can ask Renata anything and she will respond right away. She demonstrates seniority in her analysis and posture, standing out among others.” Rothbarth acts on regulatory issues and ANS mandates.

### TozziniFreire Advogados

See profile on p.152

**What the team is known for** Admired full-service powerhouse TozziniFreire Advogados maintains an established department advising on contentious and non-contentious matters arising from the healthcare sector. The team is well equipped to assist with public civil actions, risk assessments and transactional mandates. Its clientele comprises important national hospitals and companies from the life sciences and pharmaceutical sectors who often retain the firm to be represented before ANS. Also sought after by clients to issue legal opinions.

**Strengths** One interviewee values that “they are very agile and assertive in their advice,” and goes on: “They work with us side by side, supporting our decisions and being proactive.”

**Work highlights** TozziniFreire assisted CordCell with the sale of its share capital to CryoholdCo,

valued at BRL25 million.

#### Notable practitioners

Marco Torronteguy is a key contact.

### Band 3

#### Lefosse Advogados

See profile on p.107

**What the team is known for** Lefosse Advogados is a respected full-service firm advising on regulatory as well as contentious mandates in the healthcare realm. The team offers solid track record assisting clients with ANS regulation, transactional matters and structuring sophisticated healthcare plans. Its clientele comprises hospitals, medical clinics and healthcare insurers. UnitedHealth Group and Fundação Ary Frauzino are new additions to the portfolio.

**Strengths** A client says: *"The firm offers a vast repertoire and lawyers who are above average technically, which makes the analysis accurate and well placed in the face of the company's needs."*

**Work highlights** Lefosse assisted UnitedHealth Group with the new regulations and guidelines issued by the ANS during the COVID-19 pandemic.

#### Notable practitioners

Head of department Eduardo Carvalhaes is the key contact for clients.

#### Machado Nunes Advogados

**What the team is known for** Healthcare boutique Machado Nunes is well equipped to advise on a

wide range of mandates. The team is experienced acting on the implementation and structuring of healthcare plans as well as transactional matters, often representing clients before ANS. Its client portfolio is composed of domestic and international players from the insurance and healthcare industries.

**Strengths** One client declares: *"Of all law firms that have provided services to our company, Machado Nunes is the one with the most knowledge about the entire healthcare chain."*

**Work highlights** Machado Nunes represented Hospital Care in the acquisition of Indic, a clinical analysis and diagnosis clinic located in the city of Curitiba.

#### Notable practitioners

According to a client, **Teresa Gutierrez** is *"resolute and has extensive knowledge of the public and private healthcare sectors; she knows how to navigate between topics in a clear and assertive manner."* Gutierrez often represents companies before ANS and is also sought after to structure corporate healthcare plans. An interviewee says: *"Her expertise is amazing, she is very experienced with cases before regulatory agencies."*

### Other Ranked Lawyers

Clients benefit from partner **Elysangela de Oliveira Rabelo Maurer's** capabilities to assist with both healthcare and life sciences mandates. She is sought after for legal opinions, due dili-

gence and representing companies before Anvisa and ANS. A market observer says: *"Elysangela is great, always very responsive and easy to work with,"* while another interviewee appreciates that *"she was available any time of the day and this was very important for us."*

One client appreciates that **Lidiane Mazzoni** *"instils confidence in healthcare matters,"* the same source also describing her as *"extremely available and agile."* Another interviewee states: *"She offers a strong expertise and presents all the possibilities for the case; she is a very passionate practitioner."* Mazzoni is experienced acting on structuring healthcare plans and regulatory mandates involving the ANS.

Name partner **André Tavares** (see p.61) is well versed in healthcare regulation and advise on both contentious and non-contentious matters. He is well regarded by clients and peers for his expertise handling matters involving healthcare insurance. Tavares offers a solid track record representing companies in public civil actions, contractual matters and administrative proceedings before ANS.

**José Luiz Toro da Silva** is respected among market commentators for his sector-related publications and legal opinions. He is also retained by clients to advise on M&A deals arising from the healthcare arena.

## Insurance in Brazil

Contributed by Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

**Editor's note:** Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados maintains a leading insurance department in Brazil. The firm was involved in many of the most significant and regulation-innovative insurance matters, following closely the latest developments of this industry. Insurance in Brazil is evolving rapidly and has enormous potential yet to be explored, as partner Cassio Gama Amaral, who is a member of this Band 1 firm and also features in our rankings, and his associate André Hermont Jahara, explain in the article below. In his 15-year career, Amaral advised on several high-stakes insurance matters and helped companies like iFood, Quinto Andar and Airbnb enter the insurance market in Brazil.

### Insurance in Brazil

In Brazil, insurance contracts have always been strictly regulated and poorly standardized.

Institutionally organized by Decree-Law No. 73/66 (enacted during the military dictatorship and still in force) the Brazilian insurance industry had always been severely restricted due to the state monopoly (which ended in 2007) of the Brazilian Reinsurance Institute – IRB (i.e. Instituto de Resseguro do Brasil).

The commoditization of coverages and products prevailed during the state monopoly, with standardized contractual terms and conditions, premiums imposed by the monopolist reinsurer and part of the stakeholders conveniently immobilized by the State. The insured, in this context, was obliged to abide by anachronistic schemes of allocation and dispersion of risks, and even upon eventual influxes of international know-how, the Brazilian market used to simply translate, word-by-word, the relevant terms and conditions.

The data demonstrate the Brazilian market's historic stunting.

According to the World Bank, in Brazil, the ratio between the volume of life insurance premiums and GDP in 2019 was 0.37%, way behind the other Latin American countries, such as Chile (2.84%), Colombia (1.17%) and Mexico (1%), and even further behind developed countries, such as France (5.87%), USA (3.35%) and Germany (3.06%).

Brazil possesses an insurance density of USD281, much lower than other developing countries such as Chile (USD673) and Uruguay (USD449), and (once again) even lower than developing countries from other regions (for example, South Africa and Malaysia amount to USD840 and USD518, respectively).

In our country, insurance is far from fulfilling its role as an important driver of growth and development. According to the data released by Swiss Re in 'Sigma Report No. 4 – World insurance: riding out the 2020 pandemic storm', the insurance penetration in Brazil, i.e. the ratio between the total amount of premiums and the GDP, is only 4.03%, when the average penetration in the world is 7.23%.

The data show that Brazil is far from achieving the optimal potential of insurance penetration in society, opposed to what we see in developed countries such as the United Kingdom (10.3%) and France (9.21%), and even in developing countries like South Africa (13.4%), Namibia (10.44%), Taiwan (19.97%) and South Korea (10.78%).

If we remove life insurance under the capitalization and supplementary health regime from the equation, the insurance penetration in Brazil decreases to just 1.9% of the GDP.

In light of that, the National Council of Private Insurance – CNSP (Conselho Nacional de Seguros Privados) and the Brazilian Private Insurance Authority – SUSEP (Superintendência de Seguros Privados) have been the biggest innovation vectors for the Brazilian market over the past few years, stimulating and encouraging the insurance market to think in the context of a fluid, agile and challenging world, whose main contributions are highlighted below:

1. the creation of segments for regulated entities to reduce regulatory requirements for smaller/less complex companies (CNSP Resolution No. 388/2020);
2. permitted insurtechs to operate temporarily in a simplified regulatory environment, the so-called regulatory sandbox (CNSP Resolution No. 381/2020);
3. the creation of a regulatory framework that permitted the issuance of Insurance Linked Securities – ILS and the creation of reinsurers with specific purpose – RPE, revealing Brazil as a possible debt market hub (CNSP Resolution No. 396/2020);
4. permitted on-demand or on-off insurance (SUSEP Circular Letter No. 592/2019);
5. allowed pension entities and health insurance operators to cede risks in reinsurance (CNSP Resolution No. 380/2020);
6. the creation of ethical and transparency rules and principles applicable to insurance intermediaries (CNSP Resolution No. 382/2020);
7. the creation of the so-called Operation Registration System (CNSP Resolution No. 383/2020);
8. the definition of the rules for the issuance of subordinated debt and feasibility of ordinary debt, allowing a better structuring of the capital by regulated entities (CNSP Resolution No. 391/2020);
9. updated the sanctioning framework prioritizing prevention over penalization (CNSP Resolution No. 393/2020);
10. simplified the contracting of insurance abroad (SUSEP Circular Letter No. 603/2020);
11. finally, the flexibilization and simplification of P&C insurance rules and, consequently, the extinction of standardized products, both regarding large risks and massive insurance (CNSP Resolution No. 407/2021, SUSEP Circular Letter No. 620/2020 and SUSEP Circular Letter No. 621/2021).

CNSP Resolution No. 407, dated March 29, 2021, which creates principles for the elaboration and negotiation of P&C large risks, and SUSEP Circular Letter No. 621, dated February 12, 2021, which provides the operating rules of the coverages of P&C massive insurance, are yet another important milestone towards regulatory flexibilization of insurance contracts in Brazil.

The CNSP has adopted a liberal stance by creating segments in the market and dividing what would be considered "large risks" (i.e. where technical and economic bargaining power is deemed to be equivalent between the parties) from what would be considered massive insurance (i.e. involving a party that is usually technically and economically less sophisticated and, therefore, vulnerable).

For large risks, as stated in CNSP Resolution No. 407/2021, CNSP has abandoned the micro regulation and standardization of insurance contracts' wording on behalf of a principles-driven approach by highlighting (a) full negotiation freedom; (b) good faith; (c) transparency and straightforwardness of information;



(d) equal treatment between the contracting parties; (e) encouragement for alternative dispute resolution; and (f) subsidiary and exceptional state intervention in products design.

On the other hand, the resolution indicates the subjects that must be necessarily ruled by the parties under the insurance contracts, standing out, among the twelve specific listed items, the covered and excluded risks, the insurer's maximum indemnification limit, the scenarios of loss of right to indemnification and the proceeding for the renewal of the policy. It is also important to bear in mind that the contractual conditions of the policy and actuarial technical notes no longer need be presented to SUSEP.

As for the massive insurance (SUSEP Circular Letter No. 621/2021), SUSEP has followed the same approach towards flexibilization by extinguishing standardized products and providing large flexibility so that the market players can create and combine P&C insurance products, as long as the players follow minimal mandatory requirements for the contractual conditions.

These changes introduced by CNSP and by SUSEP are supported by the protection of the freedom of initiative and the pursuit of economic activities, as set forth in Article 1, item IV and Article 170, Sole Paragraph of the Federal Constitution, which are compatible with the State's role as a regulating and normative agent, as set forth in Article 174 of the Federal Constitution.

The Economic Freedom Act also reinforces capitalism's basic pillars and delivers a clear message to market players and particularly to regulators by determining that provisions of a public order nature must be interpreted in favour of economic freedom, good faith, the contractual conditions set forth by private parties, investments and private property (Article 1, Second Paragraph), as well as to establish the principle of "subsidiary and exceptional state intervention over exercise of economic activities" (Article 2, item III).

In this context, also as a guarantee of freedom of initiative, the Economic Freedom Act sets forth in Article 4 other parameters in order to prevent regulatory abuses by the regulating bodies of the

federation, such as "demanding technical specification that is not necessary to reach the aimed result", "increasing the transactions costs without demonstration of the resulting benefits", and "drafting rules that prevent or retard innovation and new technologies, business or process models, except for situations considered of high risk by applicable regulation".

Finally, the prevalence of individual autonomy over state interference has been expressly reinforced with the introduction, by the Economic Freedom Act, of a Sole Paragraph to Article 421 of the Civil Code, which provides that "in private contractual relations, the principles of minimal state intervention and exceptional contractual revision shall prevail" in the context of the principle of social function of the contract.

In view of the above, it seems that CNSP and SUSEP, as regulators of the national private insurance system, could not deviate from the Brazilian State's political choice to prioritize innovation and soften the obligations of the insurance contract, providing freedom to the players to design new products, combine coverages and transform the experience of the client, who is used to a standoffish relation and to the mindset of "set it and forget it".

By carrying out the necessary analysis of proportionality and reasonability for the establishment of the liberal approach described above, CNSP and SUSEP turn to the macroeconomic variables which indicate the small insurance penetration and dispersion in the country and its timid role in contributing to economic growth vis-à-vis what is seen in other developing countries.

The question that they raise or should reasonably raise would be: Should we, the regulating bodies, maintain the status quo of decades regarding state interference, based on a dictatorial decree that forged the national private insurance system, or, considering the technological developments of the last few years and the current liberal influx we live in, generate an environment of flexibility and monitored autonomy by the players, with direct stimulus towards innovation and to attract new entrants? The answer seems obvious.

## Insurance

Insurance
Leading Firms
<b>Band 1</b>
Ernesto Tzirulnik Advocacia *
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *
<b>Band 2</b>
Demarest Advogados *
DR&A Advogados
Pinheiro Neto Advogados *
<b>Band 3</b>
Chalfin, Goldberg & Vainboim Advogados *
Pellon & Associados Advocacia
Raphael Miranda Advogados
Santos Bevilacqua Advogados
<b>Band 4</b>
F. Torres Advogados
Pimentel e Associados Advocacia
SABZ Advogados
Schalch Sociedade de Advogados *
Sergio Bermudes Advogados *
Tavares Advogados *
* Indicates firm with profile.
Alphabetical order within each band. Band 1 is highest.

### Band 1

#### Ernesto Tzirulnik Advocacia

See profile on p.89

**What the team is known for** Ernesto Tzirulnik Advocacia stands out in the market for its insurance practice. The firm is much admired by clients for representing policyholders in complex contentious mandates before the courts and arbitral tribunals. It has an enviable track record of success acting on high-value indemnity disputes against insurers. Additionally, the firm advises on matters related to adjustment procedures and provides consultancy on the insurance and reinsurance regulatory framework. The team is based in São Paulo.

#### Notable practitioners

**Ernesto Tzirulnik** is highly regarded for his long-standing insurance expertise, where market commentators call him a "very important lawyer," and go on to affirm that "he started the insurance practice area in Brazil." He is well known for his dispute resolution practice, specifically for his

work representing policyholders. **Paulo Luiz de Toledo Piza** remains a highly respected practitioner with a vast amount of experience in the insurance arena. An interviewee says he is "one of the best lawyers in this market." He focuses his work on contentious matters, frequently advising policyholders. A market source describes him as "very knowledgeable."

#### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Full-service titan Mattos Filho, Veiga Filho, Marrey Jr e Quiroga Advogados maintains a leading insurance practice displaying remarkable capabilities in the full range of insurance, reinsurance and pension mandates. The firm is seasoned acting for many of the most prominent market players on high-stakes disputes. It is also admired for its transactional acumen. Mattos Filho is frequently seen advising on top M&A deals in the sector. Clients further benefit from the team's advice on the structuring

Insurance
Senior Statespeople
<b>Senior Statespeople:</b> distinguished older partners
Pellon Luis Felipe Pellon & Associados Advocacia
Leading Individuals
Band 1
Mansur Haddad Marcelo Mattos Filho, Veiga Filho *
Tzirulnik Ernesto Ernesto Tzirulnik Advocacia
Band 2
de Toledo Piza Paulo Luiz Ernesto Tzirulnik Advocacia
Máximo dos Santos João Marcelo Santos Bevilacqua
Rios da Rocha Dinir Salvador DR&A Advogados
Band 3
Barroso de Mello Sergio Ruy Pellon & Associados
Cicarelli Marcia Demarest Advogados
Costa Julio Costa, Albino & Lasalvia Advogados (ORL) ◇
Gama Amaral Cassio Mattos Filho, Veiga Filho, Marrey *
Goldberg Ilan Chalfin, Goldberg & Vainboim Advogados *
Mendes Gonçalves Neto Diógenes Pinheiro Neto *
Miranda Raphael Raphael Miranda Advogados
Tavares André Tavares Advogados *
Zimmermann Dennys RPZ Advogados (ORL) ◇ *
Band 4
Benes Victor J. Armando Batista Advogados (ORL) ◇
Campoy Adilson José Pimentel e Associados Advocacia
del Castillo Barroso Kastrup Thomaz Mattos Filho *
G. de Souza Pedro Guilherme SABZ Advogados
Rondina Mandaliti Renato Tadeu Mandaliti (ORL) ◇ *
Roux Azevedo Luis Augusto Motta Fernandes (ORL) ◇
Santoro de Camargo Donato Julia DR&A Advogados
Schalch Debora Schalch Sociedade de Advogados
Torres Fabio F. Torres Advogados
Up-and-coming individuals
Bassani Bárbara TozziniFreire Advogados (ORL) ◇ *
Chacur de Miranda Daniel Tavares Advogados *
Gazineu de Azevedo Carlos Eduardo Pinheiro Neto *
Associates to watch
Affonso Prado Camila Demarest Advogados
Algadoal Rosa Tatiana Schalch Sociedade
Panucci Roberto Souza, Mello e Torres (ORL) ◇ *
* Indicates individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

of new insurance products, the analysis of insurance distribution systems and a range of regulatory matters before Brazil's insurance regulator SUSEP. B3 – Brasil, Bolsa Balcão is a new client win. Mattos Filho's insurance team is based in São Paulo.

**Strengths** “The great quality they have is connected to the firm's multidisciplinary approach,” a client says, adding that the team provided “very fast replies and very good availability” throughout the mandate.

Additional clients describe the firm as a “pro-business partner.”

**Work highlights** Mattos Filho advised Banco Votorantim on the analysis of the bank's insurance distribution.

#### Notable practitioners

**Marcelo Mansur Haddad** (see p.56) maintains a reputation as a dominant figure within the insurance practice, representing clients on administrative proceedings regarding issuance of bonds, indemnity cases and DPVAT consortium assistance. A client says he is “detail-oriented, diligent and knowledgeable.” Another source states: “Marcelo has long experience, notable technical knowledge, excellent communication skills and the ability to negotiate.” **Cassio Gama Amaral** (see p.53) climbs up the rankings for receiving

continual praise from clients, one of whom says: “He has incredible experience in this area and has a profound knowledge of insurance matters.” Amaral routinely assists clients with insurance distribution structures, insurance bond claims and litigious matters. **Thomaz del Castillo Barroso Kastrup** (see p.52) is “very hands-on and always very available,” a client says. Another client appreciates “his ability to give fast solutions.” His workload includes distribution of insurance products, establishment of partnerships and acquisitions in the insurance sector.

## Band 2

### Demarest Advogados

#### See profile on p.86

**What the team is known for** Demarest Advogados maintains a widely admired dispute resolution practice in the insurance field. Leading insurance and reinsurance companies instruct the team with prominent cases of loss adjustment and indemnity, often involving surety bonds and D&O claims. The firm is also seasoned in dealing with regulatory matters, assisting with the development of insurance policies and administrative proceedings. XP Vida e Previdência and QBE Insurance Europe are new clients. Demarest's insurance practice is São Paulo-based.

**Strengths** “They are very determined, purposeful and boast huge experience and knowledge,” says a client.

Another client says the team is “extremely agile and the work is of high quality.”

**Work highlights** Demarest advised Liberty Seguros on the legal aspects of the distribution of insurance products through digital means.

#### Notable practitioners

**Marcia Cicarelli** rises in the rankings after receiving repeated plaudits from clients, one of whom says: “She oversees everything and implements a strategic approach to cases.” Cicarelli demonstrates longstanding expertise in D&O insurance advice and loss adjustment cases. She also acts as arbitration counsel. **Camila Affonso Prado** joins the rankings after gathering positive client recognition. A client describes her as an “excellent lawyer who is very dedicated.” Prado is frequently seen advising clients on D&O insurance claims, loss adjustment matters and other contentious work within insurance.

### DR&A Advogados

**What the team is known for** São Paulo firm DR&A Advogados thrives on financial lines insurance matters, particularly in connection with D&O and E&O claims. The team is regularly called upon to undertake significant disputes on behalf of leading market players. Additionally, it provides regulatory advice on insurance and reinsurance and assists with the negotiation of policies. Ezze Seguros is a new client.

**Strengths** “I would highlight their experience and technical knowledge, the lawyers' availability and fast replies,” a client reports.

Another client appreciates the firm's “deep knowledge in the area.”

**Work highlights** DR&A represented Allianz in a D&O policy case following a criminal proceeding.

#### Notable practitioners

The “exceptional” **Dinir Salvador Rios da Rocha** is recognised by market sources as a highly prom-

inent figure providing D&O policy advice, as well as acting on arbitration and litigation cases within the insurance realm. “Dinir is a great specialist,” a happy client says. **Julia Santoro de Camargo Donato** is highly active in advising clients on SUSEP regulations and on the incorporation of insurance companies. She is also seasoned in reinsurers registration and has a wealth of experience setting up brokerage companies.

### Pinheiro Neto Advogados

#### See profile on p.131

**What the team is known for** Pinheiro Neto's insurance practice is noted for its involvement in innovative regulatory matters. The team also counts on the firm's mighty multidisciplinary approach to several of the most prominent insurance companies on high-profile transactions, including M&A, joint ventures and partnership agreements. The firm also stands out due to its proficient advice to insurtech companies. Porto Seguro and Flix Seguradora are new client wins. Pinheiro Neto's insurance practice is based in São Paulo.

**Strengths** “Promptness, speed, organisation and seniority are the main highlights in the team,” according to a client.

Another client draws attention to “their know-how and expertise, quality in the delivery and good ability to deal with any obstacle.”

**Work highlights** Pinheiro Neto advised B2W Companhia Digital on evaluating the contractual relationships with insurance and brokers and providing legal opinions regarding termination and negotiation processes.

#### Notable practitioners

**Diógenes Mendes Gonçalves Neto** (see p.57) is the source of seniority behind Pinheiro Neto's insurance practice. A client describes him as “very proactive, knowledgeable about the law in every aspect and always available to help the client.” He has gained particular respect in the sector by handling DPVAT insurance matters. Gonçalves Neto also maintains a solid track record leading distribution agreements and representing clients in high-profile indemnity claims. **Carlos Eduardo Gazineu de Azevedo** (see p.53) is drawing market applause for his dedication to insurance matters and early exposure to important mandates. Gazineu de Azevedo has gathered experience assisting insurtechs with regulatory matters. A client commends his “deep knowledge and analytical skills.” The source also describes him as “very organised and didactic in his wording and he is also super calm and polite, which I think is a big characteristic of his team in general.”

## Band 3

### Chalfin, Goldberg & Vainboim Advogados

#### See profile on p.82

**What the team is known for** Rio de Janeiro firm Chalfin, Goldberg & Vainboim Advogados maintains a highly regarded insurance department, known for advising insurance and reinsurance companies on contentious and consultancy mandates. The team is regularly called upon to represent clients from the maritime sector in adjustment claims. It also handles D&O, E&O and P&C insurance matters. Chalfin, Goldberg & Vainboim also assists with the drafting of insurance policies.

**Strengths** A client says: “They write their documents in a didactic way, being very clear in their wording,” going on to add: “They are always available to answer any question.”

Another client appreciates the team’s “high level of technical knowledge and responsibility.”

**Work highlights** Chalfin, Goldberg, & Vainboim represented Austral in a surety dispute against a policyholder about claims related to the performance of bonds issued to back a power plant project.

#### Notable practitioners

A client commends **Ilan Goldberg** (see p.54) for being “excellent and having lots of technical knowledge,” adding: “He is very detail-oriented.” Goldberg often assists clients with D&O, E&O and P&C insurance matters. He is also seasoned in surety claims and general insurance disputes.

### Pellon & Associados Advocacia

**What the team is known for** Longstanding insurance boutique Pellon & Associados boasts a solid track record in contentious mandates. Its skilled team represents insurers and reinsurers in cases before judicial courts at all levels, as well as arbitration panels. It is regularly called upon due to its strong capabilities handling litigation portfolios. Clients also benefit from its expertise with issues related to financial lines insurance, including D&O and E&O claims.

#### Notable practitioners

The “very experienced” **Luís Felipe Pellon** remains a towering figure in the insurance market, where he is described as a “pioneer of insurance” by market commentators. He boasts a strong track record representing insurers and reinsurers in litigious mandates. **Sergio Ruy Barroso de Mello** is seen by interviewees as an “excellent lawyer,” as well as a “great professor” within the insurance sector. He is known for his long presence in the market and for his academic contributions.

### Raphael Miranda Advogados

**What the team is known for** Raphael Miranda Advogados is a noteworthy boutique specialising in representing policyholders in sector-related disputes. The firm continues to attract praise due to its skilled defence in claim adjustment proceedings, administrative litigation and arbitration. It is often instructed by leading domestic players hailing from the energy, finance and construction industries. Additionally, the team advises on D&O and civil liabilities mandates. Enforce, Aliance Sonae and BR Malls are new client wins. Raphael Miranda Advogados’ insurance team is based in Rio de Janeiro.

**Strengths** “They can assertively interpret matters with attention to the many nuances that appear throughout the mandate,” a client says.

The department gains additional recognition for being “consistent in their work, very complete and specialised.”

**Work highlights** Raphael Miranda represented Banco Bradesco Financiamentos in an indemnity proceeding against Unimed Seguradora relating to a lender policy.

#### Notable practitioners

**Raphael Miranda** frequently represents policyholders from various industries and sectors, including energy, environment and construction. He usually handles indemnity and business interruption cases. Clients praise his “in-depth knowledge” and the “consistency” of his advice.

### Santos Bevilaqua Advogados

**What the team is known for** Respected insurance boutique Santos Bevilaqua Advogados stands out for its regulatory expertise. Private corporations and trade associations connected with the insurance and reinsurance industry continue to rely on its advice for both consultancy and contentious mandates before SUSEP and judicial courts. The firm also has wide experience advising on the development of new insurance products and it also handles transactional matters for insurers, including mergers and acquisitions. This insurance practice is based in São Paulo.

**Strengths** Santos Bevilaqua’s lawyers attract attention for “their transparent approach and knowledge of the risks,” a client says, adding: “They provide a broad view of all possible outcomes and their impacts, and they are always seeking the best solutions.”

“It’s a pro-business firm with a lot of technical capacity,” according to another client.

**Work highlights** Santos Bevilaqua provided a legal opinion to Arval, helping preventing a fine from regulator SUSEP.

#### Notable practitioners

**João Marcelo Máximo dos Santos** maintains an impressive track record advising on regulatory matters before SUSEP. Also handles DPVAT insurance mandates and provides general contractual advice. “João Marcelo is extremely creative and always has a positive approach,” one client says, adding: “He is widely experienced, so he has a total comprehension of this area.”

### Band 4

### F. Torres Advogados

**What the team is known for** Noted insurance boutique F. Torres has a track record assisting insurance and reinsurance companies with adjustment claims. It draws upon its association with global insurance firm Kennedys Law to represent leading market players before judicial and arbitral courts. The firm advises from Rio de Janeiro and also maintains an office in São Paulo.

**Strengths** A client says the firm stands out for its “knowledge in regulatory matters” and for being “super professional and showing great capacity.”

#### Notable practitioners

**Fabio Torres** is singled out by a client for his “good technical knowledge of insurance products.” Another client says he is “skilful at negotiating with insurers.” Torres is experienced in loss adjustment claims, class actions and contractual matters.

### Pimentel e Associados Advocacia

**What the team is known for** Pimentel e Associados is acknowledged for its solid capabilities in the life and personal injury insurance fields. Clients benefit from its assistance with contentious cases, in particular large-scale litigation portfolios. Additionally, the firm is qualified to provide regulatory advice.

#### Notable practitioners

**Adilson José Campoy** is highlighted by market commentators for being “an important figure in this market.” He is seasoned in life insurance matters and also provides assistance with insurance disputes.

### SABZ Advogados

**What the team is known for** São Paulo firm SABZ is noted for providing consultancy to insurance companies and corporate players from a wide range of industries. It frequently assists clients with the drafting of insurance policies and advises on numerous regulatory matters, including E&O and D&O issues. Possesses additional strength in litigation cases. Calcenter – Calçados Centro Oeste and Dengo Chocolates are new client wins.

**Strengths** A client says that “it is very easy to get the most practical and safest advice from them,” adding: “They always keep in mind the limits and possibilities of our actions.”

Another client mentions the team’s “promptness and a great technical capacity.”

**Work highlights** SABZ advised SEI Incorporação e Participações on analysing and identifying faults in a health insurance policy regarding transfer of risks.

#### Notable practitioners

**Pedro Guilherme G. de Souza** offers support to clients on indemnity cases, surety claims and general advice on drafting of policies. “Pedro is very succinct and direct to the point. I appreciate this a lot,” one satisfied client remarks.

### Schalch Sociedade de Advogados

#### See profile on p.139

**What the team is known for** São Paulo firm Schalch Sociedade de Advogados maintains a respected insurance practice. It has special capabilities to handle surety bond mandates. It is also experienced with adjustment claims involving accidents. Legal opinion on insurance regulation is another point of strength.

**Strengths** A client describes the team as “very correct, very detail-oriented and very up to date.”

“They are well organised, and the technical quality is very good as well,” another client adds.

**Work highlights** Schalch defended Somp Seguros in an indemnity claim regarding an accident and its resulting damages.

#### Notable practitioners

**Debora Schalch** is a familiar figure in the insurance market, where she is known by interviewees for her “strong litigation” abilities. She is adroit at handling indemnity cases and also provides assistance with regulatory matters. **Tatiana Algodual Rosa** “is part of a very attentive team and is always available,” clients point out. She is frequently seen advising clients on claim adjustments.

### Sergio Bermudes Advogados

#### See profile on p.141

**What the team is known for** Sergio Bermudes Advogados is a mighty dispute resolution force in Brazil. The team is also endorsed for its significant track record in the insurance sector. It frequently represents well-known insurance and reinsurance companies in claims disputes before judicial and arbitral tribunals at all levels. The firm boasts additional expertise handling administrative proceedings and litigation portfolios related to the health and life insurance sectors.

**Strengths** A client highlights the firm’s “market knowledge” and says its “assertive defence increases the likelihood of success.”

**Work highlights** Sergio Bermudes Advogados represented Fenasaúde before the Supreme Court in a case about the retrospective application of new legislation covering health insurance plans.

## Notable practitioners

Key contacts for the firm include Marcio Vieira Souto Costa Ferreira and Guilherme Valdetaro Mathias.

## Tavares Advogados

### See profile on p.147

**What the team is known for** Rio de Janeiro firm Tavares Advogados continues to invite praise for its solid dispute resolution practice in the insurance sector. The firm has a track record advising market players before superior courts and is also seasoned in arbitration cases. Its portfolio of cases include loss adjustment claims related to D&O, performance bonds and accidents. Tavares Advogados is also seen handling insurance regulation.

**Strengths** *"Tavares delivers a great service in the insurance area,"* one client comments, further praising the team's *"high market knowledge."*

**Work highlights** Tavares Advogados advised AXA XL Catlin on a loss adjustment case of civil liability regarding losses due to a blackout.

## Notable practitioners

**André Tavares** (see p.61) maintains a strong profile handling contentious mandates. He is experienced representing insurers in loss adjustment cases and arbitration. Tavares also provides general regulatory advice. A client says he *"produces and coordinates highly complex work, always acting efficiently and attentive to the best interests*

*of the client."* **Daniel Chacur de Miranda** (see p.52) is developing a noted practice advising on both contentious and regulatory matters, such as loss adjustment for D&O insurance, insurance claims, and contractual advice. *"Daniel manages to deal with a huge variety of topics with precision and depth,"* a client reports.

## Other Ranked Lawyers

**Bárbara Bassani** (see p.51) is a new addition to the rankings. She is active helping clients with reinsurance regulation matters, damage claims and administrative proceedings before SUSEP. She also handles D&O insurance matters. A client says she delivers with *"special quality."* Another client describes Bassani as *"extremely technical and focused on delivering practical and effective results."*

**Victor Benes** joins the rankings on the back of ongoing positive client reviews. *"He is very technical and very productive,"* a client says. He focuses his practice on indemnity claims and civil liability cases as well as compensation and damages advice.

**Julio Costa** comes highly recommended for his expertise in aviation insurance. He is admired for representing clients in high-stakes claims in the sector. Costa is also noted for having international experience. *"He is a mega lawyer,"* a source says.

**Roberto Panucci** (see p.58) regularly advises clients on transactional-focused mandates within insurance. He is also experienced in assisting with the launching of insurance products and in DPVAT insurance matters.

**Renato Tadeu Rondina Mandaliti** (see p.60) of Mandaliti Advogados is noted for handling a range of insurance matters for important clients in the sector. His recent activity includes life insurance claims disputes and legal opinion on retirement plans. *"We trust him greatly,"* says a client, adding: *"We rely on him for any legal matters we have, even for those cases located in the most remote areas of the country."* Mandaliti is also regarded for managing portfolios of high-volume daily cases.

**Luis Augusto Roux Azevedo** possesses broad experience in assisting with loss adjustment cases and contractual disputes. He has noted expertise in arbitration procedures within insurance. *"Luis's work is always very technical,"* a client says.

Clients value **Dennys Zimmermann's** (see p.62) *"in-depth technical knowledge."* One says: *"He does the most sensitive and delicate work, giving us confidence to act."* He provides expert advice on contentious matters arising in the insurance sector, including indemnity claims, surety claims and arbitration proceedings.



## Life Sciences in Brazil

Contributed by Kestener, Granja & Vieira Advogados

**Editor's note:** Kestener, Granja e Vieira Sociedade de Advogados is a high-end boutique featuring in Band 1 in Chambers' Life Sciences ranking. Leading partner Beatriz Kestener, who has been ranked in Band 1 since 2011, is a major force in the market and a key figure advising on matters before Brazil's regulators and sanitary authorities. She co-authors the overview below with partner Rubens Granja, who also features in Chambers' rankings and is also experienced assisting with sophisticated life sciences matters.

### Life Sciences in Brazil

In our last article, we were in the middle of the COVID-19 health crisis, in a critical period in which the Government had to adopt emergency measures and decisive positions to mitigate the damages that the pandemic, then at its height, was causing to the Brazilian population.

In the last year, the Government has had to review outdated rules, while the health sector has had to adjust their services to reach a population in isolation at home. At the time of that publication, COVID-19 vaccines were in development by the pharmaceutical companies, and the date when the vaccines would begin to be marketed and applied was still uncertain.

Thanks to the vaccines, many countries have already managed to control and prevent the spread of the disease in their territories, some even eliminating sanitary containment measures such as the use of masks and the prohibition of large gatherings. In contrast, Brazil is still struggling to combat the spread of the virus and striving to curb the number of deaths caused by COVID-19. The political agenda and personal positions of current President Jair Bolsonaro complicate the adoption of a unified and efficient policy to fight the pandemic in the country.

Still struggling with the worst humanitarian crisis experienced by the country, the Federal Government had been promising measures to encourage the sustained growth of the economy in the coming years, such as administrative reform, tax reform, the New Bankruptcy Law and the privatization of state-owned companies. It also has been seeking to establish regulatory frameworks that strengthen legal certainty, improve the business environment, and expand investments in various sectors, such as oil and gas, infrastructure, sanitation and bioeconomy.

### Vaccines framework

The global pharmaceutical industry has focused its efforts to develop and supply vaccines against COVID-19. In the last article, the first vaccines were forecast to be available in Brazil in early 2021. The expectation has been met, but at a very slow pace.

By early June 2021, Brazil had applied at least one dose to 23% of the Brazilian population. This places the country 72nd in the vaccination ranking of 190 nations and territories according to Brazilian BBC News – a modest position, to say the least, if compared with other countries in Latin America such as Uruguay and Argentina, especially considering that Brazil has always been recognized worldwide for its ability to implement public policies on mass vaccination.

The first vaccine applied in the country was CoronaVac under the emergency use authorization pathway created by ANVISA in 2020. It was developed by Sinovac Biotech, Ltd, and manufactured in Brazil in partnership with Butantan Institute (an important

public laboratory in the State of São Paulo, responsible for the production of immunization agents).

Since then, other vaccines have emerged and have been gradually authorized by ANVISA, either for emergency use such as Janssen Pharmaceutical, Inc's (the pharmaceutical division of Johnson & Johnson), or those with a sanitary registration granted by ANVISA such as Pfizer's (developed in partnership with BioNTech) and AstraZeneca's (developed in partnership with Oxford University and, locally, with Fundação Oswaldo Cruz – Fiocruz).

Despite the efforts of the pharmaceutical industry, Brazilian institutes, and the Brazilian government to develop, supply and apply the vaccines, complete vaccination in Brazil is expected only in 2022.

### Relevant changes to public purchase rules

In the legislative scenario, the Brazilian Government has published different laws during the years of 2020 and 2021, driven by movements started by the pharmaceutical industry, public activists, and politicians to achieve the urgent need for vaccines. For the purpose of this article, it is important to mention Law No. 14,124/2021, which provided for exceptional measures relating to the acquisition of vaccines and supplies; the contracting of goods and services in logistics, information and communication technology; social communication and advertising; and training for vaccination against COVID-19 under the Brazilian Immunization Operational Plan. The direct and indirect public administration entities were authorized to enter into contracts or other similar instruments, with no need to bid, to acquire vaccines and supplies intended for vaccination against COVID-19, even though this occurred prior to the sanitary registration or to the temporary authorization for emergency use by ANVISA.

Likewise, the new regulatory framework for public bidding and contracting with the enactment of Law No. 14,133/2021, in force since April 1, 2021, allows for, as a general rule, the possibility of shorter bidding processes for any public purchase carried out by the Ministry of Health with procedural deadlines cut by half, optimizing the supply of goods and services within the scope of the SUS (Brazilian Unified Health System), regardless of the pandemic.

### Trends in the health sector

Just as the companies are reinventing themselves and optimizing their activities to reduce the impacts of COVID-19 in their results, the health sector is also moving in the same direction.

To adapt and adjust to the current reality of the health sector, many entities that provide health-related services are now investing in high-quality personalized services. Among the current trends, we highlight the most relevant ones with likely staying power in the market.

Under the health service net, telemedicine has always been viewed as an essential component of medical care given the size and complexity of Brazil and its health system. Since Brazil is the fifth largest country in the world, it is a reality that a segment of its population does not have direct access to health services, especially groups of people located in peripheral areas. In this context, telemedicine services, although widely regulated by the Federal Council of Medicine, were developed.

Among the restrictions imposed by the ethical and medical standards, as a rule, (i) telemedicine services must be carried out exceptionally, only for cases where in-person treatment would not be possible and (ii) the first medical appointment should be done preferably in person. The COVID-19 pandemic changed those standards: the Brazilian Government published legislation authorizing the provision of telemedicine services in any circumstance during the pandemic. In this case, the physician is responsible for applying the same standards as in the physical appointments. However, these more open rules for telemedicine have a deadline: they will be authorized only for as long as the pandemic lasts.

Physicians are also now allowed to issue digital prescriptions, doing away with the need to present a physical prescription for acquisition of medicines. This fact boosted the creation of start-up companies that focus on developing processes, systems and software related to this field.

Considering that telemedicine services have met with some success and expanded access to consumers and patients, we expect

that the rules applicable to the area will be revised by the Federal Council of Medicine, aiming at improving their use even after the current health crisis.

Besides the technology applied for provision of health services, the COVID-19 pandemic also boosted the use of technology in the commercialization of health products. Companies are investing in the electronic commercialization of products, and the sector most positively affected was the beauty one. Although the sector expected some decrease in sales due to quarantine restrictions imposed by the Government, in fact online sales increased substantially during the year 2020, and some companies are considering closing their physical stores to invest in e-commerce.

At least from a legal and regulatory point of view, despite all the misfortune that the COVID-19 pandemic has represented, much has been tested and learned. The unprecedented pandemic has turned out to be a living laboratory for the health sector, allowing us to rethink strategies and public policies, understand their reach and limits, and finally, improve as a society.

## Life Sciences

Life Sciences	
Leading Firms	
<b>Band 1</b>	
Kestener, Granja & Vieira Advogados *	
Pinheiro Neto Advogados *	
<b>Band 2</b>	
Licks Attorneys *	
TozziniFreire Advogados *	
<b>Band 3</b>	
Dannemann Siemsen *	
Fialdini Einsfeld Advogados	
Kaszner Leonardos Intellectual Property *	
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *	
SPLAW – SPIEWAK E CARNEIRO ADVOGADOS *	
Trench Rossi Watanabe *	
Leading Individuals	
<b>Band 1</b>	
Kestener Beatriz Kestener, Granja & Vieira Advogados *	
Kung Angela Fan Chi Pinheiro Neto Advogados *	
<b>Band 2</b>	
de Oliveira Rabelo Maurer Elysangela Rabelo (ORL) ◇	
Granja Rubens Kestener, Granja & Vieira Advogados *	
<b>Band 3</b>	
Fialdini Pedro Fialdini Einsfeld Advogados	
Licks Otto Licks Attorneys *	
Lobo De Freitas Levy Marcos A. Lopes Muniz (ORL) ◇	
Ribeiro Anderson Kaszner Leonardos Intellectual *	
<b>Band 4</b>	
Correia da Silva Rodrigo Correia da Silva (ORL) ◇	
de Freitas Moraes Gustavo Dannemann Siemsen	
Fukuma Jannini Patricia Fukuma Advogados (ORL) ◇	
Hallak Eduardo Licks Attorneys *	
Kruger Frizzo Henrique Trench Rossi Watanabe *	
Martino Parise Camila CMP Consultadoria (ORL) ◇	
Sammarco Ana Cândida Mattos Filho, Veiga Filho *	
Spiwak Benny SPLAW – SPIEWAK E CARNEIRO *	
Torroneguy Marco Aurélio TozziniFreire Advogados *	
Up-and-coming individuals	
Queiroz Joaquim Giamundo Neto Advogados (ORL) ◇	
Associates to watch	
Recchi Aun Nicole Pinheiro Neto Advogados *	
* Indicates firm / individual with profile.	
◇ (ORL) = Other Ranked Lawyer.	
Alphabetical order within each band. Band 1 is highest.	

### Band 1

#### Kestener, Granja & Vieira Advogados

See profile on p.104

**What the team is known for** Life sciences powerhouse Kestener, Granja & Vieira Advogados provides top of the market regulatory assistance to heavyweights from the pharmaceutical, food and healthcare industries. The team is also highly experienced in handling both administrative and judicial cases relating to an array of matters, including product liability and class actions. São Paulo-based Kestener, Granja & Vieira also stands out for representing clients in high-end contractual negotiations and corporate deals connected to the sector.

**Strengths** A client applauds the firm's "in-depth knowledge of the healthcare sector, know-how and commitment to deadlines."

Another interviewee appreciates the firm's "responsiveness, overall expertise and ability to answer complex questions without hesitation."

**Work highlights** Kestener, Granja & Vieira Advogados represented Takeda in a civil action challenging the continuation of its contract with Brazil's Ministry of Health to provide clotting factor concentrates for haemophilia treatment.

#### Notable practitioners

Leading practitioner **Beatriz Kestener** (see p.55) is lauded by a client for her "outstanding services and attention to detail." Another client says: "Beatriz has a solid track record acting on the sector, is proactive and always makes herself available." She is frequently seen representing major pharmaceutical and life sciences companies in regulatory mandates. "Kestener is very experienced and very good in administrative proceedings before ANVISA," a source states, adding that "whenever we face a legal challenge, I want to hear Beatriz's opinion about it." **Rubens Granja** (see p.54) climbs the rankings after receiving strong recommendation from clients and peers alike. A client appreciates that "he is bold and thinks outside the box to find solutions." Rubens is experienced advising on a wide range of regulatory matters including

supply agreements, pricing and sector-related due diligence. He is also sought after to assist with contentious cases and transactional issues arising from the life sciences sector.

#### Pinheiro Neto Advogados

See profile on p.131

**What the team is known for** Full-service titan Pinheiro Neto Advogados' life sciences practice is a driving force in the Brazilian market. It frequently advises some of the most powerful companies in the industry on high-stakes and sensitive matters before the watchdog ANVISA. The firm helps clients navigate through complex matters, involving a wide range of high-profile players including regulators, legislators and courts of last resort. Multinational pharmaceutical, healthcare and biotechnology companies feature highly in its client list. Pinheiro Neto's capability and know-how includes advice on technology transfer agreements, classification and commercialisation of new products. This firm's superb international and multidisciplinary capacity resulted in high demand from some of the most prominent global players handling sensitive matters in Brazil during the COVID-19 pandemic. Pinheiro Neto's life sciences team is based in São Paulo and benefits from the firm's offices in Brasília and Rio de Janeiro.

**Strengths** A client says: "They provided spectacular service, producing a striking overview about risks in the decision-making process."

Another interviewee remarked: "Pinheiro Neto has a robust team. Its solid expertise gives us confidence at the highest level."

#### Notable practitioners

Much-respected **Angela Fan Chi Kung** (see p.55) is often retained by major players from the pharmaceutical and biotechnology industries to advise on high-level contentious and non-contentious matters before the regulatory agencies. She receives praise from a client, who says: "She is fantastic, technically excellent, and has a pragmatic vision." She is particularly respected for assisting with clinical trials, technology trans-

fers and sector-related compliance mandates. Market commentators also describe her as “one of the leaders in this sector,” and “an outstanding practitioner.” Associate-to-watch **Nicole Recchi Aun** (see p.59) is appreciated by a client for her “availability and in-depth expertise.” She is noted for advising clients on regulatory matters, technology transfer deals, clinical trial approval and distribution agreements.

## Band 2

### Licks Attorneys

See profile on p.108

**What the team is known for** Licks Attorneys boasts significant strength in innovative patent prosecution and enforcement. The team is highly experienced in representing renowned international clients from the biotechnology and pharmaceutical industries in strategic judicial disputes and administrative proceedings before ANVISA. It acts on an array of matters such as the commercialisation of products, active ingredients of drugs and marketing authorisations. Croplife Brasil is a new addition to the portfolio.

**Strengths** A client says: “Licks has a lot of commercial expertise,” adding that the firm “excels at life sciences matters.”

**Work highlights** Licks represented Genentech in a patent invalidation lawsuit filed by mAbxience and Libbs.

#### Notable practitioners

Founding partner **Otto Licks** (see p.56) is well regarded for handling intellectual property matters in the life sciences realm. A market observer describes him as “an excellent IP and regulatory practitioner.” He is sought after by clients to advise on contentious matters including disputes related to bidding processes and patent infringements. **Eduardo Hallak** (see p.55) is often retained by key players from the pharmaceutical and biotechnology industries to advise on contentious matters before ANVISA. He also handles patent infringements. An interviewee says: “Eduardo is very available, experienced and a good communicator.” He offers additional expertise handling regulatory cases including transactional sector-related mandates and technology transfer agreements.

### TozziniFreire Advogados

See profile on p.152

**What the team is known for** Widely respected full-service firm TozziniFreire maintains an impressive track record in transactional mandates within the life sciences sector. It is frequently instructed by prominent international pharmaceutical and healthcare companies in a range of issues, including vaccination, medicinal cannabis and medical supply agreements. The team is seen representing clients in key matters before ANVISA. Beyond Meat is a new client win.

**Strengths** “They understand the company’s commercial and accounting perspective.”

**Work highlights** TozziniFreire assisted Danone with children’s food regulation.

#### Notable practitioners

Market observers note **Marco Aurélio Torronteguy** (see p.61) for his expertise handling regulatory matters, “He has great potential and I was impressed by his knowledge,” a source says. He regularly advises on labelling, pricing, compliance and supply agreements. Another interviewee

reports: “Marco Aurélio has a high level of expertise and is very good communicating with clients that are unfamiliar with the legal language.”

## Band 3

### Dannemann Siemsen

See profile on p.83

**What the team is known for** Intellectual property firm Dannemann Siemsen has a respected life sciences practice handling complex patent prosecution and litigation. The team is regularly called upon to assist domestic and international clients from the food, pharmaceutical and biotechnology industries with the monitoring of the registration of patents before INPI and ANVISA.

**Strengths** One client says: “They have good business know-how of the biotechnology industry.”

**Work highlights** Dannemann Siemsen represented Zambon in a brand litigation against EMS.

#### Notable practitioners

Co-head of department **Gustavo de Freitas Moraes** continues to receive recognition for his expertise handling life sciences IP matters. He is frequently retained by major multinational pharmaceutical companies.

### Fialdini Einsfeld Advogados

**What the team is known for** Fialdini Einsfeld’s dedicated team is noted for its life sciences litigation practice. The team represents pharmaceutical companies in disputes about termination of distribution contracts, patent infringements and clinical trials, among others. Additionally, the team has experience advising on price regulation proceedings and technology transfer agreements, being seasoned representing clients before ANVISA and CMED.

**Strengths** “The team was committed and addressed matters with professionalism and competence,” a client says, adding: “They were also open to listening to our opinion.”

#### Notable practitioners

Litigator **Pedro Fialdini** continues to receive applause for his track record of success in life sciences disputes. “Pedro is available to discuss any details when we need him,” a client says, adding he demonstrated himself to be “an expert” in regulatory matters. Another client says: “Fialdini has exceptional technical and relationship skills. He delivers exceptional results.”

### Kasznar Leonardos Intellectual Property

See profile on p.103

**What the team is known for** Food, pharmaceutical and biotechnology companies rely on Kasznar Leonardos Intellectual Property to handle regulatory issues, including sanitary licences and product pricing. With a respected intellectual property know-how, the team excels in the prosecution and enforcement of patents. Ingredion is a new addition to the client portfolio.

**Strengths** “They demonstrated readiness to drop everything and help at short notice,” a client says, adding: “They are really good at communicating among themselves about our needs so that the right people are involved in a given topic.”

**Work highlights** Kasznar Leonardos advised Stichting Sannamad on an administrative appeal before ANVISA in relation to the client’s patent application to produce a cannabis chewing gum.

#### Notable practitioners

**Anderson Ribeiro** (see p.59) climbs the rankings after receiving impressive feedback from both clients and peers. According to a client, “Anderson is an extremely technical lawyer who also brings commercial expertise.” Another source says: “He has in-depth know-how about ANVISA and CMED,” adding: “He is very good at defining which strategy and negotiation approach the company should take.”

### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Elite full-service firm Mattos Filho, Veiga Filho, Marrey Jr e Quiroga Advogados has a well-established life sciences practice, which frequently acts on regulatory mandates. It is well equipped to handle supply agreements and is experienced in negotiations between pharmaceutical companies and the public sector. The team has been particularly active advising on COVID-related clinical trials. Mattos Filho’s life sciences practice also boasts additional capabilities in sector-specific trade mark and licensing matters.

**Strengths** An interviewee says: “The professional quality of their services involves in-depth analysis, which is delivered in an efficient manner and shows that they have full knowledge of regulation.”

**Work highlights** Mattos Filho assisted DASA with a public-private partnership deal with the Brazilian Ministry of Health to provide PCR tests for COVID-19.

#### Notable practitioners

Newly ranked **Ana Cândida Sammarco** (see p.60) is impressing her clientele. “She delivered one of the best services I have ever had,” a client says, adding: “Not only does she dominate the subject, but Ana Cândida also makes herself available, delivers solutions and quickly understands the company’s needs.” She is noted for advising on regulatory mandates before national regulatory agencies.

### SPLAW – SPIEWAK E CARNEIRO ADVOGADOS

See profile on p.145

**What the team is known for** SPLAW offers solid experience in regulatory mandates. The firm assists with clinical trials, distribution agreements and licensing. It also handles compliance matters and registration of products before ANVISA. Oxitec and Lexicon Pharmaceuticals are new client wins.

**Strengths** A client says: “The firm is extremely responsive and takes ownership of their mandate. They make sure to speak as if are part of our company; they look out for us and understand our business.”

**Work highlights** SPLAW advised Celler Pharma on regulatory matters before ANVISA.

#### Notable practitioners

**Benny Spiewak** (see p.61) is experienced advising on regulatory matters involving clinical trials, compliance and distribution matters. A client describes: “Benny is a good communicator who instils us with confidence.” Spiewak is active advising on the registration of products and licensing mandates. Another source says: “He has a lot of know-how to handle transactional cases.”



**Trench Rossi Watanabe**

See profile on p.153

**What the team is known for** Trench Rossi Watanabe's multidisciplinary department handles a large range of life sciences matters. The firm's international capabilities are much admired by clients, who relied on it to handle high-stakes mandates during the COVID-19 crisis. The team is also seasoned performing due diligence and representing clients in sector-related disputes. Its clientele comprises important players from the pharmaceutical, chemical and cosmetic industries. Trench Rossi's life sciences practice's additional capabilities include the registration of patents before INPI.

**Strengths** "They are very knowledgeable and provide pragmatic advice," a client says.

**Work highlights** Trench Rossi advised Astra-Zeneca on the commercialisation of its COVID-19 vaccine in Brazil.

**Notable practitioners**

According to a client, **Henrique Kruger Frizzo** (see p.55) is "a pleasure to work with; he is available and puts himself in the company's shoes." Another interviewee says: "Henrique is very enthusiastic

in his relationships with clients and has excellent technical skills." Frizzo is experienced in public-private partnership deals and administrative proceedings before ANVISA.

**Other Ranked Lawyers**

**Rodrigo Correia da Silva** continues to be recognised among market observers for his experience in the life sciences sector and in government relationship matters.

**Elysangela de Oliveira Rabelo Maurer** is regularly sought after by key corporations from the life sciences sectors to advise on transactional and corporate related mandates. A client says: "Elysangela is my go-to lawyer, she is absolutely brilliant and has a great knowledge of regulatory matters combined with M&A and commercial expertise." Maurer is noted for advising on clinical trials and pricing and licensing of new products. "She doesn't cut corners," another client says.

**Patricia Fukuma Jannini** is known for advising food companies on ANVISA regulation. "She is a very good lawyer," a source says.

Much-admired practitioner **Marcos Lobo De Freitas Levy** brings a wealth of experience, having acted in-house for important market players in the sector. Interviewees say: "Marcos is very studious and has a strong knowledge of the life science arena." Levy's practice includes compliance advice and life sciences contractual matters. One observer reveals: "If I had a regulatory issue, I would go to Marcos."

According to a market commentator, **Camila Martino Parise** has "tremendous expertise." She advises on both contentious and non-contentious mandates before the relevant regulatory agencies. Observers also admire her experience representing major multinational pharmaceutical companies.

Up-and-coming **Joaquim Queiroz** enters the rankings following sound feedback about his rising life sciences practice. He frequently advises on administrative disputes. "I wish he was part of our team," says an impressed commentator.

**Media & Entertainment**

Media & Entertainment	
Leading Firms	
<b>Band 1</b>	
Cesnik, Quintino, Salinas, Fittipaldi e Valerio	
<b>Band 2</b>	
Bitelli Advogados *	
Murta Goyanes Advogados	
<b>Band 3</b>	
Huck, Otranto, Camargo Advogados	
Levy & Salomão Advogados	
Schivartche Advogados	
<b>Band 4</b>	
BMA - Barbosa, Müssnich, Aragão *	
Caio Mariano Advogados Associados	
KLA Advogados *	
Leading Individuals	
<b>Band 1</b>	
Cesnik Fábio Cesnik, Quintino, Salinas, Fittipaldi e Valerio	
Goyanes Marcelo Murta Goyanes Advogados	
Sant'Anna Bitelli Marcos Alberto Bitelli Advogados	
<b>Band 2</b>	
Salinas Rodrigo Cesnik, Quintino, Salinas, Fittipaldi	
<b>Band 3</b>	
Frankovsky Barroso Pedro BMA - Barbosa, Müssnich *	
Lahorgue Nunes Simone Levy & Salomão Advogados	
Mariano Caio Caio Mariano Advogados Associados	
Schivartche André Schivartche Advogados	
Vedovato Maurício Huck, Otranto, Camargo Advogados	
* Indicates firm / individual with profile.	
Alphabetical order within each band. Band 1 is highest.	

**Band 1****Cesnik, Quintino, Salinas, Fittipaldi e Valerio Advogados**

**What the team is known for** Distinguished boutique Cesnik, Quintino e Salinas Advogados

maintains its top-tier position in the rankings due to its longstanding expertise assisting major multinational players from the film production, broadcasting and audiovisual industries with both contentious and non-contentious mandates. Its prestigious team has experience representing companies in lawsuits relating to the infringement of performance rights and administrative procedures before CONAR and ANCINE, as well as advising them on financing, regulatory and contractual matters for the development of entertainment projects.

**Strengths** An impressed client says: "They have a thorough understanding of cultural laws and anything that needs to be taken into consideration when dealing with it." The same client adds: "Few firms have this level of knowledge."

Another source states: "They have excellent lawyers who are hands-on at all stages of the project, think strategically and participate in negotiations."

**Work highlights** Assisted Warner Bros. with regulatory and contractual matters relating to various entertainment projects, as well as clearance of rights for content production projects.

**Notable practitioners**

Co-head of department **Fábio Cesnik** maintains his top position in the rankings owing to his long track record assisting major domestic and international media and entertainment clients with strategic sector-related mandates. A source attests: "He not only advises on the black-letter law but also contributes a lot to the definition of legal strategies." He spends most of his time in California, where he is admitted as a foreign legal consultant, and plays a pivotal role advocating for US clients looking to penetrate the Brazilian market. Co-head of department **Rodrigo Salinas** advises clients in the media and entertainment sector on

a diverse range of mandates, including regulatory and contractual matters, as well as clearance of screenplays and administrative litigations before CONAR and ANCINE. An interviewee says: "He is active handling copyright matters." Another source states: "He has always been a highly skilled and technical lawyer."

**Band 2****Bitelli Advogados**

See profile on p.72

**What the team is known for** Bitelli Advogados is a well-regarded practice group boasting a strong media and entertainment department advising major players from the television, film and audiovisual industries. Its respected team has experience assisting clients with a range of complex sector-related mandates, including regulatory and copyright issues, as well as contract negotiations. The firm remains noted for its work before the Brazilian Central Office of Collection and Distribution (ECAD).

**Strengths** A client says: "They are specialised in the field of media and entertainment, and have many years of experience in the area."

**Notable practitioners**

Outstanding head of firm **Marcos Alberto Sant'Anna Bitelli** remains an admired name in the media and entertainment arena owing to his long track record and vast amount of knowledge of the industry. One market commentator says: "He is an authority in the sector and a well-recognised lawyer." An impressed client states: "He is a point of reference in the area and has a comprehensive understanding of businesses in this industry," adding: "He is a top-ranked lawyer."



**Murta Goyanes Advogados**

**What the team is known for** Murta Goyanes Advogados is renowned Rio de Janeiro-based practice with a long track record of assisting players in the audiovisual, film production and music sectors with a range of media and entertainment law mandates. It garners praise for its expertise assisting companies with the drafting and negotiation of agreements relating to audiovisual projects and issuing legal opinions on legislation and regulations governing cultural and artistic promotional campaigns. Additional capabilities include representing clients in image rights and copyright infringement lawsuits. ByteDance and O2 Cinema are new client wins for the team.

**Strengths** A client says: *"They are a very good firm with a highly skilled team of lawyers."*

Another interviewee states: *"Their commercial awareness in the field of media and entertainment law is exceptional,"* adding: *"They have a lot of experience negotiating contracts and are highly respected for their know-how."*

**Work highlights** Successfully defended Netflix against several lawsuits filed by different plaintiffs trying to suspend the exhibition of the Christmas special produced by Porta dos Fundos.

**Notable practitioners**

"Excellent" co-head of department **Marcelo Goyanes** moves up the rankings this year owing to the positive feedback received from clients and peers alike. An impressed source attests: *"He is one of the best media and entertainment lawyers in Brazil."* Goyanes assists companies with an array of mandates ranging from the drafting and negotiation of agreements to representations in sector-related litigation. Another interviewee adds: *"He is specialised in matters relating to copyright and has an in-depth knowledge of ANCINE regulations."*

**Band 3****Huck, Otranto, Camargo Advogados**

**What the team is known for** Multidisciplinary firm Huck, Otranto, Camargo Advogados maintains an active media and entertainment practice advising players from the audiovisual, broadcasting and film production industries on a range of matters. The firm routinely assists companies with the drafting and negotiation of sponsorship agreements, structuring of advertising campaigns and sector-specific regulatory issues. The team also represents clients in copyright disputes, as well as issuing legal opinions in the area of image licensing.

**Strengths** A client says: *"They understand the client's business and know how to align legal answers with the company's commercial needs."*

**Work highlights** Assisted Expedia with structuring, promoting and approving a campaign for the 2020 Football Champions League in Brazil before the Brazilian authorities, in compliance with advertising regulations.

**Notable practitioners**

Co-head of department **Maurício Vedovato** draws upon more than 20 years of experience in the media and entertainment sector to assist clients with a range of contractual issues. He boasts particular expertise advising clients on the drafting

and negotiation of sector-related agreements, with a client attesting: *"He is an excellent professional and a great specialist in the area."*

**Levy & Salomão Advogados**

**What the team is known for** Levy & Salomão Advogados has a dynamic practice group maintaining a solid track record for representing players from the audiovisual production, media streaming and broadcasting industries in judicial proceedings concerning image rights, as well as regulatory matters before the Brazilian film agency ANCINE. Its experienced team demonstrates additional expertise negotiating settlement agreements and issuing legal opinions on the distribution of digital content.

**Strengths** A market commentator says: *"They are a very traditional firm in the area."*

**Notable practitioners**

**Simone Lahorgue Nunes** remains a highly regarded name in the media and entertainment sector owing to her strong track record working in the television industry. She continues to assist clients with audiovisual production, image rights and regulatory issues. A market commentator says: *"She is a highly skilled lawyer who knows the market well."*

**Schivartche Advogados**

**What the team is known for** Schivartche Advogados is an established boutique with solid experience assisting a wide range of domestic and international players in the media and entertainment industry, including film studios, record companies and television networks. Its advice covers a variety of work, with the team demonstrating particular expertise in the negotiating and drafting of co-production and distribution rights agreements for international films. The firm is also noted for representing clients in contentious matters.

**Strengths** An interviewee says: *"They are very active in audiovisual matters."*

**Notable practitioners**

Founding partner **André Schivartche** counts on 30 years' experience advising clients in the film and television industries. He is known to assist with the negotiation and drafting of co-production contracts and distribution agreements. He also provides counsel on intellectual property issues, particularly in relation to copyright.

**Band 4****BMA – Barbosa, Müssnich, Aragão****See profile on p.73**

**What the team is known for** Full-service firm BMA – Barbosa, Müssnich, Aragão advises heavyweights from the streaming, film production and music industries on a range of media and entertainment mandates. Its experienced team represents companies in a range of sector-related disputes, including image rights litigation and copyright infringement claims. It also assists clients with the negotiation of royalties. Petra Costa and SEGA Europe are new client wins for the department.

**Strengths** A client applauds the firm's commercial awareness, saying: *"The team quickly understood what the commercial issues were in order*

*to help us put in place an appropriate litigation strategy,"* adding: *"They were able to think creatively about how to defend the claims and introduce new legal arguments in the Brazilian courts."*

**Work highlights** Defended Warner Bros. against a lawsuit filed by the Federal Prosecution Service alleging that all accessibility rights for hearing-impaired people should be immediately applied in all films and movie theatres in Brazil.

**Notable practitioners**

Co-head of department **Pedro Frankovsky Barroso** (see p.53) represents heavyweights in the media and entertainment sector in a range of contentious mandates, including image rights lawsuits and copyright infringement actions. A client says: *"Pedro is able to bring a commercial perspective to the issues with a deeper IP background."*

**Caio Mariano Advogados Associados**

**What the team is known for** Caio Mariano Advogados is well known for advising heavyweights from the music, publishing and film production industries on a wide range of media and entertainment mandates. It maintains particular expertise assisting major names from the music industry with the drafting and negotiation of production, distribution and commercial partnership agreements. The team also represents clients in copyright negotiations and image rights disputes.

**Strengths** A client says: *"They are one of the most knowledgeable firms when it comes to copyright issues in the music industry."*

**Work highlights** Assisted Sandy & Junior with the drafting of all contracts related to the band's live tour, including commercial partnership and sponsorship agreements.

**Notable practitioners**

**Caio Mariano** enters the rankings this year after receiving an excellent level of endorsement from clients, with one of them saying: *"He is an incredible professional."* He has particular expertise assisting heavyweights from the music industry with the full spectrum of contractual issues. A source attests: *"He is an expert in music and intellectual property rights who is knowledgeable and well connected."*

**KLA Advogados****See profile on p.106**

**What the team is known for** KLA Advogados maintains a dynamic practice group with significant experience advising well-known companies hailing from the advertising, events management and television industries on a range of contractual matters arising from the sector. The team assists clients with the drafting and negotiation of copyright licensing, sponsorship and production agreements. It has additional expertise representing clients in administrative procedures before CONAR.

**Work highlights** Assisted Eventbrite with the drafting of a services agreement with GL Events for the Rio Matsuri event.

**Notable practitioners**

Tania Liberman and Melissa Kanô are the key contacts for clients.

## Public Law

Public Law
Leading Firms
<b>Band 1</b>
Manesco, Ramires, Perez, Azevedo Marques *
Sundfeld Advogados
<b>Band 2</b>
Justen, Pereira, Oliveira & Talamini – Advogados *
Machado, Meyer, Sendacz e Opice *
<b>Band 3</b>
Aroeira Salles Advogados *
Pereira Neto   Macedo
Tauil & Chequer Advogados
TozziniFreire Advogados *
<b>Band 4</b>
Demarest Advogados *
Giamundo Neto Advogados *
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *
Tojal Renault Advogados Associados *
Veirano Advogados *
Vernalha Pereira *
Leading Individuals
<b>Band 1</b>
Justen Filho Marçal Justen, Pereira, Oliveira & Talamini
Peixoto de Azevedo Marques Neto Floriano
Sundfeld Carlos Ari Sundfeld Advogados
<b>Band 2</b>
Arruda Câmara Jacintho Sundfeld Advogados
Monteiro Vera Sundfeld Advogados
Sant'Anna Lucas Machado, Meyer, Sendacz e Opice *
<b>Band 3</b>
Aroeira Salles Alexandre Aroeira Salles Advogados *
Cabral Aurélio Bruno Francisco Demarest Advogados
Pereira Neto Caio Mário da Silva Pereira Neto   Macedo
Portugal Ribeiro Maurício Portugal Ribeiro (ORL) ◇
Queiroz de Andrade Leticia Queiroz Maluf (ORL) ◇
<b>Band 4</b>
Bonelli Claudia Elena TozziniFreire Advogados *
Giamundo Neto Giuseppe Giamundo Neto Advogados
Iazzetta Rodney Lobo de Rizzo Advogados (ORL) ◇
Perez Marcos Augusto Manesco, Ramires, Perez
Uyeda Junior Massami Arap, Nishi & Uyeda (ORL) ◇
Vernalha Guimarães Fernando Vernalha Pereira
Werneck Bruno Tauil & Chequer Advogados
<b>Up-and-coming individuals</b>
Saadi Lima Mário Márcio Cescon, Barrieu (ORL) ◇ *
<b>Associates to watch</b>
Saullo Pedro Machado, Meyer, Sendacz e Opice
* Indicates firm / individual with profile.
◇ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

## Band 1

### Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados

See profile on p.118

**What the team is known for** Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados is a public law powerhouse. It is widely respected for handling sophisticated contentious and non-contentious mandates. It is particularly strong acting as counsel on public agreements, bidding auctions and infrastructure concession deals. The team is also demanded for high-stakes public contract disputes. Senior partners within this practice are sought after to provide authoritative legal opinions on public regulation. Companies with key investment in public services and infrastructure feature in this firm's prominent

client roster alongside multilateral development banks. Eneva is a new client.

**Strengths** A client says: "The firm has strong expertise in matters that involve great legal depth. They are great in issuing legal opinions and have strong capacity to research and systematise complex demands."

Another client adds: "Their whole team is very good, and it is obvious that their leadership makes a difference. They are very organised and always follow up the project closely."

**Work highlights** Manesco, Ramires, Perez, Azevedo Marques represented Eneva before the Amazonas Court of Auditors in a plea for the annulment of a state decree.

#### Notable practitioners

Highly acclaimed **Floriano Peixoto de Azevedo Marques Neto** co-heads the department and is often recognised in the public law arena for his longstanding expertise and significant academic contributions. "He is an authority in the matter," a source says, adding: "He is an excellent lawyer that reconciles academic and professional prowess very well." A client also comments: "He is one of the greatest lawyers in administrative law in Brazil. He is very good technically, a professor, extremely well prepared," adding: "When he joins a meeting, he really makes a difference." Co-head of department **Marcos Augusto Perez** is appreciated for his work in litigation involving public law matters. A client says: "He has an intense performance and works closely with the client."

### Sundfeld Advogados

**What the team is known for** Distinguished public law boutique Sundfeld Advogados inspires the utmost respect from market sources for its high-end practice covering many of the most innovative and important matters in the field. Its legal opinions are often in high demand and the team's advice on concessions, privatisation and bidding processes is widely recognised as being top-notch. This firm is also seasoned in negotiating governmental contracts. National heavyweights from the transportation, communication and electricity sectors feature in its prominent client list.

**Strengths** "They are involved in large projects and the firm is a leader, always at the vanguard," a client says, adding: "They are a model for many law firms; they are traditional and at the same time highly innovative."

Another market commentator says Sundfeld's lawyers "have deep command of public law."

#### Notable practitioners

Highly influential **Carlos Ari Sundfeld** is seen as an authority in public law matters. He is widely admired by market observers, who attest to his important contribution to the field and the prominence of his legal opinions. "He is the greatest personality active in public law in Brazil," a source says. Another commentator says Sundfeld is "ahead of his time," adding: "It would be hard to imagine a piece of law being introduced without his input on it being heard." **Jacinto Arruda Câmara** is known for his expertise in consultative mandates. A market commentator says: "He is excellent, a great lawyer." **Vera Monteiro** is known for her excellence and renown in public law mandates. "She is a distinguished and high-performance professional," a client says.

## Band 2

### Justen, Pereira, Oliveira & Talamini – Advogados Associados

See profile on p.102

**What the team is known for** Brasília and Curitiba-based Justen, Pereira, Oliveira & Talamini – Advogados Associados features in the top league of public law experts in Brazil. It stands out for its work on constitutional disputes and administrative contractual matters. The firm also has a solid track record advising on bidding processes for public concession. It is often retained by public and private companies from the infrastructure, transportation and construction sectors. Construtora Rofer is a new client win.

**Strengths** A client says: "I hire them for technical and strategic matters involving assets and contracts, and above all for strategic contract renegotiation for tariff reduction."

**Work highlights** Justen, Pereira, Oliveira & Talamini – Advogados Associados represented Terminal de Contêineres de Paranaguá – TCP in a dispute over a USD5 billion lease agreement for the port of Paranaguá following a whistle-blower's action.

#### Notable practitioners

Described by a client as a "legend" and by a market source as "the pope," **Marçal Justen Filho** is widely admired for his knowledge, seniority and experience in public law matters. "His legal opinions are fantastic, I can't understand how anyone can produce work of such quality," a client says. Another observer says Justen Filho has a "hard law approach to public law," and his commanding voice in the field is "strong and important."

### Machado, Meyer, Sendacz e Opice

See profile on p.115

**What the team is known for** Prominent full-service firm Machado, Meyer, Sendacz e Opice combines the capabilities of a highly performing transactional practice with the cerebral approach needed to handle high-stakes public law matters. The combination has been continually drawing the market's attention and attracting respect as the firm piles up some of the most prominent and legally complex mandates in its portfolio. Machado Meyer's know-how of privatisation, government contracts and bidding processes has put the firm in the centre of Brazil's government infrastructure investment programme. Both state-owned and private companies from the banking and infrastructure sector frequently rely on this firm for its most important public law demands. New client wins include EixoSP Concessionária de Rodovias.

**Strengths** A client says: "This is a state-of-the-art law firm. It has a very qualified and senior team which is always available and is hard-working."

**Work highlights** Machado Meyer won the public bidding process to create a new legal framework for the privatisation of Brazil's postal service, Correios.

#### Notable practitioners

Prominent clients line up to praise the service provided by **Lucas Sant'Anna** (see p.60), who is rising in the rankings due to his involvement in top mandates and continuing recognition from market sources. Leading the charge when it comes to

public law matters in this highly achieving firm, Sant'Anna is experienced in privatisation and concession bids. "He has an impressive insight into business," a client says, adding: "He understands the risks and knows how to mitigate them, setting the strategy right from the start." The "very dedicated," newly ranked associate-to-watch **Pedro Saullo** has gathered important experience and exposure to key mandates while teaming up with partners to deliver excellent client service. A client notes his participation in meetings with government ministers and Supreme Court justices. "He is very qualified and highly educated and is delivering excellent, good work," a client says.

### Band 3

#### Aroeira Salles Advogados

See profile on p.67

**What the team is known for** Aroeira Salles Advogados maintains a noteworthy public law practice group. It is particularly known for representing clients in disputes and is well regarded for its dynamic presence handling administrative proceedings before the Federal Court of Accounts. Major players from the construction, engineering and financial industries feature in this firm's client list. Aurora da Amazônia Terminais e Serviços is a new client.

**Strengths** "They provide well-prepared answers, have good technical knowledge and propose innovative ideas," a client says.

**Work highlights** Aroeira Salles advised Inova Saúde on a USD760 million concession contract for the construction and operation of three public hospitals in the state of São Paulo.

#### Notable practitioners

**Alexandre Aroeira Salles** (see p.50) is experienced with the negotiation and renegotiation of concession contracts as well as handling disputes with public entities. He is particularly sought after by concession holders and construction companies. Observers note his "strong technical skills and attention to detail."

#### Pereira Neto | Macedo

**What the team is known for** Pereira Neto | Macedo Advogados' public law practice is noted for representing clients before the Federal Court of Accounts. The firm also handles public law contracts, including concessions for public services. Prominent companies from the telecoms, construction and transportation sectors feature in this team's client roster.

**Strengths** "Pereira Neto provides a complete public law analysis. Even if the regulatory agency doesn't yet have a guideline, we know this firm will deliver."

**Work highlights** Pereira Neto | Macedo Advogados advised railway company Rumo on all matters related to the restructuring of its public concession contracts to operate a public railway in the state of São Paulo, which is key to the transportation of agribusiness exports.

#### Notable practitioners

**Caio Mário da Silva Pereira Neto** is respected for handling public concession matters and dealing with different regulatory agencies. He is described by a market commentator as "a great, mature and seasoned lawyer," and as someone having "slick business acumen."

#### Tauil & Chequer Advogados in association with Mayer Brown

**What the team is known for** Tauil & Chequer Advogados is a significant player in the public law realm. Companies from the energy, transportation and water sewage industries rely on the team for key mandates, including PPP agreements, concession bids and privatisation opportunities. The recently reinforced team also offers strong dispute resolution capabilities acting on both administrative and judicial cases. The Ellen MacArthur Foundation is among its new clients.

**Strengths** "They have in-depth knowledge of public law and are able to combine knowledge from other areas to guide us," a client says.

**Work highlights** Tauil & Chequer helped AEGEA to bid for the public concession of water supply and sewage services in two cities in the states of Alagoas and Espírito Santo.

#### Notable practitioners

**Bruno Werneck** is highly regarded in the infrastructure arena and has experience handling public law matters for companies in the water and sewage, transportation and airport sectors. Development bank BNDES is a prominent client. "He knows the market and its competitors," a client comments, adding that he relies on his "ample vision of the law to seek opportunities to increase value."

#### TozziniFreire Advogados

See profile on p.152

**What the team is known for** Widely respected full-service firm TozziniFreire Advogados is an active force in public law. It regularly represents clients in regulatory matters, concession bidding rounds and administrative law disputes. The team is also well regarded for advising on public contracts management. Significant players from the aviation, technology and construction sectors feature in its client list. Estrela Instantêa Loteria is a new client win.

**Strengths** "Due to their strong regulatory work, we use TozziniFreire whenever there is a relevant matter for our company, including for strategic analysis involving public concessions," a client says.

#### Work highlights

TozziniFreire advised BRK Ambiental on contract management and negotiations with public entities.

#### Notable practitioners

The "very good" **Claudia Elena Bonelli** (see p.51) is known for her public law expertise and experience handling a range of matters before regulators. "She has a lot of knowledge," a client says.

### Band 4

#### Demarest Advogados

See profile on p.86

**What the team is known for** Much-admired full-service firm Demarest Advogados makes its way into the rankings due to its work structuring PPP contracts and leading high-stakes public law mandates. The firm regularly assists high-calibre clients in the infrastructure, highways and construction sectors. Smart RJ Concessionária de Iluminação Pública is a new client win.

**Strengths** A client reports: "They produce high-quality documents and have technical excellence."

**Work highlights** Demarest advised service pro-

vider Socicam on their winning bid for the concession of a number of airports during the most recent public auctions.

#### Notable practitioners

**Bruno Francisco Cabral Aurélio** is admired in the public law arena. He has a wealth of experience advising on concession bids for airport services, public light contracts and water and sewage supply, among others. "He is dedicated, very active and he has the ability to quickly capture what we sometimes are unable to express," says a client, adding: "He understands well our necessities, and his answers are very pertinent."

#### Giamundo Neto Advogados

See profile on p.99

**What the team is known for** Giamundo Neto Advogados is sought out by clients from the construction sector for assistance with a range of public matters, including disputes and contracts. The team is particularly active advising on auctions for public concessions. It is also seen handling PPP matters.

**Strengths** "They deliver with quality and within the agreed deadlines," a client says, adding: "I appreciate their availability and expertise."

**Work highlights** Giamundo Neto advised Construções e Comércio Camargo Corrêa on the renegotiation of a leniency agreement with the CGU in the context of the Carwash probe.

#### Notable practitioners

**Giuseppe Giamundo Neto** moves up into the numbered bands for his leadership, client service and commercial awareness in handling public law matters. A client reports: "He knows the main players in the business and has commercial acumen, which is very important for professionals in this area," a client says, also commenting: "His client service is bespoke, dynamic, speedy and with technical quality."

#### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Full-service elite firm Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados maintains a respected track record of key public law mandates. Its multidisciplinary team is well equipped to advise clients on a broad range of public law mandates. PPP deals, concession agreements and public bids are among the wide offering this firm provides to top clients making the best of public-private opportunities in Brazil. New client wins include Acciona.

**Strengths** A client notes: "Their services are delivered with excellence and the firm sets itself apart for their dedication and competency, in addition to their obvious market recognition."

**Work highlights** Mattos Filho assisted Acciona with the negotiation of a concession agreement to construct, operate and maintain the Line 6 (Orange line) of São Paulo's Metro System.

#### Notable practitioners

**Thiago Sombra** and **André Luiz Freire** are key contacts.

#### Tojal Renault Advogados Associados

See profile on p.150

**What the team is known for** Tojal Renault Advogados' dispute resolution practice in public law is highly regarded by market commentators. The firm is also respected for its know-how advising key toll road companies. It also offers



advisory capabilities on regulatory issues, bidding processes and administrative agreements. Regularly advises clients from the construction, energy and pharmaceutical sectors. New clients include CCEE – Câmara de Comercialização de Energia Elétrica, Febraban and Drogaria São Paulo.

**Strengths** A client says: “They are excellent in everything they do, from the phone call to the email reply.”

**Work highlights** Tojal Renault advised Febraban before an investigative parliamentary inquiry committee over alleged tax evasion practices by banking institutions.

#### Notable practitioners

Sebastião Botto de Barros Tojal is a key contact.

#### Veirano Advogados

See profile on p.155

**What the team is known for** Veirano Advogados’ multidisciplinary team advises a range of domestic and international clients on public law mandates. The team is particularly experienced assisting companies from the energy, infrastructure and technology sectors with judicial representations, regulatory advice and public tenders. New client wins include WestRock Celulose and Aprobio.

**Strengths** A client says: “I regard them very positively because of their assertiveness and capacity to analyse and establish connections between topics in public law.”

**Work highlights** Veirano helped Uruguayan company Cementos del Plata win a bid to supply limestone to a coal-based power station in Brazil for four years.

#### Notable practitioners

Mauro Hiane de Moura is a key contact.

#### Vernalha Pereira

**What the team is known for** Vernalha Pereira is a Curitiba-based department displaying noteworthy capacity to handle public tenders, concessions and PPP mandates. It is also experienced assisting with judicial disputes involving public law. The firm is gaining prominence advising a range of clients including government bodies and players in the construction and infrastructure sectors. New client wins include Control Instalações Elétrica, Hi Technologies, and Metro Engenharia e Empreendimentos.

**Strengths** A client notes: “For us, they are the number-one option for any public law matter. They score ten out of ten.”

**Work highlights** BNDES and the state of Rio de Janeiro relied on Vernalha Pereira to structure the landmark public concession of Rio de Janeiro’s water and sewage company, CEDAE.

#### Notable practitioners

**Fernando Vernalha Guimarães** is gaining market attention for his public law practice and growing experience in noteworthy public concession mandates. “He is very accessible and very good technically,” a client says, adding that he is “always available, which is not normal for someone in his position, but he manages to provide prompt answers and demonstrates great command of the topic.”

#### Other Ranked Lawyers

**Rodnei Iazzetta** is active on a range of public law mandates. “He is very present in the projects and participates in every meeting,” a client says, adding: “He pays attention to details, is able to think outside the box and asks questions people usually don’t.”

**Maurício Portugal Ribeiro** is admired by commentators for his work in consultancy mandates and for his legal opinions. “He is like an educator who has a deep knowledge of the sector,” a source says.

**Letícia Queiroz de Andrade** is known for advising toll road operators on public law matters related to their public concessions. A market commentator says she “is very assertive and has a pro-business approach.”

Up-and-coming lawyer **Mário Márcio Saadi Lima** (see p.60) is gaining important experience in privatisation and public concession matters. Market sources note his rising practice in public law. “He is accessible, available and intelligent and I really like his work,” a client says, adding: “He went beyond expectations to deliver a very complete piece.”

**Massami Uyeda Junior** is described by a market commentator as “a well-known professional in the sector of concessions of toll road services.” He is also noted for longstanding advice to construction companies.

## Shipping

Shipping	Shipping
Leading Firms	Senior Statespeople
<b>Band 1</b>	<b>Senior Statespeople:</b> distinguished older partners
Kincaid   Mendes Vianna Advogados *	Calmon Filho Pedro Pedro Calmon Filho & Associados
Siano & Martins Advogados Associados	
<b>Band 2</b>	<b>Leading Individuals</b>
Escritório Jurídico Carbone *	<b>Band 1</b>
Pedro Calmon Filho & Associados (PCF&A)	Galante Luis Felipe Escritório Jurídico Carbone
Sammarco Law Office	Leven Siano Luiz Roberto Siano & Martins Advogados
Shipping Consultoria	Mendes Vianna Godofredo Kincaid   Mendes Vianna *
<b>Band 3</b>	<b>Band 2</b>
Advocacia Rocha Baptista	Jaeger Iwam Kincaid   Mendes Vianna Advogados *
Farinon, Carvalho da Silva & Advogados	Mendes Vianna Bernardo Vieira Rezende
PROMARE	Mendes Vianna Cardoso Camila Kincaid   Mendes *
Vieira Rezende	Motta Henrique Oswaldo Pedro Calmon Filho
<b>Band 4</b>	Simões Martins Fabiana Siano & Martins Advogados
Almeida Advogados *	Sobral Sampaio Antonio Francisco Shipping
Castro Barros Advogados *	Sobrinho Porto Fernando Shipping Consultoria
Garbois Melo Advogados *	<b>Band 3</b>
Lopes Pinto Advogados Associados *	Calmon Neto Pedro Pedro Calmon Filho & Associados
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *	Carvalho Larry PROMARE
Ruy de Mello Miller Advocacia	
Veirano Advogados *	<b>Band 1</b>
* Indicates firm / individual with profile.	<b>Kincaid   Mendes Vianna Advogados</b>
Alphabetical order within each band. Band 1 is highest.	See profile on p.105

**What the team is known for** Kincaid | Mendes Vianna Advogados is a top-flight shipping firm

with deep experience representing a wide range of high-profile clients in complex matters. The team is particularly recognised for its ability to handle sophisticated judicial and administrative disputes, including those arising from charter contracts, cargo damage claims and shipping accidents. Its strong team boasts additional capa-



bilities assisting with financing transactions and regulatory licensing matters. CELBA – Centrais Elétricas Barcarena is a new client win for the department.

**Strengths** A market commentator says: “It is undisputable that they are one of the best law firms.”

A client attests: “They are specialised in the area and their lawyers are points of reference.”

**Work highlights** Kincaid represented TMS Off-shore in a lawsuit against Petrobras relating to the early termination of a charter contract.

#### Notable practitioners

**Godofredo Mendes Vianna** (see p.57) remains a highly respected name owing to his longstanding presence in the industry and enviable ability to handle highly complex shipping mandates. He draws upon more than 25 years of experience in litigation and arbitration to represent multinational companies in an array of maritime-related disputes. A market commentator calls him “an authority,” while a satisfied client applauds him for his “very strong knowledge.” Co-head of department **Iwam Jaeger** (see p.55) is well versed in dealing with contentious mandates arising from charter agreements disputes and maritime accidents. A client appreciates his mastery of the subject matters and his assertiveness. Another interviewee says: “He is an excellent lawyer who has been in the industry for a long time,” adding: “He is an admired figure.” **Camila Mendes Vianna Cardoso** (see p.57) has experience advising clients on both dry and wet shipping mandates. A client highlights her holistic approach to problems, saying: “She can visualise the system as a whole, has a good sensibility based on her experience and can do a broad analysis of the area.” Another adds: “She has an in-depth level of knowledge of maritime law in Brazil.” Partner **Lucas Leite Marques** (see p.56) draws upon more than ten years of experience in maritime, insurance and international law to advise clients on a range of sector-related matters. An interviewee appreciates “the objective way in which he deals with matters and his good advice and knowledge.” Up-and-coming partner **Juliana Furtado Senna** (see p.53) assists shipping clients with regulatory matters before the National Agency for Waterway Transportation (ANTAQ). She also advises on financing mandates. A client says: “She is specialised in maritime law and has a lot of experience in the area.”

### Siano & Martins Advogados Associados

**What the team is known for** Siano & Martins Advogados Associados is a stellar boutique maintaining a top-tier position due to its vast amount of experience assisting domestic and international heavyweights in the shipping industry with a variety of sector-related matters. The team is well equipped to represent clients in sophisticated contentious mandates arising from cargo claims and accidents involving collisions and explosions at sea. It demonstrates additional capability assisting with matters that involve environmental authorities.

**Strengths** A client says: “They are very experienced in casualties and have strong negotiation skills,” adding: “Their network is quite extensive, which facilitates discussions with authorities and other parties.”

Another interviewee attests: “They have experienced and skilled professionals,” also commenting:

“The partners are icons in Brazil and experts in the shipping industry.”

#### Notable practitioners

Stellar co-head of department **Luiz Roberto Leven Siano** has a broad practice, assisting major players in the shipping industry with both dry and wet mandates. One client says: “He is a very creative lawyer who has really good ideas about strategies.” Another impressed interviewee attests: “He is one of the leaders when it comes to maritime law in Brazil,” adding: “He provides legally accurate but commercially aware advice, which is a rare commodity.” **Fabiana Simões Martins** has a considerable amount of experience representing ship owners in a variety of wet shipping mandates, including cargo claims and collisions at sea resulting in environmental impacts. One client describes her as “very communicative,” adding: “She provides good advice.” Up-and-coming partner **Marcos Martins** heads the firm’s litigation department and frequently assists clients with disputes relating to vessel collisions and cargo claims. An interviewee attests: “He does a good job at defending his client.” Another source adds: “He provided a very complete advice and solved the matter efficiently.”

## Band 2

### Escritório Jurídico Carbone

#### See profile on p.90

**What the team is known for** Escritório Jurídico Carbone is a widely respected boutique with longstanding expertise handling an array of shipping-related issues. Its deep bench has experience assisting companies with regulatory and contractual matters, as well as complex contentious mandates such as those arising from maritime accidents. Clients also benefit from the team’s knowledge of P&I matters and environmental claims.

**Strengths** A client says: “They have very well-prepared professionals who understood our demand very quickly.”

**Work highlights** Escritório Jurídico Carbone assisted Vale with the grounding of the vessel ‘Stellar Banner’, including on-site attendance and advisory services both in P&I and non-P&I matters.

#### Notable practitioners

Senior statesperson and former president of the Brazilian Maritime Law Association **Artur Carbone** continues to be a highly recognised name owing to his longstanding expertise in the shipping industry. A market commentator attests: “He is senior figure in maritime law.” Co-head of department **Luís Felipe Galante** maintains a stellar level of recognition from both clients and peers alike owing to his solid knowledge of the sector. A client says: “He is a well-renowned lawyer who knows a lot about maritime law,” adding: “He is specialised in contentious matters, has a good commercial vision and understands the business world.” Another source applauds his multidisciplinary skills, stating: “He has a good legal understanding not only of Brazilian law but of other legal systems as well.”

### Pedro Calmon Filho & Associados (PCF&A)

**What the team is known for** Pedro Calmon Filho & Associados (PCF&A) is a well-established Rio de Janeiro-based boutique largely recognised for its

longstanding presence in the shipping industry. The team demonstrates significant expertise advising oil and gas companies on a range of maritime law issues, including an array of regulatory mandates. It boasts additional expertise representing clients on contentious mandates arising from cargo claims and insurance matters.

**Strengths** A client says: “They technically strong and offer a good client service.”

#### Notable practitioners

Senior statesman and founding partner **Pedro Calmon Filho** remains a highly acclaimed name in the shipping sector, with a commentator highlighting in particular his longstanding presence in the field. Partner **Henrique Oswaldo Motta** has a longstanding presence in the shipping sector, drawing upon many years of experience to assist clients with a range of related mandates. One impressed interviewee says: “He is one of the best lawyers in Brazil.” Partner **Pedro Calmon Neto** is experienced handling shipping mandates, with market commentators highlighting in particular his expertise assisting clients with labour-related issues. One interviewee says: “He is a very good lawyer who stands out for his employment work in the shipping sector.”

### Sammarco Law Office

**What the team is known for** Sammarco Law Office is a seasoned Santos-based boutique with experience representing a wide range of clients, including ship owners, charterers and P&I clubs, on contentious shipping mandates. It boasts particular expertise handling administrative and judicial disputes involving cargo claims, maritime accidents and environmental disputes, as well as matters relating to ports and terminals. The team is additionally capable of advising on sector-related regulations.

**Strengths** A client says: “They have an extensive knowledge of and expertise in the field of maritime law,” adding: “They do an excellent work and focus on the client.”

#### Notable practitioners

Senior statesman and founding partner **Oswaldo Sammarco** continues to win praise for his extensive knowledge of and experience working in the shipping industry. He is the vice-president of the Brazilian Association of Maritime Law (ABDM) and is well-versed in port-related mandates and arbitrations. Partner **Marcelo Sammarco** assists clients with shipping mandates relating to ports and P&I clubs, including cargo loss and damage claims, as well as shipping accidents.

### Shipping Consultoria

**What the team is known for** Shipping Consultoria is a well-regarded Rio de Janeiro-based firm with a strong track record advising domestic and international clients on a range of sector-related issues. The team earns recognition for its strong ability to handle both wet and dry shipping mandates, including regulatory matters and maritime accidents. It boasts additional expertise acting for P&I clubs.

**Strengths** A client appreciates the team’s “strong regulatory work.”

#### Notable practitioners

Founding partner **Antonio Francisco Sobral Sampaio** continues to assist a diverse range of shipping clients with litigation and arbitration mandates relating to maritime issues. He is highly regarded for his longstanding presence in the

sector. Founding partner **Fernando Sobrino Porto** receives plaudits from interviewees owing to his expertise handling complex maritime law-related issues. A market commentator states: *"He has been in the market for a long time and has a solid level of knowledge."*

### Band 3

#### Advocacia Rocha Baptista

**What the team is known for** Advocacia Rocha Baptista is a dynamic Rio Grande do Sul-based firm maintaining an impressive track record representing charterers, ship owners, insurance companies and P&I clubs in judicial and administrative disputes. The team assists clients with claims arising from shipping accidents, ship salvaging and environment-related matters. It demonstrates additional capabilities advising on shipbuilding, freight contracts and regulatory mandates.

##### Notable practitioners

Rio Grande do Sul-based **Arthur Rocha Baptista** has a considerable amount of experience handling a variety of dry and wet shipping matters, including contentious mandates arising from accidents. A market commentator attests: *"He is an excellent lawyer."*

#### Farinon, Carvalho da Silva & Advogados Associados

**What the team is known for** Farinon, Carvalho da Silva & Advogados Associados is a Porto Alegre-based firm with experience assisting a diverse client roster comprising ship owners, charterers and P&I clubs with both contentious and non-contentious mandates. The team handles litigation arising from accidents and insurance claims relating to vessel collisions, with additional capabilities advising on regulatory, compliance and contractual matters.

##### Notable practitioners

Porto Alegre-based co-founding partner **Ruy Fernando Carvalho da Silva** maintains a broad experience handling a range of maritime law mandates, including those arising from port and terminal issues. He boasts additional expertise assisting clients with litigations relating to insurance and subrogation claims. **Roberto Farinon** possesses extensive expertise advising clients on a variety of dry and wet shipping mandates, with market commentators highlighting in particular his longstanding presence in the sector. He is knowledgeable about port and maritime law, boasting additional capabilities assisting clients with environmental and customs issues.

### PROMARE

**What the team is known for** PROMARE is a Fortaleza-based firm advising an array of players in the shipping industry, including ship owners, port operators and P&I insurance providers, on the full spectrum of sector-related mandates. The team is well equipped to assist clients with both wet shipping mandates, including litigation arising from collisions, and dry shipping matters such as legal opinions on charter agreements. APM Containers is a new client win for the team.

**Strengths** A client says: *"The team is flexible, client-orientated and very knowledgeable of the shipping industry in Brazil."*

**Work highlights** PROMARE successfully represented Marimar in a USD10 million lawsuit against

Petrobras relating to the early termination of ten contracts.

##### Notable practitioners

Head of department **Larry Carvalho** has a wealth of experience representing shipping companies in contentious mandates such as those arising from vessel collisions and oil leak incidents, as well as advising clients on demurrage charges and charter agreements. One client says: *"He is knowledgeable of the area and understands the maritime law very well,"* and another describes him as *"very client-oriented and responsive."*

#### Vieira Rezende

**What the team is known for** Vieira Rezende is a full-service firm with a maritime department often instructed by P&I clubs and ship owners to assist with contentious mandates. It has particular expertise assisting clients with both wet and dry shipping litigation, including those arising from accidents and cargo claims, as well as contractual issues. The team is also well equipped to advise on oil and gas-related matters. Amaggi Navegação and The Meco Group are new client wins.

**Strengths** One client compliments the lawyers' negotiation skills, saying: *"They understand the processes and its challenges well,"* adding: *"They are able to conduct mediations in a way that both parties agree and achieve an amicable conclusion."*

**Work highlights** Vieira Rezende defended Sistac in an administrative proceeding before the Admiralty Court relating to a fire incident on board the vessel DSV 'Sistac Esperança'.

##### Notable practitioners

Co-head of department **Bernardo Mendes Vianna** regularly acts for terminal operators, ship owners and clients from the transportation and logistics sectors. He provides expert assistance with contentious mandates, with one client saying: *"He has a very good knowledge of shipping laws and is very recognised in the marine sector."* Another source appreciates his *"profound knowledge of matters relating to ship ownership."*

### Band 4

#### Almeida Advogados

##### See profile on p.65

**What the team is known for** Almeida Advogados assists clients with a range of contentious mandates arising from oil spills, ship collisions and accidents at sea. The team also represents companies in dry shipping issues, including contractual disputes and lawsuits for the reimbursement of expenses. It is additionally capable of assisting with the drafting of time charter agreements and advising on regulatory matters for the acquisition of vessels.

**Strengths** A client says: *"I like the objective way in which they deal with the matters,"* further appreciating *"their profound knowledge of the matters, as well as their technical abilities and accessibility."*

**Work highlights** Almeida Advogados assisted Cargill Agrícola with an oil spill dispute filed by the Federal Prosecutor's Office seeking indemnity for environmental damages.

#### Castro Barros Advogados

##### See profile on p.80

**What the team is known for** Castro Barros Advogados is a Rio de Janeiro-based firm representing a range of clients such as P&I clubs, finan-

cial institutions and shipping companies in diverse maritime-related mandates. The team represents clients in lawsuits, including cargo damages and compensation claims against ANTAQ, boasting additional capabilities assisting with non-contentious mandates such as contractual and regulatory advice. Daiichi Chuo Kisen Kaisha is a new client.

**Strengths** A client applauds the team's *"comprehensive advice, excellent client service, attention to detail and thinking outside of the box."*

**Work highlights** Castro Barros represented Braskem Participações in lawsuits against Petrobras due to contract disputes.

##### Notable practitioners

**Olympio José de Carvalho e Silva** is described by an interviewee as a *"very competent, experienced and knowledgeable"* lawyer. He assists clients with a range of contentious mandates, with a source stating: *"He is able to provide very accurate and comprehensive advice on complex marine insurance disputes,"* adding: *"He is commercially minded and has a great eye for detail."*

#### Garbois Melo Advogados

##### See profile on p.97

**What the team is known for** Garbois Melo Advogados is a newly formed firm acting for companies on a range of dry and wet shipping mandates. The team has particular expertise assisting clients with high-profile litigation, including casualty cases arising from ship collisions. It boasts additional capabilities representing clients in contractual disputes related to the oil and gas industry.

##### Notable practitioners

Co-head of department **Breno Garbois** (see p.53) is described by a source as a *"very diligent, helpful and assertive lawyer."* He moves up the rankings due to his positive track record and feedback received from interviewees, with one of them stating: *"He has a wide knowledge of this area, including of P&I and insurance matters,"* adding: *"He is a very up-to-date professional, evaluates all the risks and has a very dynamic vision of the sector."* Up-and-coming partner **Flavia Melo** (see p.57) draws upon more than 20 years of experience in the shipping industry to assist clients with a range of sector-related issues, including administrative proceedings before the Admiralty Court. A market commentator says: *"She is very focused on contentious mandates."*

#### Lopes Pinto Advogados Associados

##### See profile on p.111

**What the team is known for** Lopes Pinto Advogados Associados is a respectable boutique often retained by clients to assist with maritime-related accidents, sale and purchase of vessels and charter agreements. It is additionally recognised for its ability to advise on regulatory matters and contractual issues arising from the industry.

**Strengths** An interviewee highlights the firm's long track record, saying: *"They have been in the market for some time doing regulatory work."*

##### Notable practitioners

**Alessander Lopes Pinto** is recognised for his multidisciplinary skills, with market commentators highlighting his ability to handle labour issues, regulatory work and shipping litigation. An interviewee attests: *"Alessander is amazing, understands clients' queries and is excellent at con-*

tentious matters.”

### **Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados**

See profile on p.120

**What the team is known for** Mattos Filho, Veiga Filho, Marrey Jr e Quiroga Advogados is a full-service firm with a shipping department assisting clients with a range of sector-related matters, including the drafting of charter and service agreements, acquisition of vessels and fleet restructuring mandates. The team is also capable of advising on regulatory issues involving ANTAQ. Oceanpact, Hidrovias and Elcano are new client wins.

**Strengths** A client appreciates their “long-standing expertise, availability and technical capacity,” adding: “They have a commercial vision of all the transactions.”

**Work highlights** Mattos Filho assisted CBO Group with the revision and negotiation of a contract related to the client’s partnership with Wärtsilä for Latin America’s first hybrid vessel upgrade project.

#### **Notable practitioners**

**Nilton Gomes de Mattos Neto** (see p.54) enters the rankings this year after consistently receiving positive feedback from the market. One client says: “He is very objective and assertive in his han-

dling of projects,” further appreciating his “clear vision of Petrobras’s contracts.” Another source adds: “I like his technical capacity, his reasoning and his knowledge, which makes all the difference.”

### **Ruy de Mello Miller Advocacia**

**What the team is known for** Ruy de Mello Miller Advocacia is a Santos-based boutique handling maritime-related litigation cases. The firm regularly represents clients against port authorities and ship owners in judicial disputes relating to an array of issues, including demurrage collection, environmental damages arising from oil spills and vessel collisions.

**Strengths** A market commentator says: “They are a great firm doing a lot of port law-related work.”

**Work highlights** Ruy de Mello Miller represented Allink Transportes Internacionais in a court action aiming at the collection of amounts pertaining to container demurrage.

#### **Notable practitioners**

Head of department **Thiago Testini de Mello Miller** enters the ranking this year after receiving a positive level of endorsement from the market, with one interviewee stating: “He is dynamic, thinks out of the box and works very well in a team.” He assists clients with a range of contentious mandates, including those involving casualties and cargo claims.

### **Veirano Advogados**

See profile on p.155

**What the team is known for** Veirano Advogados is a full-service firm with a noted maritime department offering particular expertise in cross-border ship financing mandates. Its experienced team is also instructed to advise a diverse clientele comprising domestic and international organisations, including financial institutions and offshore companies, on sector-related corporate, contractual and regulatory matters. Nordic Trustee & Agency AB is a new client win.

**Strengths** A client states: “Their lawyers are always very receptive, available and have a good knowledge of the market.”

**Work highlights** Veirano advised Compagnie Maritime Monégasque International on the negotiation of charter and operations agreements, as well as regulatory matters.

#### **Notable practitioners**

Co-head of department **Marcelo Ribeiro Mattos** (see p.59) advises clients on a range of financing issues, including the negotiation of loan and charter agreements, demonstrating further ability to assist with regulatory matters. A client says: “He is a very solutions-driven professional.”

## **Sports Law**

Sports Law
Senior Statespeople
<b>Senior Statespeople:</b> distinguished older partners
<b>Lopes</b> Carlos Eugenio <i>Garcia &amp; Keener</i>
Leading Individuals
<b>Band 1</b>
<b>Motta</b> Marcos <i>Bichara &amp; Motta Advogados</i>
<b>Band 2</b>
<b>Caús</b> Cristiano <i>CCLA Advogados</i>
<b>Costa Ramos Tannuri Breno</b> <i>Tannuri Ribeiro</i>
<b>Sica André</b> <i>Carvalho Sica Muszkat Vidigal</i>
<b>Band 3</b>
<b>Ambiel</b> Carlos Eduardo <i>Ambiel, Manssur</i>
<b>Asseff</b> Michel <i>Asseff Zonenschein Advogados</i>
<b>Belfiore</b> Marcel <i>Ambiel, Manssur, Belfiore</i>
<b>Cravo Souza</b> Daniel <i>Cravo Pastl Balbuena</i>
<b>Maia</b> Luiz Felipe <i>FYMSA Advogados*</i>
<b>Queiroz Botelho</b> Rafael <i>Pássaro, Vieira, Botelho</i>
* Indicates individual with profile.
Alphabetical order within each band. Band 1 is highest.

### **Ranked Lawyers**

Partner **Carlos Eduardo Ambiel** remains a well-regarded name in area, with one market commentator saying: “He is a highly technical lawyer.” He assists clients in the sports area with regulatory and contractual matters, as well as contentious mandates.

**Michel Asseff** represents high-profile individuals in the sports business in some of the most sensitive cases in Brazil. Important football clubs also rely on his advice. A source says: “His team keep me constantly abreast of the development of my case. They are very professional and considerate.”

**Marcel Belfiore** assists clients in the sports

law sector with a range of contractual issues, including employment contracts, transfer agreements and sponsorship agreements. A market commentator says: “He is a good lawyer and a highly skilled professional.” Interviewees also highlight his expertise handling e-sports matters.

**Cristiano Caús** moves up the rankings this year owing to his expertise handling sports law mandates. He remains a highly regarded name in the market. He is most notably recognised by interviewees for his activity representing Brazilian football club Santos.

**Breno Costa Ramos Tannuri** is particularly noted by peers for his activity representing player agencies in cross-border mandates. A market commentator states: “He has a very strong practice among player agencies and FIFA.” Another interviewee adds: “He is very active in matters before the Court of Arbitration for Sport.”

Rio Grande do Sul-based lawyer **Daniel Cravo Souza** remains noted by peers for his work with football clubs, agents and players in the south of Brazil, particularly in Porto Alegre. He also previously worked as legal adviser to the Brazilian Tennis Confederation.

Senior statesman **Carlos Eugenio Lopes** remains a renowned figure in the field of sports law owing to his longstanding experience in the area. Interviewees recognise his importance, highlighting in particular his previous role in the Brazilian Football Confederation (CBF). A market commentator attests: “He will always be a cornerstone in the field of sports law,” adding: “He is a very important name in the market.”

**Luiz Felipe Maia** (see p.56) enters the rankings this year after receiving a strong level of recognition from both clients and peers alike. He is par-

ticularly well regarded for his activity in the field of e-sports. An interviewee applauds his “knowledge and longstanding experience handling betting matters.” Another source adds: “He is a very skilled gambling lawyer who is driven towards making the Brazilian regulators understand the industry.”

Renowned practitioner **Marcos Motta** remains widely admired by market commentators and maintains his top position in the rankings owing to his long track record and ongoing activity in the industry. One interviewee applauds his cross-border expertise, saying: “He has a very strong international practice,” and adding: “He undoubtedly offers a good service when it comes to cross-border mandates.”

Head of department **Rafael Queiroz Botelho** is particularly active representing clients in disputes before the Brazilian Football Confederation National Dispute Resolution Chamber, FIFA and the Court of Arbitration for Sport, as well as advising them on contractual and regulatory issues. An interviewee says: “He is one of the most accomplished lawyers I have ever worked with.” Another source adds: “He is undoubtedly a technical professional.”

**André Sica** is held in high regard by market commentators for his sports law practice and in particular for his work with Brazilian football clubs. An interviewee states: “He is a good lawyer,” while another adds: “He does a good job in the area and is noted particularly for his work with Palmeiras.”



## Technology in Brazil

Contributed by Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

**Editor's note:** Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados' technology team is second to none in Brazil. It represents some of the most influential tech companies operating in Brazil's gigantic and ever-changing market. The team is at the forefront of legislation changes and had a major role advising on key aspects of the country's new data protection law (LGPD). Mattos Filho's remarkable bench in the area includes Fabio Ferreira Kujawski, who has featured in Chambers rankings for more than 10 years, being promoted to Band 1 in the area in 2020. Kujawski has more than two decades of experience. He represented Google before the Superior Court of Justice in a case of liability of online platforms for user-generated content. He co-writes the following overview with partners Paulo Brancher and Thiago Sombra, who are also ranked by Chambers, and associate Maira Schweling Scala.

### Technology in Brazil

The COVID-19 pandemic has impacted different sectors and industries throughout 2020 and 2021 so far, especially for technology companies. The ways that the pandemic have impacted industries have sometimes proven to be entirely expected, while in other instances they have proven to be quite the opposite. Either way, digital transformation has been spreading fast worldwide; companies that were not technology-oriented or have not been developing a consistent technological support are facing major challenges to adapt to the "new normal", and, by contrast, startups and companies with highly innovative and technological potential have an opportunity to thrive, as they are native to the digital environment.

As a consequence of the adoption of social isolation protocols, Brazil has been experiencing considerable growth in the levels of consumption of connectivity services from the beginning of the pandemic. The number of individuals with internet access is annually growing and Brazilian consumers are embracing the e-commerce environment, which made online sales grow more than 73.88% in Brazil. Due to social distancing measures, the pandemic also led to a growing demand for on-demand at-home entertainment options, benefiting streaming platforms, which throughout 2020 consolidated their position in the country or have experienced a successful entrance in the Brazilian market. During the COVID-19 pandemic, some studies show that VoD platforms have surpassed cable TV subscriptions for the first time in Brazil, which seems to show that the pandemic will indeed have a lasting impact on consumer behaviour, especially in terms of time spent on the internet and access to new platforms/technologies.

In addition to the challenges posed by the pandemic, most of the Brazilian companies have been focusing their efforts in the adoption of compliance measures for purpose of compliance with the Brazilian Data Protection Law (Law No. 13,709/18, the "LGPD"), which came into effect in September 2020. The LGPD is the Brazilian comprehensive data protection law, which was enacted in 2018 and significantly changed the data protection system in Brazil, aligning it with the European General Data Protection Regulation. Even with the two-year period for companies to comply with the LGPD, the need for change of the culture with respect to privacy and data protection might be the biggest challenge faced by them, which has been accentuated by the lack of an active authority providing guidance during the LGPD vacatio legis. Since the enactment of the LGPD, the companies had to understand the

new privacy landscape introduced by the LGPD and still have a long way to ensure that personal data is an asset belonging to individuals and shall be protected in accordance with a series of rules that must be complied with.

We have listed below the main topics currently under discussion in Brazil, which we believe have (or will have in the near future) a material impact on startups, technology companies and/or the technology they offer. For the sake of clarity, such topics may or may not have a connection with the COVID-19 pandemic.

### Privacy

Under the LGPD, the Brazilian Data Protection Authority ("ANPD") shall issue further regulations and guidelines with respect to a range of issues that are yet to be formally defined. The ANPD was formally constituted in November 2020 and is currently setting out its regulatory priorities. In January 2021, the ANPD published its "2021-2022 Regulatory Agenda", which establishes some issues that will be regulated by the ANPD for the next couple of years, such as providing detailed rules on: data processing carried out by startups, data subjects' rights, criteria for administrative sanctions, international data transfer, etc.

Aligned with its regulatory agenda, in February and May 2021, the ANPD also announced two public consultations for purpose of regulating: (a) the mandatory notification of data security incidents; and (b) the supervision and criteria for administrative sanctions established by the LGPD.

### Legal framework for startups and entrepreneurship

On June 1st, 2021, the Brazilian President approved the Legal Framework for Startups and Entrepreneurship ("Framework"), which establishes a regulatory environment to stimulate the development of innovative companies, as well as creates incentives for investors of technology-based businesses, especially startups. Among the highlights, the Framework provides a definition for "startups" (i.e., a formally incorporated and tax-paying tech-based company with a history of up to six years since its registration before tax authorities and up to BRL 16 million of annual gross revenue), as well as establishing a simplified process for startups to bid for government contracts, angel investor's rights and the possibility of creation of regulatory sandbox environments by Brazilian public authorities applicable to startups. The original version of the Framework was subject to significant changes throughout the legislative process, which has been criticized by some actors in the Brazilian startup ecosystem. Despite not addressing important issues (such as tax and labour-related measures), the Framework was overall welcomed by industry players, as it puts startups in the spotlight in Brazil.

### Brazilian strategy for AI

In April 2021, the Ministry of Science, Technology and Innovation published the "Brazilian Strategy for AI", which will serve as a basis for the development of AI regulation in Brazil at a Federal level. In general, the main goal of the Strategy seems to be balance ethical use of the technology while boosting research and innovation in the AI sector. The Strategy aims to reap the benefits of AI while curbing its potential harms, by means of establishing six objectives, as follows: develop ethical principles that will guide a responsible use of AI, remove barriers to innovation, foster collaboration between researchers and public and private sectors, develop AI skills, stimulate investment in technologies, and spread Brazilian tech overseas. We believe that this was the



greatest initiative developed by the Brazilian Government to encourage entrepreneurship in the AI sector.

#### Online contracts

In recent months, there has been a resumption of the legal debate on the possibility of contracting in electronic media, without a physical support. As a rule, online contracts are permitted by Brazilian laws, provided that (a) the law does not require any other specific form, (b) the manifestation of the party's will is unequivocal, and (c) the integrity, authenticity and validity of the contract can be demonstrated.

Because of the adoption of social distancing measures to prevent the spread of the COVID-19 pandemic, the execution of contracts by electronic/digital media became a necessity, rather than a convenience. In this scenario, we have noticed a proliferation of laws and regulations in the last months to: change some processes that require the formalization of documents by means of wet signatures, create new categories of electronic/digital signatures to be adopted in the interaction with and between public entities, as well as establishment of new requirements for purposes of formalization of documents in electronic/digital means both by public and private entities. Some of these laws and regulations were passed at a rapid pace and could be enacted without a thorough analysis of the prior laws, regulations and court precedents on the matter. It is important to monitor the way such legal framework on electronic contracts will coexist and will be applied in Brazil.

#### Freedom of speech on digital platforms

The legal debate in Brazil regarding content moderation by platforms has become central, especially in the current age of fake news. The Bill 2,630/2020 (also known as "fake news bill") is currently under analysis by the Brazilian National Congress and its goal is to prevent the dissemination of disinformation on

the internet. Because it establishes some controversial measures for combating disinformation and increasing transparency on the internet, the Bill has been fiercely debated in Brazil by different players.

The discussion around content moderation is complex and one of the aspects that stands out is the conflict between users' privacy and freedom of expression. Under Article 19 of the Brazilian Internet Act, internet service providers (ISPs) are only held liable if they fail to remove third-party content after receiving a valid court order. The legal discussion about whether content regulation should be the responsibility of the courts or of the platforms themselves may impact the entire business model of companies providing online content, who, if responsible, would have to take on the role of regulators. The Supreme Federal Court is about to judge the constitutionality of Article 19 of the Brazilian Internet Act, which should be a landmark decision in defining the business models to be adopted by companies providing online content.

#### 5G technology

In February 2021, the Brazilian Telecommunications Agency ("Anatel") approved the draft bid notice for the fifth and latest generation of mobile connectivity in Brazil (5G technology). 5G technology has the power to revolutionize both the way that people relate to each other and how devices connect and foster the creation of an environment for innovation, social and economic development. The rollout of 5G technology will be made possible via a wide range of radio frequency spectrum bands, to be auctioned by Anatel. The draft of the 5G bid notice was submitted for analysis by the Federal Audit Court. Upon approval, Anatel will then be responsible for conducting the bidding process, which Anatel expects to occur in the second half of 2021.

## Technology

Technology	Technology	Data Protection
Leading Firms	Leading Individuals	Leading Individuals
<b>Band 1</b>	<b>Band 1</b>	<b>Band 1</b>
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *	Ferreira Kujawski Fabio Mattos Filho, Veiga Filho *	Ferreira Kujawski Fabio Mattos Filho, Veiga Filho *
Pinheiro Neto Advogados *	<b>Band 2</b>	Leonardi Marcel Leonardi Advogados (ORL) ◇
<b>Band 2</b>	Bialer Ana Paula Bialer Falsetti Associados *	<b>Band 2</b>
Opice Blum, Bruno, Abrusio e Vainzof Advogados	de Cunto Raphael Pinheiro Neto Advogados *	Opice Blum Renato Opice Blum, Bruno, Abrusio e Vainzof
TozziniFreire Advogados *	Rodrigues Brancher Paulo Marcos Mattos Filho *	Sombra Thiago Luis Mattos Filho, Veiga Filho, Marrey Jr. *
<b>Band 3</b>	<b>Band 3</b>	Waksman Ejnisman Marcela TozziniFreire Advogados *
Bialer Falsetti Associados *	Falsetti Mauro Bialer Falsetti Associados *	<b>Band 3</b>
Pereira Neto   Macedo	Opice Blum Renato Opice Blum, Bruno, Abrusio e Vainzof	Artese Gustavo Viseu Advogados
Trench Rossi Watanabe *	Pereira Neto Caio Mário da Silva Pereira Neto   Macedo	Azevedo Rodrigo Silveiro Advogados
<b>Band 4</b>	Rebello Pereira Flavia Trench Rossi Watanabe *	Barboza Pereira Fábio Luiz Veirano Advogados *
Baptista Luz Advogados	Waksman Ejnisman Marcela TozziniFreire Advogados *	Campello Tatiana Demarest Advogados
BMA – Barbosa, Müssnich, Aragão *	Zonaro Giacchetta André Pinheiro Neto Advogados *	Rebello Pereira Flavia Trench Rossi Watanabe *
Demarest Advogados *	<b>Band 4</b>	Vainzof Rony Opice Blum, Bruno, Abrusio e Vainzof
Silveiro Advogados *	Artese Gustavo Viseu Advogados	Zonaro Giacchetta André Pinheiro Neto Advogados *
Veirano Advogados *	Azevedo Rodrigo Silveiro Advogados	<b>Up-and-coming individuals</b>
Viseu Advogados	Barboza Pereira Fábio Luiz Veirano Advogados *	Carvalho Lima Caio César Opice Blum, Bruno, Abrusio
* Indicates firm / individual with profile.	Lemos Ronaldo Rennó Penteado Sampaio (ORL) ◇	Palhares Felipe BMA – Barbosa, Müssnich, Aragão *
◇ (ORL) = Other Ranked Lawyer.	Sombra Thiago Luis Mattos Filho, Veiga Filho, Marrey Jr. *	Pieri José Eduardo Palma Guedes Advogados (ORL) ◇
Alphabetical order within each band. Band 1 is highest.	Vainzof Rony Opice Blum, Bruno, Abrusio e Vainzof	Ramos Pedro Henrique Baptista Luz Advogados
	<b>Up-and-coming individuals</b>	<b>Associates to watch</b>
	Ramos Pedro Henrique Baptista Luz Advogados	Geve M Lacerda Maria Eugênia TozziniFreire *

## Band 1

**Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados**

See profile on p.120

**What the team is known for** Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados is a distinguished full-service firm assisting leading players in the technology industry with an array of sector-related mandates. Its deep bench has strong capabilities advising clients on technology regulations and data protection requirements for the structuring of their products and services in Brazil. The team is additionally well equipped to represent companies in litigation relating to the collection and use of data. Badoo and Match Group are new client wins.

**Strengths** A client says: *"They are really good and very knowledgeable about technology matters."* Another source adds: *"Their strategic advice on matters involving data protection is extraordinary and of very high quality."*

**Work highlights** Mattos Filho represented Google in several disputes, including a litigation launched by the Public Prosecutor's Office regarding children's rights on YouTube and an administrative proceeding launched by Senacon regarding the collection of geolocation data by Android smartphones.

**Notable practitioners**

Stellar practitioner **Fabio Ferreira Kujawski** (see p.53) draws upon more than 20 years of experience assisting major technology companies with a number of sector-related issues. An impressed client says: *"He is a point of reference in the market."* Another source states: *"He is one of the best lawyers I have ever worked with,"* adding: *"He has a very good legal and regulatory knowledge, as well as a vast amount of experience handling data protection matters."* Another observer applauds his multidisciplinary skills, saying: *"He has a very solid technology and data privacy practice."* **Paulo Marcos Rodrigues Brancher** (see p.59) draws upon more than 20 years' experience assisting players from a range of industries, including banking and finance, technology and e-commerce, with a diverse range of sector-related matters. He demonstrates expertise advising clients on issues relating to IT outsourcing agreements, the legality of electronic signatures in Brazil and compliance with data protection laws. An interviewee says: *"He is a highly regarded professional."* An interviewee says **Thiago Luis Sombra** (see p.61) is *"a very good and a highly technical lawyer who knows how to navigate the complexities of LGPD projects well,"* adding: *"He is my go-to name for technology matters."* Clients benefit from his multidisciplinary skills owing to his previous experience as a state lawyer, saying: *"I count on him for complex projects because he understands how public authorities work."* Another source adds: *"He is very active in the field of data protection."*

**Pinheiro Neto Advogados**

See profile on p.131

**What the team is known for** Pinheiro Neto Advogados is a renowned full-service firm advising prominent companies from a range of industries, including healthcare, e-commerce and finance, on a wide array of technology matters. Its outstanding bench boasts strong expertise assisting clients with compliance with LGPD and representing them in litigations relating to

data security incidents. The team draws upon its multidisciplinary skills to also assist clients with investments in technology startups, as well as acquisitions and development of platforms in the financial sector.

**Strengths** A client says: *"They understand the client's needs and give very assertive and objective answers."*

Another interviewee states: *"They have an excellent level of knowledge of the technology market."*

**Work highlights** Pinheiro Neto represented Twitter in lawsuits relating to requests sent by administrative and judicial authorities to provide user data and to take down electoral content.

**Notable practitioners**

**Raphael de Cunto** (see p.52) has experience assisting clients from different industries such as healthcare, banking and entertainment with an array of technology-related matters, including projects on compliance with the General Personal Data Protection Law (LGPD) and financing mandates. An interviewee attests: *"He is very active in the technology and innovation arena."* **André Zonaro Giacchetta** (see p.62) has experience assisting clients with data protection and technology matters, with market commentators highlighting in particular his litigation skills. A source states: *"He is very active in contentious mandates for technology platforms."* A client adds: *"He works in the fields of digital law, data protection and data privacy and stands out for his know-how in these areas."*

## Band 2

**Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados**

**What the team is known for** Opice Blum, Bruno, Abrusio e Vainzof Advogados Associados is a well-regarded specialist firm advising companies from diverse industries, including technology, retail and finance, on a range of sector-related matters. The team boasts particular expertise assisting clients with compliance with the Brazilian General Data Protection Law (LGPD) and representing them in data privacy lawsuits. It has additional expertise acting in the negotiation of technology licensing agreements and drafting legal opinions on electronic contracts. Apple, PicPay and Linx are new client wins for the department.

**Strengths** A client says: *"They understand new technologies, as well as its risks and the actions that need to be taken to mitigate them,"* adding: *"They give advice that meets our needs and expectations."*

**Work highlights** Opice Blum advised Apple on the data privacy aspects of the use of FaceTime for telemedicine during the COVID-19 pandemic.

**Notable practitioners**

Esteemed name partner and co-head of department **Renato Opice Blum** remains a highly regarded name in the market owing to the excellent quality of his work in the field of data protection. An interviewee says: *"He is very active in LGPD matters."* Another source applauds his expertise representing clients in contentious mandates, stating: *"He is very knowledgeable about data protection and litigation."* The same observer goes on to add: *"He is undoubtedly a very accomplished lawyer."* Co-head of department **Rony Vainzof** handles data protection and digital

law mandates, with market commentators recognising him particularly for his litigation expertise in these areas. An interviewee says: *"He is active in digital law and contentious matters."* A client adds: *"He is fully conversant with the subject matter and tries to find solutions that are compatible with the realities of the business."* Co-head of department **Caio César Carvalho Lima** assists companies hailing from a range of industries, including big data, insurance and retail, with matters relating to digital law and data protection. He boasts a vast amount of experience advising clients on the adequacy of technology projects with the Brazilian General Data Protection Law (LGPD), as well as representing them in administrative proceedings relating to privacy.

**TozziniFreire Advogados**

See profile on p.152

**What the team is known for** TozziniFreire Advogados is a well-known firm assisting leading companies from different industries, including retail, technology and aviation, with a range of technology-related issues. It showcases expertise advising clients on compliance with LGPD, implementation of data privacy policies and investigations arising from data breaches. The team has additional experience representing clients in software licensing agreement negotiations and acting in strategic technology litigations. Salesforce and TikTok are new clients.

**Strengths** An interviewee says: *"They completely understand the client's situation both from a legal and a technical perspective,"* adding: *"They are very good at proposing contractual clauses that work in reality."*

**Work highlights** TozziniFreire defended TikTok in a class action alleging that its app collects biometric facial data without consent from users.

**Notable practitioners**

Co-head of department **Marcela Waksman Eijnisman** (see p.62) has experience working with a wide range of data protection and technology-related matters, including software licensing agreements and tech litigation. A market commentator highlights her multidisciplinary skills, saying: *"She is very strong at handling matters relating to LGPD and internet law."* Another interviewee states: *"She is very effective in cross-border transactions and technology issues,"* adding: *"She has a very firm grasp of corporate needs."* Associate-to-watch **Maria Eugênia Geve Lacerda** (see p.54) is an experienced practitioner assisting clients with a range of matters, boasting particular expertise handling data protection and privacy matters. A client attests: *"She has a very good level of knowledge of data protection and technology,"* adding: *"We appreciate her pragmatic and strategic approach to matters."*

## Band 3

**Bialer Falsetti Associados**

See profile on p.71

**What the team is known for** Bialer Falsetti Associados is a dynamic firm often called upon by a distinguished clientele to assist with data protection and privacy matters, in addition to acting on behalf of major social media companies on information technology issues. Its compact team is spread between offices in Brasília and São Paulo and continues to draw upon its solid government

relations practice to handle public policy mandates and to advise on the regulatory aspects of the technology sector.

**Strengths** A market commentator says: "They handle technology work well."

#### Notable practitioners

Founding partner **Ana Paula Bialer** (see p.51) continues to be applauded for her expertise assisting technology companies with sector-related mandates, with commentators highlighting her advocacy skills particularly. A source says: "She is technically very good and a highly recognised name in the market." Another interviewee adds: "She is a great lawyer who is very knowledgeable about the technology sector." Founding partner **Mauro Falsetti** (see p.53) continues to demonstrate a considerable level of experience advising companies on complex technology matters. He is particularly remarked on by market commentators for his advocacy skills, with one interviewee attesting: "He has a solid advocacy practice." Another source states: "He is a good lawyer."

#### Pereira Neto | Macedo

**What the team is known for** Pereira Neto | Macedo is an admired boutique with strong regulatory expertise in the technology sector. The team is routinely sought out by clients due to its recognised prowess in handling due diligence and developing compliance programmes in connection with data protection and privacy policy. Its lawyers continue to attract praise for the quality of their legal opinions on matters relating to cloud computing services, cryptocurrency and the Internet of Things.

**Strengths** A client says: "They are an exceptional firm."

#### Notable practitioners

A satisfied client says founding partner **Caio Mário da Silva Pereira Neto** "is very experienced in handling technology matters and has an in-depth level of knowledge of regulated areas." The same interviewee highlights his multidisciplinary skills, stating: "He advised us on the regulatory aspects of data processing, new technologies and the Internet of Things, which also involved competition and telecommunications issues."

#### Trench Rossi Watanabe

##### See profile on p.153

**What the team is known for** Trench Rossi Watanabe is a respected firm advising companies hailing from a range of industries, including healthcare, streaming and e-commerce, on LGPD implementation projects, drafting and negotiation of software licensing agreements and outsourcing matters. The team boasts additional expertise representing technology companies in data protection litigation mandates. McAfee is a new client win for the department.

**Strengths** A client says: "They are good at handling matters relating to information technology law."

**Work highlights** Trench Rossi assisted GE Healthcare with the implementation of the new Brazilian General Data Protection Law (LGPD).

#### Notable practitioners

**Flavia Rebello Pereira** (see p.59) assists clients with a range of technology matters, ranging from regulatory advice on software licensing agreements to the implementation of LGPD compliance projects. A satisfied client says: "She is an admirable professional who has an incredible strategic

vision and an excellent commercial awareness." Another interviewee adds: "She is highly skilled and has practical experience working with technology companies in Brazil."

#### Band 4

#### Baptista Luz Advogados

**What the team is known for** Baptista Luz Advogados is a respected practice group with a significant client portfolio comprising well-known players from a range of industries, including technology, telecommunications and cosmetics. It is frequently called upon to assist companies with data privacy matters, including the development of LGPD compliance projects. The team boasts additional expertise giving legal opinions on international data transfers. O Boticário and Positivo are new client wins for the department.

**Strengths** An impressed client says: "Their commercial awareness is outstanding," adding: "They are able to provide technical advice with a strong foot in the real world."

**Work highlights** Baptista Luz assisted Mercedes-Benz with the preparation and implementation of a privacy programme in Brazil.

#### Notable practitioners

Co-head of department **Pedro Henrique Ramos** assists clients from a range of industries with matters relating to technology and data protection. He enters the rankings this year after consistently receiving positive feedback from market observers, with one of them saying: "He is an extremely experienced professional with a strong commercial awareness," adding: "He always brings different points of view and cases to the table so we can compare our options." Another interviewee states: "His range of knowledge is impressive. He knows the adtech industry inside out."

#### BMA – Barbosa, Müssnich, Aragão

##### See profile on p.73

**What the team is known for** BMA – Barbosa, Müssnich, Aragão is an experienced practice group assisting companies hailing from different industries with a range of technology matters. It boasts particular expertise advising clients on structuring privacy programmes in conformity with LGPD, drafting and reviewing privacy policies and responding to data breaches. Launch Pad Tecnologia, Serviços e Pagamentos, Smallpdf and Amobitec are new clients.

**Strengths** A source states: "They understand the client's needs well and apply the law in a very practical way."

**Work highlights** BMA issued a legal opinion to Smallpdf relating to the procedure for the production of valid electronic documents and the provision of valid digital signatures under Brazilian law.

#### Notable practitioners

"Excellent professional" **Felipe Palhares** (see p.58) enters the ranking this year due to his expertise handling data protection and privacy mandates. An impressed client applauds his ability to deal with international issues, stating: "His knowledge of cross-border matters is very good. He knows the difference between the European GDPR and the Brazilian LGPD." The same interviewee applauds his communication skills, adding: "He can also translate complex concepts into simple language."

#### Demarest Advogados

##### See profile on p.86

**What the team is known for** Demarest Advogados is a well-regarded firm advising companies on a range of data privacy and cybersecurity mandates. Its experienced team assists clients with the full spectrum of LGPD compliance work, ranging from personal data flow mapping and gap analysis to responses to alleged data breaches. It boasts additional expertise representing technology companies in litigation relating to internet products.

**Strengths** A client says: "They stand out because of their excellent work and the way in which they implemented an LGPD compliance project that is customised for our business model."

**Work highlights** Demarest represented Facebook in a BRL1 billion litigation relating to IPv4 and IPv6 and the disclosure of users' information on the internet.

#### Notable practitioners

An interviewee says that **Tatiana Campello** "has a broad knowledge of LGPD, even though it is a recent law." Another source adds: "She carries out impeccable work because she doesn't just point out legal risks but she truly immerses herself in the project, working together with the client's in-house legal team to understand the business and propose commercially viable solutions."

#### Silveiro Advogados

##### See profile on p.142

**What the team is known for** Silveiro Advogados is a respected firm assisting players from an array of industries, including banking, pharmaceutical and telecommunications, with matters relating to data protection and internet law. It has particular expertise advising clients on LGPD implementation projects, as well as representing them in lawsuits arising from data breaches. The team also acts as an external Data Protection Officer for clients. Banrisul is a new client win for the department.

**Strengths** A client says: "They are specialised in LGPD implementation projects, delivering impeccable work both technically and with regard to meeting deadlines."

**Work highlights** Silveiro Advogados assisted Banrisul Group with LGPD compliance projects, including risk assessments and review of current practices as it relates to the privacy of employees, clients and other stakeholders.

#### Notable practitioners

Partner **Rodrigo Azevedo** is a highly sought after figure for technology issues, with one client attesting: "He is one of the main names in Brazil for data protection and privacy matters," adding: "He has an in-depth level of knowledge of both the law and the market, always bringing objective and precise solutions to problems." Another interviewee says: "He has an extraordinary level of knowledge of LGPD and GDPR."

#### Veirano Advogados

##### See profile on p.155

**What the team is known for** Veirano Advogados is a dynamic practice group with a technology department demonstrating expertise in both matters relating to data protection and information technology. The team assists clients with LGPD compliance projects, as well as matters relating to cloud computing services and review of software agreements. Hays and Telecine are new



client wins.

**Strengths** A client states: “The team stood out for its reactivity and adaptability but also a very sound technical knowledge.”

**Work highlights** Veirano Advogados assisted Unisys with implementing an adequacy project for compliance with the Brazilian General Data Protection Law (LGPD).

#### Notable practitioners

A satisfied interviewee says **Fábio Luiz Barboza Pereira** (see p.50) worked in an LGPD adequacy project and “demonstrated a good technical knowledge and commercial approach.” Clients additionally benefit from his expertise drafting and negotiating software and technology agreements, with a source stating: “He is a great professional with a relevant level of activity in both data protection and technology.”

#### Viseu Advogados

**What the team is known for** Viseu Advogados is a well-regarded firm assisting companies from a range of industries, including food and beverages, pharmaceutical and cosmetics, with matters relating to data protection and cybersecurity. The team has expertise assisting clients with cloud and outsourcing agreements, and implementing LGPD compliance programmes, as well as advising them on data breach events.

**Strengths** A client says: “They stand out from other firms due to the in-depth level of knowledge of their professionals about the subject matters under discussion.”

**Work highlights** Viseu Advogados assisted Galderma with the implementation of a privacy programme, privacy by design (PbD) and DPIA procedures.

#### Notable practitioners

Partner **Gustavo Artese** assists clients with data protection mandates, including the implementation of privacy by design and DPIA procedures, and technology matters such as cloud and outsourcing agreements. An interviewee says: “He is a well-known lawyer in the field of digital law and data protection.” A client adds: “He is very knowledgeable about LGPD because he participated in discussions about the law when it was still just a project.”

#### Other Ranked Lawyers

**Ronaldo Lemos** is sought out by companies to assist them with a range of technology-related matters. Market commentators recognise his historical contribution to the sector, with one of them saying: “He was an important name in the history of the Brazilian Civil Rights Framework for the internet

and demonstrates a consistent level of activity in this area.” The same source adds: “He is a very good technology lawyer.”

“Excellent lawyer” **Marcel Leonardi** enters the rankings this year after being applauded by clients and peers alike due to the excellent work he produces in the field of data protection. A market commentator attests: “He is an authority in this area.” One client says: “He has a vast amount of knowledge, and his opinions transmit a very strong sense of security.” Another interviewee adds: “He offers a high-quality service, produces well-revised documents and seeks to nurture the relationship with the client.”

Head of department **José Eduardo Pieri** advises companies from different industries, including digital media, aviation and technology, on a range of sector-related mandates. Pieri has a vast amount of experience assisting clients with compliance with the Brazilian General Data Protection Law (LGPD), boasting additional capabilities advising them on the development of technology projects and matters relating to platform licensing. An interviewee says: “He is a highly analytical professional who has an in-depth knowledge of LGPD and offers an impeccable service.”

## Telecommunications

Telecommunications
Leading Firms
<b>Band 1</b>
Mundie Advogados *
<b>Band 2</b>
Manesco, Ramires, Perez, Azevedo Marques *
Pereira Neto   Macedo
<b>Band 3</b>
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga *
Rolim, Viotti & Leite Campos Advogados *
Sundfeld Advogados
<b>Band 4</b>
Bialer Falsetti Associados *
KLA Advogados *
Lefosse Advogados *
* Indicates firm / individual with profile.
◊ (ORL) = Other Ranked Lawyer.
Alphabetical order within each band. Band 1 is highest.

#### Band 1

#### Mundie Advogados

See profile on p.125

**What the team is known for** Mundie Advogados maintains a distinguished telecommunications department assisting well-known players from the mobile telephony, satellite operation and media sectors with complex regulatory issues. The team advises companies on Anatel's regulations and the implementation of MVNO operations, as well as OTT and fibre infrastructure matters. Additional expertise representing clients in administrative proceedings. Interamerican Development Bank is a new client win for the department.

**Strengths** A client says: “They are a top-tier firm,”

Telecommunications
Leading Individuals
<b>Band 1</b>
Cotait Elinor Mundie Advogados *
Peixoto de Azevedo Marques Neto Floriano
Sundfeld Carlos Ari Sundfeld Advogados
<b>Band 2</b>
Beppu dos Santos Oliveira Ana Claudia Mundie *
Ferreira Kujawski Fabio Mattos Filho, Veiga Filho *
Greco Rodrigo Rolim, Viotti & Leite Campos Advogados *
Pereira Neto Caio Mário da Silva Pereira Neto   Macedo
<b>Band 3</b>
Arruda Câmara Jacintho Sundfeld Advogados
Carvalhoes Neto Eduardo Hayden Lefosse Advogados
Piva Adami Mateus Pereira Neto   Macedo
<b>Band 4</b>
Bialer Ana Paula Bialer Falsetti Associados *
de Oliveira Ramires Eduardo Augusto Manesco
Ieno Guilherme KLA Advogados *
Melchior Silvia Melchior Micheletti Amendoeira (ORL) ◊
Moraes Franco Ticiane Rolim, Viotti & Leite Campos *
<b>Up-and-coming individuals</b>
Schoeller Paiva Tomás Filipe Mundie Advogados *
<b>Associates to watch</b>
Coscione Milene Louise Renée Manesco, Ramires

adding: “They can give you a detailed analysis of the problem at the same time as they remain objective.” Another client says: “Mundie is a great firm with a highly skilled team and in-depth knowledge of the sector.”

**Work highlights** Assisted AT&T with the obtaining of regulatory approval by Anatel for the takeover of WarnerMedia.

#### Notable practitioners

Stellar co-head of department **Elinor Cotait** (see

p.52) is described by one interviewee as “a point of reference,” adding: “She is a highly experienced professional.” Cotait is capable of handling a wide variety of mandates, ranging from regulatory matters before Anatel to sector-related acquisitions. A source states: “She is active in important regulatory issues,” while another adds: “She is a highly respected name in Brazil and a leader in the sector.” A source says co-head of department **Ana Claudia Beppu dos Santos Oliveira** (see p.51) is “an excellent telecommunications lawyer.” She assists clients with a range of mandates, including regulatory matters before Anatel and administrative proceedings. An interviewee comments: “She is active in some of the most important issues in the sector.” Up-and-coming partner **Tomás Filipe Schoeller Paiva** (see p.60) is lauded by a market commentator as “a very intelligent and active lawyer.” Another interviewee states: “He is a highly analytical person who is very knowledgeable about the telecommunications sector and its regulations.”

#### Band 2

#### Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados

See profile on p.118

**What the team is known for** Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados is a respected firm with a telecommunications practice frequently sought out by major national and international players in the telephony, satellite operation and digital transformation arenas. The firm relies on a deep bench to assist clients with an array of matters ranging from advice on the regulatory aspects of concession contracts



to administrative and judicial litigation. Additional expertise advising clients on participation in public consultations relating to 5G before Anatel. **Strengths** A client says: *"They are very knowledgeable about the regulations and good at proposing results-oriented solutions."*

**Work highlights** Represented Telcomp in a direct action of unconstitutionality challenging a municipal law in São Paulo that restricted the installation of antennas needed for the operation of mobile telephony.

#### Notable practitioners

Outstanding co-head of department **Floriano Peixoto de Azevedo Marques Neto** is described by one interviewee as *"an extremely well-regarded name in the market."* He is experienced handling both advisory and contentious telecommunications mandates, with a commentator attesting: *"He is an authority in the area."* Another interviewee states: *"He is an excellent professional with a noteworthy level of knowledge."* **Eduardo Augusto de Oliveira Ramires** has experience advising clients on regulatory matters, as well as issuing legal opinions on telecommunications issues. A source additionally highlights his expertise handling contentious mandates, saying: *"He is very active in litigations before Anatel,"* while another states: *"He is very knowledgeable about the sector."* Associate-to-watch **Milene Louise Renée Coscione** enters the rankings this year after receiving positive endorsement from clients and peers alike. An interviewee states: *"She is a very hands-on and experienced lawyer who articulates her ideas very clearly."*

#### Pereira Neto | Macedo

**What the team is known for** Pereira Neto | Macedo is a well-regarded firm with a strong telecommunications department assisting notable players in the industry with a variety of mandates. The team has experience representing clients in administrative procedures before regulators, as well as advising them on regulatory issues arising from debt restructuring and judicial reorganisations. It also draws upon its public law know-how to assist companies with concession agreements.

**Strengths** A client states: *"They are highly skilled, quick and capable of proposing different legal alternatives."*

**Work highlights** Represented Oi in administrative procedures before Anatel and Senacon relating to alleged violations of telecommunications regulations.

#### Notable practitioners

**Caio Mário da Silva Pereira Neto** assists major players from the telecommunications sector with both sophisticated advisory work and contentious mandates. A market commentator says: *"He is very strong in regulatory matters."* A client appreciates his multidisciplinary skills, saying: *"He is well versed in different areas of law,"* adding: *"His decisions are well founded and assertive."* **Mateus Piva Adami** moves up the rankings due to the positive endorsement received from interviewees. A source says: *"He is present in the most important discussions in the telecommunications sector."* A client states: *"He has an in-depth knowledge of how the public authorities and the regulators work,"* adding: *"He offers very detailed analyses of problems."*

#### Band 3

##### Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados

See profile on p.120

**What the team is known for** Mattos Filho, Veiga Filho, Marrey Jr e Quiroga Advogados is a respected full-service firm drawing upon the practice's multidisciplinary skills to advise clients on a range of telecommunications-related matters, including the regulatory aspects of M&A and investments in the sector. It has additional capabilities representing telecommunications companies in administrative proceedings before Anatel. Seaborn Networks is a new client win.

**Strengths** A client states: *"They easily understood our concerns because of their prior experience with other companies."*

**Work highlights** Assisted Telefônica with regulatory, due diligence and public consultation matters relating to the acquisition of 100% of Copel Telecomunicações' shares.

#### Notable practitioners

A client says **Fabio Ferreira Kujawski** (see p.53) is *"a very good lawyer who gives options for you to choose from and has a very good knowledge of international business."* Another source appreciates his multidisciplinary skills, saying: *"He understands the needs of technology companies in telecommunications matters,"* adding: *"He is very experienced working in both sectors."*

##### Rolim, Viotti & Leite Campos Advogados

See profile on p.135

**What the team is known for** Rolim, Viotti, Goulart, Cardoso Advogados boasts a wealth of experience advising well-known players in the telecommunications sector on a variety of matters. Its seasoned team has proven capabilities defending the interests of clients in litigations against Anatel, providing regulatory advice and assisting with public consultations. The firm has additional expertise advising clients on the regulatory aspects of M&A procedures in the sector.

**Strengths** A client says: *"Their differentiator is the in-depth technical knowledge and the immediate availability of their professionals."*

**Work highlights** Represented Oi, Telefônica, Algar Telecom and Sercomtel in individual lawsuits challenging the legality of Anatel's blockage to its station licensing system.

#### Notable practitioners

Co-head of department **Rodrigo Greco** (see p.54) has experience assisting major players in the telecommunications sector with a range of mandates, including lawsuits against Anatel and regulatory advice. A source says: *"He is a very hands-on lawyer who has an in-depth level of knowledge of the sector."* Another interviewee adds: *"He is a point of reference as an individual and a significant name in the market."* **Ticiane Moraes Franco** (see p.58) assists well-known clients in the telephony industry with administrative proceedings before regulatory bodies and with litigation against Anatel, as well as regulatory advice on due diligence arising from sector-related M&A. An interviewee states: *"She is an important name for contentious mandates."*

#### Sundfeld Advogados

**What the team is known for** Public law powerhouse Sundfeld Advogados has a talented team combining in-depth academic knowledge with a lengthy track record working on sophisticated public law mandates affecting telecommunications companies. It continues to be highly regarded in the market for its expert legal opinions on industry regulations.

**Strengths** An interviewee says: *"They are an important firm for legal opinions."*

#### Notable practitioners

**Carlos Ari Sundfeld** remains a highly regarded figure among interviewees, who say: *"He is an important name for legal opinions."* Another source attests: *"He is a true point of reference in the market and someone who everyone listens to."* The same source highlights: *"He was one of the authors of the telecommunications law in Brazil."* Partner **Jacintho Arruda Câmara** is a highly regarded name in the telecommunications sector, with one source considering him *"a great professional."* Another interviewee says: *"He is a very experienced lawyer,"* adding: *"He is very active issuing legal opinions."*

#### Band 4

##### Bialer Falsetti Associados

See profile on p.71

**What the team is known for** Bialer Falsetti Associados is a well-regarded firm entering the rankings this year following a strong level of recognition from the market. It is particularly recognised for its litigation capabilities, including those relating to telecommunications tower regulations.

**Strengths** A market commentator states: *"They are knowledgeable about the telecommunications sector."*

#### Notable practitioners

Founding partner **Ana Paula Bialer** (see p.51) continues to be recognised as an important professional, especially for her advocacy skills. An interviewee says: *"She is a good lawyer who has a very good knowledge of the market."* The same source adds: *"She is very active in the sector and knows a lot about telecommunications and technology."*

##### KLA Advogados

See profile on p.106

**What the team is known for** KLA Advogados assists companies from the telephony, satellite communications and submarine cable industries with a range of telecommunications-related matters, including representations in administrative proceedings before Anatel and advice on the regulatory aspects of joint ventures.

**Work highlights** Assisted IPG Photonics with the evaluation of agreements for the maintenance of submarine cables and the provision of WiFi repeaters to telecommunication services providers.

#### Notable practitioners

An interviewee describes co-head of department **Guilherme Ieno** (see p.55) as *"an experienced professional who works for many players in the sector."* Another source attests: *"He is a major specialist in telecommunications regulatory matters in Brazil."*

## Lefosse Advogados

See profile on p.107

**What the team is known for** Full-service firm Lefosse Advogados advises clients on a range of telecommunications mandates, including the regulatory aspects of M&A transactions and participation in public consultations. The firm has additional capability representing companies in administrative proceedings before Anatel.

**Strengths** A client says: "The firm's regulatory lawyers demonstrate a good understanding of the market."

**Work highlights** Assisted American Tower with its participation in a public consultation related to the privatisation of Copel Telecom.

### Notable practitioners

Head of department **Eduardo Hayden Carvalhaes Neto** draws upon more than 20 years of experience to assist clients with a range of telecommunications-related mandates, including administrative proceedings before Anatel. An interviewee says: "He is knowledgeable about the telecommunications sector and is a respected name in the area."

## Other Ranked Lawyers

Founding partner of Melchior Micheletti Amendoeira, **Silvia Melchior** remains a recognised figure in the sector, with a commentator saying: "She is an experienced professional and a respected name before Anatel." Another interviewee adds: "She is an excellent professional who is very knowledgeable about the telecommunications sector."

## Leaders' Profiles in Brazil

### ALCÂNTARA MACHADO, Lourdes

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*Featured in Environment (Brazil)*

#### Practice Areas:

Environmental  
**Career:** Graduated in Law from the Pontifícia Universidade Católica de São Paulo with a specialization in Diffuse Rights "Environmental Law, Children and Adolescents and Consumers". Post graduated "latu sensu" in Environmental Management from the University of São Paulo with thesis on the "Public Spaces and Green areas of the São Paulo Municipality". LL.M in Environmental Law from the University of California – Berkeley Law School with a thesis on "Climate Change Public Policies" and JSD – Jurist Science Doctorate with thesis on the "Forestry Conservation Proposals" also by the University of California – Berkeley Law School.

**Professional Memberships:** Member of the "Environmental department of FIESP" and CIESP; Member of the Sustainability Committee of the "Brazilian Rural Society (SRB)"; Member of the Legal Committee of the "Brazilian Association of Environmental Advisory Firms (AESAS)" and of LACLIMA – Latin America Climate Lawyers.

### AMARAL, Renata

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*Featured in Environment (Brazil)*

**Practice Areas:** Environmental, Sustainability, ESG, Climate Change and Consumer Law

**Career:** Renata Campetti Amaral joined Trench Rossi Watanabe in 2002 and became a partner in 2013. As a Senior Partner, she is the head of the Environment, Climate Change and Sustainability practice group and of the Consumer Law practice at the firm as well. She leads several of the largest environmental and regularization cases in the country and has extensive experience in sustainability and climate change matters, including managing environmental crises, negotiating with authorities and handling reverse logistics issues. In matters related to Consumer Law, she conducts analysis on aspects of Consumer Law in contracts and

commercial transactions, judicial and administrative litigations and works on the development of preventive policies and strategies for companies. Renata is also a professor of post-graduate courses in environmental law.

**Personal:** Renata is graduated from PUC/RS with a degree in law, specialist in International Law from Universidade Federal do Rio Grande do Sul (UFRGS) and has an LL.M. degree from the University of Texas School of Law, Austin, United States. Recently, she concluded a course on Sustainability at the Berkeley University.

### ARAÚJO DIAS THEMUDO LESSA, Tiago

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*Featured in Agriculture & Rural Affairs (Brazil)*

**Practice Areas:** Agribusiness, Banking and Financial Regulation and Derivatives

**Career:** Tiago Araujo Dias Themudo Lessa practices in banking, financial and foreign exchange law matters, with extensive experience in financing, derivatives and capital market transactions. Tiago has amassed an unrivaled expertise in commercial and financial transactions in those segments. He has advised several domestic and international clients in the design of innovative structures that eventually improved the banking, derivatives and agribusiness standards, including agribusiness receivables certificates (CRAs). Renowned by clients as a very creative lawyer, Tiago takes part in several discussion forums aimed to improve the legal and regulatory frameworks for the banking, financial and agribusiness areas.

**Professional Memberships:** São Paulo, Rio de Janeiro and Brasília Bar Associations. ISDA – International Swap And Derivatives Association. Brazilian Agribusiness Association (ABAG). Climate Bonds Initiative (CBI).

**Personal:** LL.M. from the Instituto de Ensino e Pesquisa (Insper). Extension Course in Law from the New York University. Bachelor's Degree in Law from the Mackenzie Presbyterian University. International experience: Allen & Overy, USA.

### AROEIRA SALLES, Alexandre

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*Featured in Public Law (Brazil)*

**Practice Areas:** Managing partner advising on a range of contentious and non-contentious matters in the infrastructure and energy sectors. Areas of expertise include: dispute resolution (litigation and ADR); procurement; PPPs and concessions; administrative and regulatory law; and the legal management of construction, oil & gas and energy contracts.

**Career:** Founding and managing partner of Aroeira Salles Advogados since 1998

**Professional Memberships:** International Construction Law Association, Brazil Infrastructure Institute, Brazilian Construction Law Institute

**Personal:** Education: PhD in Law (Pontifical Catholic University of São Paulo); Master of Laws (Federal University of Minas Gerais); Bachelor of Laws (Federal University of Minas Gerais)

### BAPTISTA BALERONI, Rafael

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Project Finance, Banking & Finance, Bankruptcy/Restructuring, Oil & Gas, Shipping

**Career:** Bachelor of Laws and Master of International Law from Universidade do Estado do Rio de Janeiro. Master of Laws from the University of Chicago. Specialist in Oil & Gas Law. Partner since 2013. He represents domestic and foreign clients, including financial institutions, multilateral agencies, state and privately owned companies, sponsors and other investors in a wide array of important transactions in the industries of oil & gas, offshore, shipping and energy, as well as in regulatory matters, such as asset purchases, debt restructuring, privatizations, financing, drafting and negotiating of operation, offtake and supply agreements, inter alia.

**Professional Memberships:** Association of International Petroleum Negotiators (AIPN), Norwegian Brazilian Chamber of Commerce (NBCC),

Commission on Oil and Fuels of the Rio de Janeiro Bar Association, Brazilian Association of Consulting Engineers, Brazilian Association of Maritime Law and Founding-member of IBDMar – Brazilian Institute of the Law of the Sea.

**Publications:** Authored numerous articles and is a recurring speaker on topics of Oil & Gas, Project Finance, Foreign Investment and International Law.

### BARBOSA, Sofia

Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados, São Paulo – SP

*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Electric power; Infrastructure and Energy

**Career:** Associate. Focuses on energy and in particular on regulatory matters, drafting and negotiation of industry-specific agreements and litigation before ANEEL. Her experience includes advising infrastructure companies in project development, concessions and general public law.

**Personal:** Associate. Focuses on energy and in particular on regulatory matters, drafting and negotiation of industry-specific agreements and litigation before ANEEL. Her experience includes advising infrastructure companies in project development, concessions and general public law.

### BARBOZA PEREIRA, Fábio Luiz

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*Featured in Technology (Brazil), Data Protection (Brazil)*

**Practice Areas:** Intellectual Property; Information Technology & Communications; Media & Entertainment; Commercial Contracts; Life Sciences & Healthcare; Venture Capital & Startups

**Career:** Taxation of Technology Transactions and Intellectual Property, FGV, São Paulo, 2015; Drafting & Enforcing Contracts, Kaplan Hawskmere, 2009; LL.M. Intellectual Property, Queen Mary College, UK, 2007; Post-graduate Degree in Civil Law, ESA, Rio de Janeiro, 2004; Specialization Course in Company Law, UERJ, 2004; Extension Course on English Composition Techniques, PUC, Rio de Janeiro, 2004; Course on Professional Presentation Techniques, Tack International, Rio de Janeiro, 2003; LL.B. (PUC), Rio de Janeiro, 2002

**Professional Memberships:** International Technology Law Association (ITechLaw); Brazilian Association of Information Technology and Communications Law (ABDTIC); International Association of Entertainment Lawyers (IAEL); British Literary and Artistic Copyright Association (BLACA); Brazilian Intellectual Property Association (ABPI), 2012–2015, as co-coordinator of the Copyrights and Personality Rights Committee; 2016–2017, as co-coordinator of the Software, IT and Internet Studies Committee; 2018–2019, as member of the Executive Committee; Licensing Executives Society International (LESI); Intellectual Property and Digital Economy Committee of the International Chamber of Commerce (ICC Brazil); American Chamber of Commerce (AMCHAM); British Chamber of Commerce and Industry in Brazil (BRIT-CHAM); Deutsch-Brazilian Chamber of Commerce and Industry (AHK); World Services Group (WSG), TMC Section

#### **BASSANI, Bárbara**

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*Featured in Insurance (Brazil)*

**Practice Areas:** Insurance & Reinsurance

**Career:** Partner Bárbara has over ten years of experience assisting insurance and reinsurance companies, (re)insurance brokers and other clients with regulatory matters involving SUSEP (Superintendence of Private Insurance), strategic agreements, loss adjustment, strategic litigation, administrative litigation involving SUSEP and consultancy matters. She frequently conducts workshops for insurance and reinsurance companies and teaches at higher-education institutions. She has authored several articles and books on the subject, including the books “As Polêmicas que Permeiam o Seguro de Responsabilidade Civil e a Busca por uma Solução” and “Seguros: Beneficiários e suas Implicações” of her exclusive authorship.

**Professional Memberships:** –Member of AIDA (International Insurance Law Association) since 2012, serving as President of the Young Lawyer Committee of AIDA Brazil and Secretary-General of the National Working Group on Civil Law of AIDA Brazil. –Professor of Insurance Regulatory Law in the Legal Management MBA program at Escola Nacional de Seguros (Funenseg). –Professor of Insurance Regulatory Environment in the Insurance Regulatory specialization program at Universidade Positivo in Curitiba.

**Publications:** –As Polêmicas que Permeiam o Seguro de Responsabilidade Civil e a Busca por uma Solução. São Paulo: Editora Roncarati, 2019. –“LGPD e (Re) Seguros” article (co-author). In Revista Opinião.Seg. São Paulo: Editora Roncarati, 2019.

#### **BATISTELLA MACHADO, Júlia**

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Infrastructure & Energy

**Career:** Julia Batistella Machado is a senior associate at Pinheiro Neto Advogados and specialises in Infrastructure & Energy. Her practice focus on assisting clients in M&A transactions and regulated auctions, setting up consortiums and joint ventures, drafting agreements and providing support on regulatory aspects and risks involved in doing business in the Brazilian Energy Sector. In 2016–2017, she worked for the Centre of Analysis of Risk and Regulation –CARR, a consultancy branch of The London School of Economics and Political Sciences –LSE, where she was part of the team developing studies on Public-Private Partnerships –PPPs for the Brazilian Federal Government, in connection with the establishment of the Brazilian Investment Partnerships Program –PPI. Julia is also a speaker and author of academic and journalistic papers in areas related to public law, regulation and electricity.

**Professional Memberships:** IBA –International Bar Association ABDIB –Brazilian Association of Infrastructure and Basic Industries

**Personal:** Julia is a graduate of the University of Rio Grande do Sul and holds a Master of Science degree from LSE in Regulation.

#### **BEPPE DOS SANTOS OLIVEIRA, Ana Claudia**

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**Practice Areas:** Telecommunications; Media & Entertainment; Data Privacy; Technology

**Career:** TMT lawyer since graduation from Law School, Ana Claudia has been involved in the last 20 years in the most relevant and emblematic projects involving telecom and disruptive technologies. Ana Claudia is recognized in the legal market and by her peers as an outstanding lawyer. Part of Mundie since 2000, she started as an intern and got promoted to partner in 2011.

**Professional Memberships:** Brazilian Bar Association (OAB –São Paulo Chapter); Vice President of the Brazilian Association of IT and Communications Law (ABDTIC).

#### **BIALER, Ana Paula**

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*Featured in Telecommunications (Brazil), Technology (Brazil)*

**Practice Areas:** Public Policy ICT Regulation Digital & Privacy Law Corporate

#### **BILTON SIGNORINI ANTACLI, Bianca**

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*Featured in Environment (Brazil)*

**Practice Areas:** Environmental Law

**Career:** Partner in the Environmental Law practice group, Bianca has been working exclusively on Environmental Law since 2001. Her practice encompasses conducting environmental audits in M&A transactions; risk

identification and strategic advice on risk management regarding environmentally sensitive projects; judicial and administrative proceedings, including representation before the environmental protection bodies and the Attorney General; strategic assistance in environmental licensing proceedings; drafting of contracts and agreements relating to environmental issues; and assisting in environmental compliance, including the management of environmental liabilities. Has experience in matters regarding Access to Genetic Resources and Benefit Sharing (ABS).

**Professional Memberships:**

Member of UBAA (Brazilian Union of Environmental Law). Coordinator of the Committee for the Environment of Britcham (British Chamber of Commerce and Industry in Brazil). Member of MEBB (Business Movement for Biodiversity –Brazil) and one of the representatives of the Movement in the position it occupied as Permanent Guest with the CGEN (Genetic Heritage Management Council) before the Brazilian Ministry of Environment (October 2013 –April 2015).

**Personal:** Specialized in Business Management from Business School São Paulo. Master's in Environmental Law from PUC-SP (Pontifícia Universidade Católica de São Paulo) and graduation at the same University.

#### **BONAMIN, Alexei**

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*Featured in Agriculture & Rural Affairs (Brazil)*

**Practice Areas:** Capital Markets, Banking & Finance, Infrastructure, Agribusiness, Fintechs & Payments, Financial Compliance and Enforcement

**Career:** With experience in Capital Markets and Banking & Finance since 1996, Alexei has expertise in public offerings, international issues, structured finance, project finance, securitization, syndicated loans, agribusiness finance, derivatives, impact investing, green finance, social finance, sustainable finance, crowdfunding, endowments, asset management, investment funds, private equity, venture capital, corporate venture, financial innovation, fintechs, payment institutions, payment schemes, instant payments, open banking, blockchain, regulation of financial institutions, securities regulation, financial compliance, financial investigation, financial enforcement and financial leniency agreements.

**Professional Memberships:** CCEP (Certified Compliance and Ethics Professional) by SCCE (Society of Corporate Compliance and Ethics). Vice-chairman (International Bar Association) Capital Markets Forum. Member of the Working Groups on Social Finance, Green Finances, and Fintechs of LAB (BID Financial Innovation Laboratory).

**Publications:** “Brazil” chapter (co-author). In The Financial Technology Law Review. London: Law Business Research, 2020. “Venture Capital Investment in Brazil: Market and Regulatory Overview” chapter (co-author). In Practical Law. London: Thomson

Reuters, 2020. “Private Equity in Brazil: Market and Regulatory Overview” chapter (co-author). In Practical Law. London: Thomson Reuters, 2020.

**Personal:** Graduate, PUC-SP Law School. LL.M., Banking & Finance, The London School of Economics and Political Science.

#### **BONELLI, Claudia Elena**

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*Featured in Public Law (Brazil)*

**Practice Areas:** Head, Administrative Law group; Infrastructure; Shipping/Logistics; Corporate Social Investment.

**Career:** Head of TozziniFreire's Administrative Law practice group, Claudia has wide expertise in public sector-related matters. She works on issues related to bids, contracts and administrative covenants, public service concessions, public-private partnerships and governmental permits, as well as administrative laws and regulations such as the Fiscal Responsibility Act. With a thorough knowledge of public-private relations and broad experience in the infrastructure sector, she has worked on many of Brazil's largest infrastructure projects.

**Publications:** “As Relações Público-Privadas no Brasil: Projetos e Contratos Governamentais” chapter (co-author). In: 40 Anos de Direito Empresarial Brasil, Quartier Latin, 2016. “Brazil” chapter (co-author). In: Getting the Deal Through –Public Private Partnership, Law Business Research, 2015–2016.

“Brazil” chapter (co-author). In: Getting the Deal Through –Public Procurement, Law Business Research, 2015, 2016 and “Brazil” chapter (co-author). In Latin Lawyer Reference –Public Procurement, Law Business Research, 2015, 2016 and 2017. “Brazil” (co-author). In Getting the Deal Through –Market Intelligence: Project Finance, Law Business Research, 2015, 2016 and 2017.

**Personal:** Graduate, Universidade Federal de Santa Catarina. LL.M, International Law, University of Osnabrück.

#### **CABRERA, Ben-Hur**

Petribu, Cabrera e Pires de Mello Advogados, São José do Rio Preto – SP

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**Publications:** Tributação da Atividade Rural. São Paulo: Almedina, 2019.

**Personal:** Bachelor's Degree in Law from University of São Paulo. LL.M Tax from Instituto de Ensino e Pesquisa (Insper). Msc Candidate –Economics –Fundação Getúlio Vargas FGV/EESP.

#### **CALIXTO HALE CRYSTAL, Elise**

Rolim, Viotti & Leite Campos Advogados, São Paulo – SP

**Practice Areas:** Regulatory, Energy Law

**Career:** Elise's expertise is in Administrative and Regulatory Law within the Electric Energy sector. She provides legal advisory services across several domains including administrative & judicial proceedings before ANEEL & associated agencies, arbitration procedures involving regulatory issues, electricity auctions, project development & financing, and corporate restructuring operations.



**Professional Memberships:** Member of Energy Law Committee of the Brazilian Bar Association – São Paulo Section Member of Energy Committee of the CAMARB – Business Mediation and Arbitration Chamber – Brazil  
**Publications:** Desafios tributarios e regulatórios para a expansão da geração distribuída de fonte solar in Reflexos da Tributação Ambiental no Âmbito da Energia Solar  
**Personal:** Specialist in Business Administrative Law from the Faculty of Law of Fundação Getulio Vargas (FGV/SP), certified in Legal Reasoning by the Harvard Extension School. LL.B in Law from the University of São Paulo (USP).

**CECILIO LEITE RIBEIRO, Luis Celso**  
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*Featured in Environment (Brazil)*

**Practice Areas:** Environment, Commercial Litigation and Real Estate and Construction.  
**Career:** Luis Celso Cecilio Leite Ribeiro practices in environmental law (advisory and litigation), real estate litigation, and general civil litigation.

**Professional Memberships:** ICC BRASIL – International Chamber Of Commerce.

**Personal:** Master's Degree in Law from the Pontifical Catholic University of São Paulo (PUC-SP). Specialization Degree (Certificate) in Law from the University of São Paulo (USP). Bachelor's Degree in Law from the University of São Paulo (USP).

**CHACUR DE MIRANDA, Daniel**  
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**Practice Areas:** Arbitration/Litigation, Insurance/Reinsurance

**Career:** Daniel Chacur de Miranda is a partner in the Dispute Resolution and Insurance practice areas. He has extensive experience in the resolution of complex commercial and insurance disputes, handling cases involving large companies both before the major arbitral institutions and before the courts.

**Professional Memberships:** Member of the Inter-American Affairs Committee of the New York City Bar Association. Former President of the International Arbitration Association of Columbia University/NY (CIAA). Member of the Brazilian Arbitration Committee (CBAR). Member of the International Association of Insurance Law (AIDA).

**Personal:** Master in Law (LL.M.) from Columbia University/NY, having received the Harlan Fiske Stone Scholar and Parker School Recognition of Achievement in International and Comparative Law honorable mentions in recognition for academic achievements. Master's Degree in Civil Procedure from the University of São Paulo – USP. Graduated Law school from the Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio). Daniel was visiting researcher at the Université Jean Moulin Lyon III, following an invitation from the Institut de Droit Comparé Edouard Lambert. Author of articles published in specialized law reviews. Languages:

Portuguese, English, French, Spanish and Italian.

**CHEDID, Bruno**  
 Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados, São Paulo – SP  
*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Oil & Gas; Infrastructure

**Career:** Lawyer. Bruno centers his practice in the areas of energy, oil and gas and mining, in particular on mergers and acquisitions, contracts, financing and regulatory issues covering all segments of these industries – from upstream and downstream. He advises clients in transactional, corporate, contractual and regulatory matters and has worked in several M&A transactions, as well as with industry related contracts, such as gas sales agreements (GSA), joint operation agreements (JOA), unitizations, O&Ms, transportation and supply agreements. Bruno worked at the London office of Herbert Smith Freehills and was seconded as Legal Counsel with Karoon Brasil and BP Energy.

**Professional Memberships:** Association of International Petroleum Negotiators (AIPN) Brazilian Bar Association

**Personal:** Bachelor of Laws, Pontifícia Universidade Católica do Rio de Janeiro (PUC-RJ) – Rio de Janeiro, Brazil Master in Laws (LL.M.), King's College London – London, United Kingdom Languages: Portuguese and English

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*Featured in Environment (Brazil)*

**Practice Areas:** Tasso is a senior attorney counseling both foreign and domestic clients in major consulting and strategic litigation cases regarding product, chemical and waste-related matters and site contamination management, especially in cross-border matters or matters involving international law. Tasso has extensive knowledge of comparative environmental law, especially of EU law. He holds a doctorate from the University of São Paulo and the University of Bremen (Germany).

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**Practice Areas:** Telecommunications; Media & Entertainment; Digital Law; Regulatory; Technology; Administrative Law; Governmental contracts.

**Career:** UC Berkeley CEE, Haas School of Business: Certification of Excellence in Business (2017), law degree from Universidade de São Paulo (USP) (1984).

**Professional Memberships:** Brazilian Bar Association (OAB – São Paulo, Rio de Janeiro and Brasília Chapters); Vice President of the Brazilian Association of IT and Communications Law (ABDTIC); Consultative council of the Brazilian Society of Public Law; ITechLaw – International Technology Law Association; IBGC – Brazilian Institute for Corporate Governance.

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*Featured in Aviation (Brazil)*

**Practice Areas:** Aviation, Sports and International Trade and Customs.

**Career:** Adolpho Julio C. de Carvalho is a partner of the firm as of 2005, practicing within the firm since 1993 in many areas of law, including aviation law, project finance, shipping, mergers and acquisitions and sports. Adolpho is author of several articles in local and International books and magazines, being frequently ranked as a lead lawyer in aviation by several publications. Adolpho was chairman to the Aviation Committee of the Brazilian Bar Association, São Paulo Chapter, in 2012, and chairman of the International Relations Committee of the British Commerce and Industry Chamber in 2010.

**Professional Memberships:** Brazilian Bar Association – OAB/SP. Chair of the Aviation Law Committee.

**Personal:** LL.M. from the University of London. Bachelor's Degree in Law from the Pontifical Catholic University of São Paulo (PUC-SP).

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*Featured in Aviation (Brazil)*

**Practice Areas:** Aviation & Aircraft Finance; Infrastructure & Projects

**Career:** Specialization in Corporate and Capital Markets Law, Fundação Getúlio Vargas (FGV), 2011; LL.B, Universidade Cândido Mendes (UCAM), 2008

**Professional Memberships:** Aviation Working Group, Member; Rail Working Group's Brazil Chapter, Chair

**DE CUNTO, Raphael**  
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*Featured in Technology (Brazil)*

**Practice Areas:** Telecommunications, Technology and Corporate, M&A.

**Career:** Raphael de Cunto has extensive experience representing technology companies in their regulatory, data privacy and corporate needs. He is also active in M&A and licensing transactions.

**Professional Memberships:** ABDTIC – Brazilian Association of Information Technology and Telecommunications Law. Techlaw Group – Techlaw Directory. IAB BRASIL – Interactive Advertising Bureau.

**Personal:** LL.M. from the New York University. Bachelor's Degree in Law from the University of São Paulo (USP). International Experience: Cravath, Swaine & Moore LLP, USA; Fasken Martineau, Canada.

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** With 20 years of practice Gerusa is specialized in legal and regulatory advice on electricity and natural gas regulation and administrative procedures with large experience in drafting regulatory policies.

**Career:** Gerusa was nominated by international and national rankings as Chambers and Partners, Best Lawyers, Leaders League, and has been involved in gender discussions on energy sector as Ambassador of Mozambique Women of Energy/MWE in Brazil and member of InfraWomenBrazil/IWB and Women of Energy.

**Professional Memberships:** Member of the Energy Law Commission of the Brazilian Bar Association (OAB/SP) Member of the Brazilian Institute of Energy Law Studies (IBDE) Member of the Federation of Industries of the State of São Paulo – Infrastructure Department (FIESP/Deinfra) Teacher – FIA Business School Energy Program (FIA).

**Personal:** Bachelor, Law School, Universidade Mackenzie MSc. Energy, IEE Program, Universidade de São Paulo/USP Business and Economy Law, Fundação Getúlio Vargas – FGV/SP Regulation of Energy Utilities, Florence School of Regulation – FSR.

**DEL CASTILLO BARROSO KAS-TRUP, Thomaz**  
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*Featured in Insurance (Brazil)*

**Practice Areas:** Insurance, Reinsurance and pensions

**Career:** Thomaz holds a master's degree (LL.M) from Columbia University, where he was a Harlan Fiske Stone Scholar and is a partner of the Insurance, Reinsurance and Private Pension practice of Mattos Filho Advogados. He has been working with the insurance industry for over 20 years, advising clients in regulatory and corporate matters, as well the widest range of deals and transactions, such as mergers and acquisitions, portfolio transfers, renewal rights acquisitions and insurance/bancassurance distribution agreements. Considering this experience, he was involved in the main operations of this nature in Brazil. He is the author of several papers and publications on insurance law and is a member of the International Insurance Law Association (AIDA) and the Insurance Committee of the International Bar Association (IBA). In addition, he has experience as a foreign associate in the New York Office of Cleary Gottlieb Steen & Hamilton (USA). **Personal:** Bachelor of Laws, Pontifícia Universidade Católica do Rio de Janeiro Specialization in Insurance and Reinsurance, Escola Nacional de Seguros Master of Laws (LL.M.), Columbia University, Harlan Fiske Stone Scholar

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**Career:** Name partner responsible for consultancy and litigation in the aviation, tax and regulatory areas. Law Degree from the Federal University of Rio de Janeiro in August 1995. Member of the Brazilian Bar Association in Rio



de Janeiro, São Paulo and the Federal District. Languages: Portuguese, Spanish and English.

**DRUMMOND TRINDADE, Adriano**  
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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Mining; Infrastructure and energy

**Career:** Partner. In more than 20 years of his career, he has accumulated solid national and international experience in contracts, mergers and acquisitions, financing, regulatory issues, resources policy, and environmental and community issues related to mining. He is also a professor at the University of Brasília (UnB). He regularly teaches courses in mineral law & policy at Brazilian and foreign institutions and has already integrated capacity building initiatives of other governments in the same area.

**Professional Memberships:** Rocky Mountain Mineral Law Foundation; International Bar Association (IBA).

**Personal:** Graduated from the University of Brasília (UnB), Adriano holds a master's degree in Law & Policy of Natural Resources (Distinction) from the University of Dundee – Centre for Energy, Petroleum and Mineral Law & Policy (CEPMLP), in the United Kingdom. Languages: Portuguese; English; Spanish; French.

**FABBRI D'AVILA, Rafael**  
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**Practice Areas:** Administrative, regulation and contracts. Main areas of work are energy law and infrastructure projects.

**Professional Memberships:** Admitted in Brazil (São Paulo Bar Section); Director of the Brazilian Institute for Energy Law Studies (IBDE).

**Publications:** Articles in energy law regulation in specialised publications.

**Personal:** University of São Paulo Law School (LLB, 1999).

**FALSETTI, Mauro**  
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*Featured in Technology (Brazil)*

**Practice Areas:** Public Policy Digital & Privacy Law Corporate

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Mining

**Career:** Academy of American and International Law, International and Comparative Law Center, Southwestern Legal Foundation, Dallas, TX, 1977; Corporate and Tax Law Course, Fundação Getúlio Vargas, Rio de Janeiro, 1975; Legal Status of Foreign Capital in Brazil, PUC-RJ, Law School, 1970; LL.B, Pontifícia Universidade do Rio de Janeiro (PUC-RJ), 1969; Stock Market Legislation, Instituto da Bolsa de Valores do Rio de Janeiro, 1969

#### Professional Memberships:

Brazilian Mining Association (IBRAM); American Chamber of Commerce (AM-CHAM), Rio de Janeiro; British Chamber of Commerce and Industry in Brazil (BRITCHAM); International Bar Association (IBA); Rocky Mountain Mineral Law Foundation (RMMLF); World Services Group (WSG)

**FERREIRA KUJAWSKI, Fabio**  
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*Featured in Telecommunications (Brazil), Technology (Brazil), Data Protection (Brazil)*

**Practice Areas:** Technology, Media, Telecommunications, Data Privacy and Cybersecurity; Intellectual property.

**Career:** Partner. Extensive experience in assisting domestic and international corporations on his areas of practice, including consulting and transactional matters.

**Professional Memberships:** Officer, Brazilian Association of Information Technology and Communications Law –ABDTIC; former officer of the Technology Committee of the International Bar Association.

**Publications:** Author of "Regulation in favor of Private Investments in Infrastructure"; Co-author and editor of "Brazilian Legal Trends in Technology & Intellectual Property".

**Personal:** Bachelor of Laws, PUC-SP; Masters in International Law, PUC-SP.

**FRANKOVSKY BARROSO, Pedro**  
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*Featured in Media & Entertainment (Brazil)*

**Career:** Head of BMA's IP litigation team, partner Pedro Frankovsky Barroso has extensive experience in complex litigation involving patents, trademarks, industrial designs, copyright and unfair competition. Barroso represents clients in all areas of intellectual property, from patents and trademarks to industrial designs and copyright. He also acts in unfair competition cases, especially in matters related to trade dress and trade secrets. Regarding patent litigation, Barroso has a large experience in validity and infringement cases before the Brazilian courts related to the pharmaceutical industry, agriculture and engineering. He also represents clients in litigations involving discussions on standard essential patents. Although his practice focuses on litigation in the courts, Barroso also assists clients with trademark prosecution before the Brazilian Patent and Trademark Office and advises on contracts related to transfer of technology, assignment and licensing of IP rights, and other matters involving the protection of intangible assets.

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*Featured in Shipping (Brazil)*

**Practice Areas:** Ms. Senna is experienced in Corporate, Contracts, Financing and Regulation, with emphasis

in Shipping, Infrastructure and Energy sectors.

**Career:** Ms. Juliana Senna is a partner at Kincaid | Mendes Vianna Advogados. Juliana holds a Law degree from Pontifical Catholic University of Rio de Janeiro (PUC/RJ), specialization in American Contracts Law by Pontifical Catholic University of Rio de Janeiro (PUC/RJ), in Commercial Law by Rio de Janeiro State University (UERJ), Maritime law course "News and Trends" by Getúlio Vargas Foundation (FGV/RJ) and course of Oil Law (Petroleum Club – Sponsored by: MBP COPPE/UFRJ). She is a professor of Maritime Law at Fundação Getúlio Vargas (FGV/RJ) and former coordinator of the Regulatory Committee of the Norwegian-Brazilian Chamber of Commerce (NBCC).

**Professional Memberships:** Member of the Brazilian Bar Association – Rio de Janeiro (OAB/RJ) and International Bar Association (IBA).

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*Featured in Insurance (Brazil)*

**Practice Areas:** Insurance; Reinsurance and Pensions; Litigation and Arbitration.

**Career:** PHD candidate at Nova School of Law (Lisbon, Portugal). LLM from the Lyon International Business School – EM-Lyon, and MBA (stricto sensu) from the Federal University of Bahia (UFBA). He stands out for his experience in the Insurance, reinsurance, infrastructure industries and pensions, advising clients on regulatory and (re)insurance transactions. He has also been actively involved in relevant claims and complex (re) insurance and infrastructure disputes in Brazil.

**Professional Memberships:** International Insurance Law Association, Brazilian Section

**Personal:** Business Extension Course, Harvard University. Languages: Portuguese; English; French. He is a lato sensu postgraduate Professor at the Brazilian National Insurance School (Escola Nacional de Seguros) and the Brazilian Superior School of Lawyers – São Paulo Bar Association (Escola Superior de Advocacia – OAB-SP), in addition to being the author of several publications on (re)insurance and pensions Law. He is a member of the Institute of Innovation in Insurance and Reinsurance of Fundação Getúlio Vargas – FGV, the International Insurance Law Association (AIDA), the Insurance and Reinsurance Commission of the São Paulo Bar Association, the Legal Commission of ABRAPP, the Insurance, Mediation, and Litigation Committees of the International Bar Association (IBA) and Legal, Financing and Guarantees Committees of ABDIB.

**GARBOIS, Breno**  
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*Featured in Shipping (Brazil)*

**Practice Areas:** Shipping

**Career:** Breno is recognized for his longstanding experience in Maritime

Law, especially in maritime litigation, acting in a variety of high-level disputes involving matters such as shipbuilding, sale and purchase of vessels, charter parties, carriage contracts, commodities and foreign trade, bills of lading, cargo claims, accidents, oil spill, ship arrest and Public Authorities infractions, representing shipowners, charterers, port terminals, commodity companies, shipyards, and their respective insurers. He also works with consultancy and regulation related to the maritime sector and, lately, he has consolidated a reputation in representing shipowners and operators in administrative and civil litigation against Petrobras, as well as in representing the interests of such clients in bidding processes.

**Professional Memberships:** IIDM, ABDM (former vice chair), OABRJ Maritime and Port Law Commission (2013 – 2015, secretary) and OABSP Maritime and Port Law Commission (2016–2018).

**Publications:** "The arrest of ships. Brief comparative study on the current systematic and the Draft Commercial Code rules", in New thoughts on the Draft Commercial Code, Saraiva, 2015 "The autonomy of Maritime Law, the current legislative scenario and the need for a Maritime Code – Brief analysis of Comparative Law" in Moving Seas, Contributions to the VII Maritime, Port and Customs Law Congress, Arraes, 2018

**GARCIA, Pedro Andrés**  
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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Mining; Corporate & Mergers and Acquisitions; Infrastructure & Projects; Antitrust & Competition; Banking & Finance; Government & Regulatory; Private Equity

**Career:** Leadership in Law Firm – Harvard Law School; LLM in Business & Transactional Law – Fundação Getúlio Vargas; EC Competition Law, King's College, University of London, UK; International Contracts, Classic College of the University of Lisbon, Portugal; LL.B, Pontifícia Universidade Católica do Rio de Janeiro (PUC-RJ), 1998;

**Professional Memberships:** Brazilian Bar Association (OAB) – Rio de Janeiro Portuguese Bar Association – Portugal

**GAZINEU DE AZEVEDO, Carlos Eduardo**

Pinheiro Neto Advogados, São Paulo – SP

*Featured in Insurance (Brazil)*

**Practice Areas:** Insurance and Reinsurance.

**Career:** Carlos acts in the insurance and reinsurance area, with an emphasis on M&A deals, contracts and structuring of insurance distribution platforms, being responsible for coordinating the firm's acceleration program for insurtechs. A member of the firm's corporate practice area since 2001.

**Professional Memberships:** ABDIB – Brazilian Association of Infrastructure and Basic Industries.

**Personal:** LL.M. from the University of Chicago. Bachelor's Degree in Law from the Pontifical Catholic University

of São Paulo (PUC-SP). International Experience: Kirkland & Ellis, EUA.

**GEVE M LACERDA, Maria Eugênia**  
TozziniFreire Advogados, São Paulo – SP

*Featured in Data Protection (Brazil)*

**Practice Areas:** Corporate and M&A; Technology; Data Privacy and Intellectual Property

**Career:** Maria is a TozziniFreire's associate who focuses her practice on Data Protection, Technology and Intellectual Property. She also has experience in LGPD (Brazilian General Data Protection Act) compliance programs of local and foreign companies, in the retail, pharmaceutical, industrial, banking, and insurance sectors.

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*Featured in Insurance (Brazil)*

**Practice Areas:** Ilan Goldberg is a founding partner of Chalfin, Goldberg & Vainboim Advogados. He holds a master's degree in law from Cândido Mendes University (UCAM) and a doctorate degree in Civil Law from Rio de Janeiro State University (UERJ). He has solid experience in insurance and reinsurance, has published several books as well as articles in national and international journals. He regularly appears in Brazilian courts and before international courts and arbitration tribunals. With over twenty years of experience, Goldberg is recognized as a top lawyer in (re)insurance disputes across the globe. He is a member of the International Insurance Law Association (AIDA), Brazilian Insurance Law Institute (IBDS), British Insurance Law Association (BILA), and Brazilian Civil Law Institute. He is a part-time professor at various institutions (e.g., National Insurance School, Rio de Janeiro State School of Magistrates and the Getúlio Vargas Foundation Law School in Rio de Janeiro) and regularly speaks and writes on insurance and reinsurance law. Languages: Portuguese / English / Spanish / French / Hebrew.

**Professional Memberships:** Brazilian Chapter International Insurance Law Association (AIDA).

**Publications:** GOLDBERG, Ilan; JUNQUEIRA, Thiago (coordenação). *Temas Atuais de Direito dos Seguros*, Tomos I e II. ThompsonReuters, SP, 2020.

GOLDBERG, Ilan. *Contrato de Seguro D&O*. ThompsonReuters, 2019.

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**Practice Areas:** Raphael is specialized in regulatory matters in both the Free Contracting Environment (ACL) and the Regulated Contracting Environment (ACR). He has broad experience in litigation and advisory capacities involving generators, distributors, transmitters, free consumers, regulatory agency and granting authority. He began his career in the electric sector at Endesa Group, in which he worked in the areas of generation, commercialization, import and export of energy. For 7 years, he

held the position of Regulatory Legal Manager in the Electric Energy Trading Chamber – CCEE. He has a Bachelor's in Law Degree from the Federal University of Rio de Janeiro – UFRJ and a Post-Graduation's Degree in Corporate Law with specializations in Regulatory Law of Electric Energy and Civil Procedural Law from Getúlio Vargas Foundation – FGV-RJ.

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Energy, Mining, Petrochemical and Infrastructure; Public and Regulatory Law – Projects

**Career:** Danielle Valois is Trench Rossi Watanabe's partner and heads the firm's Oil & Gas practice group. For the past two decades, she has focused on high-end transactional work, international disputes involving oil and gas development projects and compliance matters involving energy companies. Her transactional experience includes acquisitions and divestitures (both negotiated and auction sales), joint ventures, alliance agreements, finance and structuring and implementation of development projects. On the dispute side, she has been acting as co-counsel in leading arbitration cases of the Brazilian E&P and shipbuilding industries, including ICC and UNCITRAL procedures. On the compliance side, Danielle has acted in complex internal investigations, elaboration of risk management policies, structuring and implementation of compliance programs for oil & gas companies.

**Professional Memberships:** Founding member of the Brazilian Arbitration Committee; Representative for the Latin America Chapter of the Association of International; Petroleum Negotiators (AIPN); Member of the Institute Energy Law.

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*Featured in Energy & Natural Resources (Brazil), Shipping (Brazil)*

**Practice Areas:** Oil & Gas; Shipping & Ports

**Career:** Partner. Nilton focus his work on transactional mandates in the offshore industries such as Oil & Gas and Shipping & Ports. His emphasis is on corporate/M&A, contracts and regulatory work and is also experienced with dispute resolution (especially in administrative proceedings against regulatory agencies – like ANTAQ and the ANP as well as international arbitrations). He advises shipping, navigation and E&P companies, as well as offshore service providers, transporters, freight owners, private terminals, port users and leaseholders, shipyards, private equity funds and financial institutions and associations. He was a secondeé at BP Energy, Petrobras and CNPC in Brazil. Nilton worked as foreign associ-

ate in the London office of Freshfields Bruckhaus Deringer.

**Professional Memberships:**

Association of International Petroleum Negotiators (AIPN); International Centre for Dispute Resolution (ICDR) Young & International.

**Personal:** Bachelor of Laws, UERJ; Master of Laws (LL.M), King's College London. Languages: Portuguese; English; French; Spanish.

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Life sciences law, public procurement, product liability, civil litigation and corporate matters related to the pharmaceutical, food, cosmetics, medical devices, and other life sciences industries.

**Career:** Founding partner of Kestener, Granja & Vieira Advogados. Solid experience in representing clients from the pharmaceutical, cosmetics and medical services industries in litigation mandates and regulatory matters. Languages: Portuguese, English, and French.

**Professional Memberships:** President of the Health Law Committee of OAB/SP, (2015-2019) • AASP – São Paulo Lawyers Association • IBA – International Bar Association • IBERC – Brazilian Institute of Tort Law • IDIP – Private Law Institute • Stanford Admission Volunteer – Outreach Volunteer Alumni Link (OVAL)

**Publications:** • Getting the Deal Through: Life Sciences, Brazilian chapter, 2010, 2011, 2012; • Chambers Global Practice Guide: Life Sciences, Brazilian chapter, 2013; • The Life Sciences Law Review, Brazilian chapter, 2015, 2016; **Personal:** • USP – Universidade de São Paulo (Law Degree), 2006; • FGV – Fundação Getúlio Vargas (Post-graduate degree in Torts), 2009; • Stanford University (LLM in Law, Science and Technology), 2012; • USP – Universidade de São Paulo (Master's Degree in Civil Law), 2013; • USP – Universidade de São Paulo (PhD in Civil Law), 2020.

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*Featured in Environment (Brazil)*

**Practice Areas:** Environment, Climate Change and Sustainability.

**Career:** Werner Grau Neto serves domestic and international clients ranging from private companies to multilateral and development entities, among other supranational bodies, in advisory and litigation matters. Werner concentrates his practice in environmental and constitutional law issues, with a strong emphasis on advisory and litigation in a vast array of topics such as government relations, investigative procedures and litigation with regard to environment licensing, environmental damage, large accidents with implications for the environment and indigenous peoples, traditional communities and other vulnerable groups. He also acts in the advisory and litigation spheres on is-

ssues related to climate change, ranging from consultancy to multilateral entities and governments in the formulation and examination of legal frameworks to disputes involving the climate issue. His most active areas of practice are mining and energy, as well as industries in general.

**Professional Memberships:** ICC BRASIL – International Chamber Of Commerce.

**Personal:** Doctor's Degree in Law from the University of São Paulo (USP). Extension Course from the Fundação Instituto de Administração (FIA). Master's Degree in Law from the University of São Paulo (USP). Specialization degree in Environmental Law from the University of São Paulo (USP). Bachelor's Degree in Law from the University of São Paulo (USP).

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**Practice Areas:** Regulatory, Telecommunications Law

**Career:** Consultant with Rolim, Viotti, Goulart, Cardoso Advogados for Telecommunications Law, Rodrigo is internationally acknowledged for his track record, providing his technical capacity to businesses, and working with the biggest players in the market.

**Personal:** Master Degree in Philosophy and General Theory of Law from University of São Paulo (USP). Specialization in Labor Law and Procedure from Cândido Mendes University. LL.B. from University of São Paulo (USP).

**GUAZZELLI QUEIROZ GOMES, Caroline**

Pinheiro Neto Advogados, São Paulo – SP

*Featured in Aviation (Brazil)*

**Practice Areas:** Aviation, Banking and finance transactions.

**Career:** Caroline Guazzelli Queiroz Gomes has experience in banking and finance transactions, as well as regulatory matters in Brazil. Caroline has been working at Pinheiro Neto since 2005, and has a wide background practicing in structured finance, capital markets, derivatives and asset finance transactions, having implemented such structures both domestically and on a cross-border basis. For the last few years, she has focused on the aviation practice, providing clients with legal assistance on aircraft finance and leasing structures, purchase and sale transactions, regulatory aspects, among other aviation-related matters. Caroline navigates through various subjects within the banking and finance practice and, thus, is always able to provide aviation sector clients with cutting edge and comprehensive advice, always contributing to creative and original solutions.

**Professional Memberships:** Brazilian Bar Association/São Paulo Chapter (OAB/SP). Brazilian Association of International Banks (ABBI – Associação Brasileira de Bancos Internacionais). ISDA – International Swaps and Derivatives Association.

**Personal:** Bachelor's Degree in Law from the Pontifical Catholic University

of São Paulo (PUC-SP) (2008). LL.M at Insper – Instituto de Ensino e Pesquisa in Financial and Capital Markets (2011). LL.M at Boston University in Banking and Financial Law (2014). International Experience: Debevoise & Plimpton, New York (2014-2015).

#### **HALLAK, Eduardo**

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Trademark, Trade Dress & Publicity Rights Matters Patents Food & Drug Law Copyright Licensing & Technology Transfer Industrial Designs Internet, E-commerce & Software Anti-counterfeiting

**Career:** Eduardo Hallak is one of the founding partners at Licks Attorneys and is one of our leaders at the Sao Paulo office. For more than a decade, he has been working as a litigator before state and federal courts in Brazil, in several complex disputes and leading cases involving regulatory compliance, unfair competition and patents, most of them pursuing the interests of clients in the area of life sciences. He also has extensive practice in trademark litigation as well as technology transfer contracts, working together with multinational clients to establish strong brand protection and licensing programs in the country. He lectures on procedural and strategic aspects of IP litigation and is a member of the Special Commission on Mediation of the Rio de Janeiro Chapter of the Brazilian Bar Association (OAB-RJ) and the Enforcement Committee of INTA.

#### **IENO, Guilherme**

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*Featured in Telecommunications (Brazil)*

**Practice Areas:** Guilherme Ieno has a large experience counseling telecommunications and satellite service providers related to the telecommunications and satellite regulation, negotiation of regulated agreements, coordination on bidding procedures for acquisition of spectrum and telecommunications licenses, follow-up of Anatel's administrative case law and drafting of recent regulation. He also has an extensive experience assisting foreign clients, value added service providers, the industry of telecommunications equipment, and foreign investment banks.

**Career:** Guilherme Ieno is one of the most recognized professional in the telecom and satellite regulatory market, being shortlisted by Chambers Latin America for more than a decade. Guilherme has worked in the following firms: Vieira Ceneviva Advogados, 1998-2004; Felsberg e Associados, 2004-2008; KLA, 2008 to date.

**Professional Memberships:** Bar Admission – Brazil (São Paulo, 1998); Director of Brazilian Information Technology and Communications Law Association (ABDTIC); Member of American Chamber Information Technology and Communications Committee; Council Advisor at Gerson Lehrman Group (GLG) for Telecommunications in Brazil.

**Personal:** Specialist in Consumer Relations, Faculdade de Direito da Universidade Católica de São Paulo (2000).

#### **JAEGER, Iwam**

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*Featured in Shipping (Brazil)*

**Practice Areas:** Mr. Jaeger has more than 35 years of practice and a wide experience in maritime, dry and wet shipping, logistic, import and export trade, contractual disputes, litigation and arbitration, insurance and reinsurance and Environmental Law.

**Career:** Mr. Iwam Jaeger is a Partner of Kincaid | Mendes Vianna Advogados with Law degree from Foundation University of Rio Grande (FURS/RS), post-graduation in Corporate Law from Getúlio Vargas Foundation (FGV/RJ) and in Company Law, IAG-Master, from Pontifical Catholic University of Rio de Janeiro (PUC/RJ).

**Professional Memberships:** Vice – Chair of the OAB's Maritime and Port Law Committee; Vice – President of Iberoamerican Institute of Maritime Law – Brasil Section (IIDM – BR); Ex Professor of Commercial Law at Pontifícia Universidade Católica do Rio de Janeiro (PUC/RJ); Visiting Professor of Post – Graduate studies at Fundação Getúlio Vargas (FGV/RJ); Member of London Maritime Arbitration Association (LMAA) Supporting Member; Member of Brazilian Bar Association; Member of International Bar Association (IBA); Member of Brazilian Association of Maritime Law (ABDM); Member of International Chamber of Commerce Brazil (ICC BRAZIL); Member of Câmara de Conciliação e Arbitragem da Fundação Getúlio Vargas (FGV/RJ).

#### **JORGE, Alexandre O.**

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*Featured in Environment (Brazil)*

**Practice Areas:** Commercial Litigation, Occupational Safety and Health and Environment.

**Career:** Alexandre Outada Jorge represents local and international clients in litigation and advisory matters, with a focus on the environmental area and on occupational safety and health matters. With significant experience in cases regarding contaminated sites and negotiation with the Public Prosecutor's Office and other government authorities, Alexandre is well versed in individual and collective litigation as well as in advisory on labor exposure and on occupational diseases caused by asbestos, benzene, mercury, cyanide, radiation, among others. He also acts as counsel for clients on negotiations with the Labor Public Prosecutor's Office, labor unions and trade associations regarding relevant occupational health and safety issues.

**Professional Memberships:** ABF – Brazilian Association of Franchising. ICC BRASIL – International Chamber Of Commerce.

**Personal:** Specialization Degree (Certificate) in Business Administration from the Getúlio Vargas Foundation

(FGV). Bachelor's Degree in Law from the Pontifical Catholic University of São Paulo (PUC-SP).

#### **KESTENER, Beatriz**

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Preventive, regulatory and administrative proceedings in life sciences law, interface with Ministry of Health, National Agency of Sanitary Surveillance and related governmental bodies, in favor of medicines, food, cosmetics, medical devices and products industries related to health. Specialized civil and commercial litigation, consumer, product liability and crisis management. Emphasis on cross-border litigation.

**Career:** Founding partner of Kestener, Granja & Vieira Advogados. Solid track record representing leading national and multinational companies from the life sciences industry in high-profile litigation, recall and regulatory cases. Languages: Portuguese and English.

**Professional Memberships:** Member of the Board of CESA (Brazilian Law Firm Think Tank), present date; Judging member of the Ethical Tribunal – Brazilian Bar Association (2004-2018); International Bar Association.

**Publications:** Getting the Deal Through: Life Sciences, Brazilian chapter, 2010, 2011, 2012; Chambers Global Practice Guide: Life Sciences, Brazilian chapter, 2013; The Life Sciences Law Review, Brazilian chapter, 2013-2016.

**Personal:** PUC-SP – Pontifícia Universidade Católica de São Paulo (Law Degree), 1989; FIOCRUZ – Fundação Oswaldo Cruz (Post-graduate degree in Life Sciences Law), 2009.

#### **KRUGER FRIZZO, Henrique**

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Life Sciences; Public and Regulatory Law – Projects; Energy, Mining, Petrochemical and Infrastructure; Aerospace

**Career:** Henrique Frizzo is the leader of the Life Sciences group at Trench Rossi Watanabe and also integrates the Infrastructure, Public and Regulatory Law groups, with a focus on advisory and consultation. He assists pharmaceutical, medical devices and other companies of the sector in a broad range of areas: (i) complex negotiations with the government, such as the transfer of technology in the health area for government laboratories and in the alignment of strategies to meet the local content requirements in public tenders; (ii) providing regulatory intelligence related to mergers, acquisitions and corporate restructures of industry companies; (iii) consultation on regulatory matters and analysis of the constitutionality/legality of legislation, as well as assistance for the preparation of bill of laws; and (iv) litigation against the government and companies concerning regulatory activity.

**Personal:** Graduated in law from University of São Paulo and specialized

in State and Government from the Escola de Formação de Governantes, associated to the University of São Paulo. He is also specialized in Government Contracts from FGV, and has a University Extension course on Public-Private Partnership from the Escola Superior do Ministério Público de São Paulo.

#### **KÜMMEL FIGUEIRÓ, Tiago**

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Corporate & Mergers and Acquisitions; Power; Infrastructure & Projects; China Desk

**Career:** LL.M, Public Law and Administration, Universidade Federal do Rio Grande do Sul (UFRGS), Porto Alegre, 2005; LL.B, Pontifícia Universidade Católica do Rio Grande do Sul (PUC-RS), 2003.

**Professional Memberships:** American Chamber of Commerce (AMCHAM), Energy Committee; AS/COA – Americas Society / Council of the Americas; World Services Group (WSG)

#### **KUNG, Angela Fan Chi**

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Life Sciences & Healthcare

**Career:** Angela Fan Chi Kung advises companies in the human and animal health sector. She specializes in the regulation of medicines (including generic and biological drugs), medical products, food, nutritional supplements, cosmetics, hygiene products, pesticides, agrochemicals and beverages. Angela represents local and international clients on a broad range of issues comprising health compliance issues; interactions with healthcare professionals (HCPs); data privacy; defense in administrative proceedings; clinical trials; drug price approval procedures before the Medication Regulation Chamber (CMED); issues involving the National Immunization Program; centralized purchases by the Ministry of Health; technology transfers with government pharmaceutical companies (PDP); advertising; startups and M&A in the regulated health sector; research and development of genetically modified organisms (GMO); biological prospecting, collection, transport and access to genetic materials from the Brazilian biodiversity; and research, development and protection of plant varieties (cultivars).

**Professional Memberships:** SBMF – Brazilian Society of Pharmaceutical Medicine.

**Personal:** Specialization Degree (Certificate) in Health Law from the University of São Paulo (USP). LL.M. from the Georgetown University Law Center. Extension Course in Civil Procedure from the Pontifical Catholic University of São Paulo (PUC-SP). Bachelor's Degree in Law from the University of São Paulo (USP).



## LEITE MARQUES, Lucas

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*Featured in Shipping (Brazil)*

**Practice Areas:** Maritime, Ports and Infrastructure, Insurance, Energy and Oil and Gas and International Law, with emphasis on litigation and arbitration.  
**Career:** A partner at Kincaid Mendes Vianna Advogados, Mr Marques graduated in law from the Pontifical Catholic University of Rio de Janeiro (PUC/RJ). He holds a LL.M in transnational commercial practice (CILS), a specialisation in maritime law from Getúlio Vargas Foundation (FGV/RJ) and a postgraduate degree in civil procedural law from IAVM/UCAM. He has been highlighted by international publications as a "Leading Lawyer" and a "Next Generation Lawyer", and been recognised among a list of "up-and-coming individuals". He speaks Portuguese, English and Spanish.

**Professional Memberships:** Mr Marques is former vice president of the transport law commission of the International Association of Young Lawyers (AIJA); former secretary of the commission of maritime and port law of the Brazilian Bar Association (Rio de Janeiro); director of maritime and port law at the Brazilian Centre of Mediation and Arbitration (CBMA); and professor of maritime law at the Getúlio Vargas Foundation (FGV/RJ). He is also a member of the Brazilian Association of Maritime Law (ABDM); the Ibero American Institute of Maritime Law (IIDM/BR); the International Bar Association (IBA); and the Brazilian Bar Association (OAB).

## LICKS, Otto

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Patents Copyright Anti-counterfeiting Trademark, Trade Dress & Publicity Rights Matters Trade Secrets & Regulatory Data Protection Licensing & Technology Transfer Internet, E-commerce & Software Food & Drug Law

**Career:** Otto Licks is a founding partner at Licks Attorneys, a Brazilian law firm with offices in Rio de Janeiro, São Paulo, Brasília, Curitiba and Tokyo as well as a French and German Desk. Otto is an expert on complex litigation and policy making, with over 23 years of experience representing international clients in life sciences, telecom, electronics and internet. He has established a reputation as a trial and appellate practice specialist, focusing on preliminary and permanent injunctions and monetization, advising clients primarily on patent, trade secrets, unfair competition and regulatory data exclusivity, government procurement, food and drug and regulatory of telecom and internet. He has been the first chair in over 100 cases, from TROs and ex-parte injunctions up to leading cases before the Brazilian Supreme Court. Otto has published extensively in his areas of expertise and has been recognized by some of the most important international rankings. He is Vice Chair for the

Global Series Committee (FCBA) and is an accomplished speaker in the United States, Europe, Asia and Latin America.

## LOSS, Giovanni

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Contracts and Project Development; Electric power; Infrastructure; Mining; Oil and Gas; Project Finance

**Career:** Partner. Focuses on energy, oil and gas and in particular on merger and acquisition transactions, financing and regulatory issues involving these industries. He was a legal counsel in the Houston office of Fulbright and Jaworski LLP. Seconded as Lead E&P Counsel to BG Group. Licensed to practice law in Brazil, New York and England. Recognized as Energy Lawyer of the Year by Who's Who Legal (first lawyer in Latin America to be recognized by the award).

**Professional Memberships:** Diretor and founding partner of IBDE and Former chairman of the Oil & Gas Law Committee of the IBA.

**Personal:** Bachelor of Laws, UFMG; Master of Laws in Public Law, USP; Master of Laws (LL.M.), Stanford Law School. Languages: Portuguese; English; Spanish.

## LUDWIG, Danielle

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Infrastructure; Oil and Gas

**Career:** Senior Associate. Focuses on infrastructure, energy, oil and gas and in particular on merger and acquisition transactions, contractual and regulatory issues involving these industries. She acted as visiting attorney in the Dallas office of Thompson & Knight LLP and as expatriate associate at Mattos Filho London office.

**Personal:** Bachelor of Laws, Universidade do Estado do Rio de Janeiro (UERJ); Specialization in Oil and Gas Business and Regulations, Fundação Getúlio Vargas - FGV Direito Rio de Janeiro; Post-graduation in Corporate Law, Fundação Getúlio Vargas - FGV Direito Rio de Janeiro; Master of Laws (LL.M.), Northwestern University, Chicago. Languages: Portuguese; English; German; French.

## MACHADO MOREIRA SANTOS, Rodrigo

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Regulatory & Public Law, Energy, Infrastructure, Project Finance

**Career:** Rodrigo advises companies operating in regulated sectors, especially in the Power Sector and Natural Gas. He advises companies in regulation matters and in structured projects. He acts in administrative proceedings before ANEEL - National

Agency of Electric Power. He provides regulatory advisory services to clients with respect to ANEEL's acts, CCEE's Commercialization Rules and Procedures, network procedures and relevant regulatory acts. Rodrigo has experience in privatizations procedures, corporate transactions involving concessionaires and authorized companies and in project finance for energy projects. He also acts in general matters of Public and Administrative Law.

**Professional Memberships:** President of the Brazilian Institute of Energy Law Studies (IBDE) Member of the Energy Law Commission of the Brazilian Bar Association, São Paulo chapter Member of the Brazilian Association of Infrastructure and Basic Industries (ABDIB) Member of the Association of the Energy Cogeneration Industry (COGEN)

**Personal:** Master from École des Hautes Études en Sciences Sociales LL.B. from Universidade Federal de Ouro Preto Languages: Portuguese, English, French, Spanish and Russian.

## MAIA, Luiz Felipe

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*Featured in Sports Law (Brazil)*

**Practice Areas:** Gaming and Software; Advise to gaming, lottery, gambling, software and technology industries and clients. We also are able to structure, negotiate and draft complex licensing projects, as well as support agreements and financing. Startups | Fintechs | Internet and Technology: Advise on legal and regulatory issues, as well as the best business model for innovative projects. Foreign Investment and Venture Capital: Advise to foreign investors, investment strategies and procedures and preventive actions to minimize liabilities.

**Professional Memberships:** Luiz Felipe Maia, head of the area, is a member of the International Association of Gaming Advisors, General Member of the International Masters of Gaming Law, and author of the Brazilian chapter of The Gambling Law Review, of Gaming Law Chambers and Partners Practice Guide for Brazil, of Lexology's Getting the Deal Through - Gaming 2021 edition and the Peer Reviewer for Gambling Compliance in Brazil. He is the only Brazilian gaming lawyer recognized as one of the 100 best lawyers in Brazil by Lawyer Monthly.

## MANSUR HADDAD, Marcelo

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*Featured in Insurance (Brazil)*

**Practice Areas:** Insurance, Reinsurance and Pensions

**Career:** Partner. Focused on insurance, reinsurance and pensions matters, including claims, regulatory, distribution agreements, sales of portfolio and M&A.  
**Publications:** Author, "International Reinsurance" (Funenseg, 2003). Author of chapter addressing Brazil in book "Directors Liability and Indemnification: A Global Guide" (Globe Business Publishing, 2007), among other publications.

**Personal:** Bachelor of Laws, USP; Master of Laws in International Trade Law (DESS), Université de Paris X; Master of Laws (LL.M.), Universität Heidelberg; Doctor of Laws, USP; Languages: Portuguese; English; French; Spanish; German.

## MARQUES, Márcio Pina

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Regulatory and Energy Law - Judicial and administrative litigation - lawyer and consultant

**Career:** 2014&gt;lawyer-partner-Bettiol Law Firm 2012-2014&gt;Legal and Regulatory Director of ENERSUL during ANEEL intervention 2005-2012&gt;Federal Attorney 2009-2012&gt;ANEEL General Attorney 2007-2009&gt;ANEEL Legal Adviser 2005-2007&gt;ANEEL judicial litigation 2004-2005&gt;Judicial Analyst at the Brazilian Federal Supreme Court 2003-2004&gt;State of Rio Grande do Sul Parliamentary Advisor in Federal Congress

**Professional Memberships:** Special Energy Commission of the Brazilian Bar Association's Federal Council - Advisory Member

**Publications:** 2007-Postergação do início do pagamento pelo uso de bem público das usinas "botox". RBDP. 2008-Leilão de compra e venda de energia elétrica. Zênite. 2008-Desapropriação para fins de instalação de parque eólico de geração de energia elétrica. FDU. 2008-Participação de empresas do mesmo grupo econômico no mesmo leilão para outorga de geração de energia elétrica. Zênite 2008-Arredamento dos ativos da concessão de serviço público. FCGP. 2009-Extinção da concessão. FCGP. 2010-O uso do potencial hidráulico para a produção independente de energia elétrica: uma concessão mista para exploração de atividade econômica. In Direito da Energia Elétrica no Brasil: ANEEL/UnB. 2010-Noções Introdutórias ao Direito da Energia Elétrica. Virtualbooks 2017-Direito da energia elétrica: análise setorial. Juruá.

## MARTINS, José Roberto

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Energy, Mining, Petrochemical and Infrastructure; Public and Regulatory Law - Projects; M&A  
**Career:** Jose Roberto Martins became Trench Rossi Watanabe's partner in 2001. He serves as the Administrative Board of the firm and is the chair of Energy, Mining and Infrastructure Projects practice. Jose Roberto advises in M&A transactions, project development and project financing, assisting strategic investors, project developers, equipment and service providers, utilities and large power consumers and other players in the areas of renewable energy, gas, chemicals, mining, infrastructure, construction and financing. Also, since the 1990s, he has been leading major privatizations, post privatization and



concessions in these areas. His practice includes contractual law (specific contracts related to projects such as PPAs, EPCs, O&Ms), corporate law (shareholders' agreements, consortia, associations), administrative (public and private tenders), and contracts for the purchase and sale of companies and participations.

**Professional Memberships:** São Paulo Lawyers Association Brazilian Bar Association American Bar Association New York Bar Association

**Personal:** He graduated from Universidade de São Paulo with a bachelor in Law and also holds a master's degree in law (LLM) from the University of Chicago.

**MASTRIANI SIMÕES TUCA, Bruno**  
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*Featured in Agriculture & Rural Affairs (Brazil)*

**Practice Areas:** Capital Markets; Banking & Finance; Agribusiness (industry); Restructuring and Recovery; Corporate/M&A

**Career:** Partner since 2014. Bruno's practice focuses on finance transactions, ranging from structured finance to DCM, and M&A, with a particular focus on the Agribusiness Industry. He has worked as a visiting lawyer in the New York office of Sullivan & Cromwell LLP.

**Personal:** Bachelor of Laws, Pontifícia Universidade Católica de São Paulo. Languages: Portuguese; English

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*Featured in Environment (Brazil)*

**Practice Areas:** Environmental Law

**Career:** Adriana is responsible for creating TozziniFreire's Environmental Law practice group and has been exclusively dedicated to the area since 1997. Her practice encompasses conducting environmental audits in M&A transactions; risk identification and strategic advice on risk management regarding environmentally sensitive projects; judicial and administrative proceedings, including representation before the environmental protection bodies and the Attorney General; strategic assistance in environmental licensing proceedings; drafting of contracts and agreements relating to environmental issues; and assisting in environmental compliance, including the management of environmental liabilities.

**Professional Memberships:** Counselor, COSEMA (Higher Council for the Environment of the São Paulo Industry Federation – FIESP); Member, International Chamber of Commerce; Member, Committee for Sustainability of ABDIB (Brazilian Association of Infrastructure and Basic Industry); Member, UBAA (Brazilian Union of Environmental Law); Former coordinator of the Committee for the Environment of the British Chamber of Commerce and Industry in Brazil.

**Personal:** Postgraduate degree in Sustainability Management from FGV-

EAESP (São Paulo School of Business Administration), 2007. Postgraduate degree in Environmental Law from the School of Public Health of USP (Universidade de São Paulo), 2000. Graduate of the Law School of USP, 1993.

**MAYUMI SAKAMOTO, Luciana**  
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*Featured in Healthcare (Brazil)*

**Practice Areas:** Healthcare

**Career:** Luciana Sakamoto is an expert in the healthcare field. Her practice is focused on civil litigation and regulatory matters involving healthcare law in the private sector. Ms Sakamoto handle complex and sensitive cases involving the terms of the contracts, the (re) design of the healthcare plan, the maintenance of the benefit post-employment, termination, and others. This analysis may be challenge and require a very detailed work to mitigate risks. Ms Sakamoto has also assisted companies to invest in or launch new products in the Brazilian healthcare market, which require a comprehension of the Brazilian legal framework and the trends in this sector. She also assisted several national and foreign companies in M&A transactions involving health insurance companies. By being a highly regulated market, knowledge of the Brazilian market and the Brazilian legal system as a whole combined with creativity are necessary to assist the clients in those transactions.

**Professional Memberships:** IBA – International Bar Association. AIDA – International Association for Insurance Law.

**Personal:** LL.M from Georgetown University in Global Health Law. Master's degree in civil law from the University of São Paulo (USP). Bachelor's Degree in Law the Mackenzie Presbyterian University. International Experience: Quinn Emanuel Urquhart & Sullivan LLP.

**MEDINA, Luisa**

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**Career:** Partner responsible for consultancy and litigation in the areas of aviation, customs, tax and company law. Law Degree from PUC Catholic University in Rio de Janeiro (2002). Member of the Brazilian Bar Association in Rio de Janeiro and São Paulo. Languages: Portuguese, Spanish and English.

**MELO, Flavia**

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*Featured in Shipping (Brazil)*

**Practice Areas:** Shipping

**Career:** Flavia counts on over 20 years of experience in the shipping area. She deals with civil and administrative litigation related to accidents, oil spills, cargo claims and related insurance matters, and also advises on transactional and regulatory matters related to ship building, sale and purchase, chartering, transport and service supply contracts for the oil & gas and wind energy industries, as well as insurance and reinsurance related to those matters. She worked on important projects such

as the Brazilian Navy PROSUB, where she advised on the building, sale and purchase of vessels and installations. Lately, due to her experience in both dry and wet shipping, she consolidated a reputation in emergency response, especially in casualties with multiple players and complex consequences, such as the explosion onboard the FPSO Cidade de São Mateus.

**Professional Memberships:** WISTA Brazil (founding member, ExCo Member (2016-2021) and General Legal Counsel (2020-2021).

**Publications:** "The limits of the Brazilian jurisdiction to hear and try disputes arising from the international maritime industry in light of the Civil Procedure Code" in Oil & Gas Law Manual, Lumen Juris, vol. II, 2019 "Brazilian Shipping Company and Maritime Support Navigation" in Oil & Gas Law Manual, Lumen Juris, vol. I, 2017 etc.

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*Featured in Insurance (Brazil)*

**Practice Areas:** Insurance and Reinsurance and Commercial Litigation.

**Career:** Diógenes Mendes Gonçalves Neto advises local and international clients from a wide range of industries on issues related to insurance and reinsurance, fraud claims and corporate disputes, both in litigation and advisory matters.

**Professional Memberships:** Global Insurance Lawyers Group (Insuralex). International Association of Defense Counsel (IADC).

**Personal:** Specialization Degree (Certificate) in Law from the Università degli Studi di Milano. Master's Degree in Law from the University of São Paulo (USP). Bachelor's Degree in Law from the University of São Paulo (USP). International experience: Piergrossi Villa Manca Graziadei, Italy.

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*Featured in Shipping (Brazil)*

**Practice Areas:** Mr Godofredo Mendes Vianna has more than 25 years of practice and a wide experience in commercial law, with emphasis in shipping, international trade, insurance and energy matters, assisting clients in cross-border litigation and ADR; in addition, he advises on non-contentious work. He also sits as an arbitrator and mediator in a vast range of international disputes.

**Professional Memberships:** Mr Vianna is the chair of the maritime and port law committee of the Rio de Janeiro Bar Association (since 2013); current chair of the maritime and port law committee of the Brazilian National Bar Association; Immediate Past Co-Chair of the transport and maritime law committee of the International Bar Association (IBA); permanent arbitrator at FGV Chamber of Mediation and Arbitration; and professor and coordinator of the postgraduate maritime course and port

law course at Fundação Getúlio Vargas (FGV/RJ). Godofredo is a member of the Brazilian Bar Association – States of Rio de Janeiro and São Paulo; the Brazilian Association of Maritime Law (ABDM); the International Chambers of Commerce Brazil (ICC Brazil); the Iberoamerican Maritime Law Institute (IIMB/BR); and the Association of São Paulo Lawyers (AASP).

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*Featured in Shipping (Brazil)*

**Practice Areas:** Mrs. Cardoso has practice and a wide experience in Maritime, Tax and Customs, Corporate, Litigation and Arbitration, Ports and Infrastructure, Energy, Oil and Gas, Employment, Aviation, Compliance and Railway. She also received for the past years recognition by the most accredited international publications such as Chambers and Partners, Legal 500 and Who's Who as Leading Lawyer in her field and a regular speaker at events and seminars in Brazil and abroad in her areas of expertise.

**Career:** Mrs. Camila Mendes Vianna Cardoso is Partner of Kincaid | Mendes Vianna Advogados with a Law degree from PUC/RJ, LLM in Maritime Law, Marine Insurance, Carriage of goods by sea and International law of natural resource from London School of Economics and Leadership in Law Firm Program from Harvard Law School.

**Professional Memberships:** Vice President of Maritime and Port Law Committee of the Brazilian Center Mediation and Arbitration (CBMA); Member of International Bar Association (IBA); Member of Ship Finance Security International Working Group (CMI); Member of Brazilian Bar Association; Member of Iberoamerican Institute of Maritime Law (IIMB/BR); Member of International Chambers of Commerce Brazil (ICC BRAZIL); Member of International Law and Mediation, Conciliation and Arbitration Law Committees (IAB); Member of Brazilian Association of Maritime Law (ABDM).

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Mining and Environmental

**Career:** Bachelor of Laws from Universidade Federal de Minas Gerais, Specialist in Company Law from Fundação Dom Cabral and Master's degree in Administrative Law from Universidade Federal de Minas Gerais. He represents national and foreign clients in mergers and acquisitions and assists on regulatory issues related to mining and environment, involving acquisitions and sale of mining companies and mining rights, as well as in regulatory and environmental administrative, judicial and arbitration procedures that involve companies from the mining, power,

real estate and agribusiness sectors, including in projects related to the mining research, mines, dams, hydropower plants, thermoelectric and solar/photovoltaic, wind farms, railroads, pipelines, transmission lines, ports, shipping, road concessions, railway terminals, airports and industrial plants.

**Professional Memberships:** Admitted to the Brazilian Bar Association (OAB), 2008.

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*Featured in Timberland Investment (Brazil)*

**Practice Areas:** Agribusiness; Real Estate; Hotel & Resorts; Timberland Investments; Climate Change; Infrastructure; Education; Private Equity/Venture Capital

**Career:** Vladimir has focused his practice on the areas of capital markets and banking transactions, becoming a specialist in domestic and international financing deals involving loans and the issuance of securities, including IPOs. After acquiring extensive experience in structured real estate financing transactions, he became a partner in TozziniFreire's Real Estate practice group, and under his leadership the group established innovative approaches to structuring transactions. He also worked in various capacities on timberland investments in several Brazilian states. In addition, he spearheaded the formation of the Climate Change and Carbon Market practice group, one of the most extensive and experienced in Brazil. Vladimir previously worked as a foreign associate at Milbank, Tweed, Hadley & McCloy LLP in New York, USA (1998-1999). After that, he was responsible for TozziniFreire's New York office for two years (1999-2001), assisting U.S. companies in the development of their businesses in Brazil.

**Publications:** Several articles in national and international publications, such as World Law Group (WLG), Industrial GHG Solutions Magazine, Energy Hedge, Brasil Econômico, Capital Aberto and Gazeta Mercantil.

**Personal:** LL.M.: Comparative Law, NYU. Postgraduate degree, Administration, FGV. Graduate, Law School of USP.

**MONTEIRO, Antonio José**  
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*Featured in Environment (Brazil)*

**Practice Areas:** Commercial Litigation and Environment.

**Career:** Antonio Monteiro is one of the first lawyers practicing environmental law in Brazil. He has been entirely dedicated to the practice since his return from the University of Illinois, Urbana-Champaign, USA, as a visiting scholar in the environmental area. He has also been ranked pioneer and leader in the environmental area for the last fifteen years by the main publications. He has gained a strong reputation for his expertise in dealing with environmental issues related to agribusiness, biotechnology, and advises several companies involved in the leading cases

of 'brownfields', with a long track of deals with the Prosecutor's Office and environmental agencies.

**Professional Memberships:** Brazilian Bar Association (OAB/SP). ICC BRASIL – International Chamber Of Commerce.

**Personal:** Specialization Degree (Certificate) in Law from the University of Illinois College of Law. Bachelor's Degree in Law from the University of São Paulo (USP).

**MORAES FRANCO, Ticiane**  
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**Practice Areas:** Regulatory, Telecommunications Law

**Career:** Ticiane works in Regulatory Law, with an emphasis on telecommunications and energy, including risk analysis of projects, permanent consultancy, in addition to litigation in regulatory and consumer matters before courts, regulatory agencies, and other administrative bodies. Specialist in Telecommunications Law in Brazil, Ticiane has extensive experience in sanctioning procedures conducted by regulatory and consumer protection authorities.

**Publications:** Co-author of the book Comentários à Lei Geral de Telecomunicações, in addition to several legal articles.

**Personal:** Master Degree in Business Law from the Milton Campos School of Law. Specialization in Electrical Energy Regulation from the Brazilian Association of Infrastructure and Basic Industries, in Telecommunications Regulation from Brasília University and in Business Law from the Federal University of Uberlândia. MBA in Business Management from the Federal University of Uberlândia.

**MORAIS BACHUR SILVA, André**  
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*Featured in Agriculture & Rural Affairs (Brazil)*

**Practice Areas:** Civil Law (litigation), Customer Law and Judicial Reorganization, Civil litigation, credit recovery, debt security, luxury market, financial, capital markets, and agribusiness operations

**Career:** Master's Degree candidate in Political and Economy Law at Mackenzie Presbyterian University. Proficient in Civil Procedure by Pontifical Catholic University of São Paulo. Bachelor's degree in Law by Mackenzie Presbyterian University.

**Publications:** Coauthor (2021) Agronegócio sem fronteiras – temas atuais em gestão, financiamento e tributação (Editora Max Limonad) | SILVA, A. M. B.

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Energy, Project Finance and Corporate, M&A

**Career:** José Roberto Oliva Junior has over 17 years's experience in the

energy sector. He focuses his practice on corporate transactions, M&A, Project finance and construction matters in the energy segment. José Roberto is renowned as one of the leading energy practitioners by Chambers Latin America and Chambers Global, The Legal 500, Latin Lawyer 250 and IFLR1000. He authored the book titled "Project Finance – Corporate and contractual structures focusing on electric power generation in Brazil".

**Professional Memberships:** Member of the Brazilian Institute for Studies of Energy Law. Brazilian Bar Association (OAB/SP). Brazilian Association of Independent Energy Producers (APINE).

**Personal:** LL.M. from the University of California, Berkeley. Master's Degree in Corporate Law from the Instituto de Ensino e Pesquisa (Insper). Bachelor's Degree in Law from the Centro Universitário da Cidade – RJ.

**PALHARES, Felipe**  
BMA – Barbosa, Müssnich, Aragão, Rio de Janeiro – RJ

*Featured in Data Protection (Brazil)*

**Practice Areas:** Felipe Palhares is a partner in BMA's Data Privacy, Technology and Digital Businesses practice. He has extensive experience assisting local and international companies in strategic matters that involve the processing of personal data, management of data breach responses and negotiation of technology contracts. He is admitted to practice law in Brazil and in New York. Felipe regularly advises clients from various jurisdictions in designing privacy programs, assists companies on data privacy matters during the development of new products and provides support in the response to security incidents. He also has extensive experience in litigation, acting for clients from a wide variety of sectors, such as technology, payments and entertainment. Felipe holds several certifications issued by the IAPP, ISACA and Maastricht University and is recognized as a Privacy Law Specialist and a Fellow of Information Privacy by the IAPP. He is frequently recommended in data protection rankings released by legal publications.

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**Practice Areas:** Banking and Finance Insurance, Reinsurance and Private Pension M&A and Private Equity Corporate Startups and Venture Capital

**Career:** Roberto Panucci advises Brazilian and foreign companies on aspects involving banking and insurance regulation, mergers and acquisitions, financing and corporate law, also representing clients in administrative proceedings initiated by Brazilian governmental entities. In addition, Roberto Panucci has acquired solid experience with startups, advising these clients on corporate aspects, compliance, fundraising, among other matters. Before joining Souza, Mello e Torres, he worked at Pinheiro Neto Advogados and Mattos Filho. His international experience includes working as a foreign associate at Paul, Weiss, Rifkind, Wharton & Garrison LLP in New York.

**Publications:** Lending and Secured Finance Review (2015 to 2019); Insurance and Reinsurance Law Review (2018 and 2019); Getting the Deal Through – Insurance Litigation (2019); Possíveis Impactos da Inteligência Artificial nos Seguros (Revista de Direito e as Novas Tecnologias, 2020).

**PAULO DE FRONTIN, Beatriz**  
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*Featured in Environment (Brazil)*

**Career:** Beatriz Paulo de Frontin is a senior attorney in BMA's environmental law practice. She advises national and international clients on Brazilian environmental law and licensing, and acts in proceedings before the courts, environmental agencies, the Brazilian Public Prosecution Service, and third sector organizations. Among her clients are major national and international companies, doing business in various sectors, such as construction, energy, mining, highways, ports, chemicals, tourism, pharmaceuticals, and agribusiness.

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Mining

**Career:** He holds a degree in Law from Universidade Federal de Minas Gerais. He represents national and foreign clients in mergers and acquisitions and assists on regulatory issues related to mining and environment, mainly in regulatory and environmental administrative and judicial procedures that involve companies from the mining, power, real estate and agribusiness sectors, including in projects related to the mining research, mines, tailing dams, hydropower plants, thermoelectric and solar/photovoltaic, wind farms, railroads, pipelines, transmission lines, railway terminals and industrial plants.

**Professional Memberships:** Admitted to the Brazilian Bar Association (OAB), 2008; Member of the legal committee at the "Brazilian Mining Institute – IBRAM".

**PEREIRA SCHLITZER, Ligia**  
Felsberg Advogados, São Paulo – SP

**Practice Areas:** Focusing her practice on the renewable energy sector and on infrastructure projects, Ligia has extensive experience in project development and structuring, project financing, and ESG, with in-depth knowledge of the regulatory, corporate, and contractual issues in these industries – particularly as regards contracts for equipment supply, O&M, EPCs, and the purchase and sale of electricity. She also has significant involvement in mergers and acquisitions.

**Professional Memberships:** Ligia is a member of the Committee on Energy Law (OAB/SP) as well as the Committee of Public Illumination of the Brazilian Association of Infrastructure and Base Industries (ABDI). In addition to the São Paulo branch of the Brazilian Bar

Association, she is also admitted as an attorney-at-law in the states of New York and California.

**PIMENTEL GARCIA, Lina**  
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*Featured in Environment (Brazil)*

**Practice Areas:** Environment; Climate Change; Life Sciences and Healthcare; Litigation and Arbitration.

**Career:** Partner. Lina has more than 20 years of experience in environmental law. Her expertise includes environmental regulatory and litigation matters, including forest, ecosystem services, contaminated sites, licensing, solid waste and circular economy, crisis management and ESG (environmental, social and governance) requirements for investments. Climate change advice has been one of her most important focus. She counsels leading companies from various industries on matters related to biodiversity, management of contaminated land, water resources, multi-stakeholders' engagement, and complex projects, climate change, and environmental licenses. Her experience on management in former positions within public and private sector helped her skills on coordination of complex cases.

**Professional Memberships:** She is currently Co-chair of the Environmental, Health and Safety Committee of the International Bar Association and a Co-coordinator of the Chapter Zero in Brazil and is a Member of the Permanent Environmental Commission of the Brazilian Bar Association of São Paulo (OAB-SP).

**Personal:** Bachelor of Laws, Universidade Paulista; Post-Graduation in Environmental Law, Escola Superior de Direito Constitucional; Post-Graduation in Sustainability, Fundação Dom Cabral. Languages: Portuguese; English.

**REBELLO PEREIRA, Flavia**  
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*Featured in Technology (Brazil), Data Protection (Brazil)*

**Practice Areas:** Intellectual Property, Technology and Data Protection

**Career:** Flavia Rebello is Trench Rossi Watanabe's partner and heads the firm's Intellectual Property, Technology and Data Protection team. Her practice includes data protection, licensing, sourcing and transactions, franchising, e-commerce and Internet. She has a wide breadth of experience in drafting, negotiating and reviewing agreements technology and licensing agreements, platform advisory and digital transformation projects, SaaS and outsourcing. She also has expertise in data protection and privacy issues, including implementation projects, review of policies, and data breaches. Flavia offers legal advice in various aspects of e-commerce, internet and social media.

**Professional Memberships:** Co-head of the Technology Transfer, Licensing and Franchising Commission of ABPI (Brazilian Intellectual Property Association) Co-head of the Intellec-

tual Property Committee of ABDTIC (Brazilian Association for Information Technology and Communications Law)

**Personal:** Flavia graduated from Universidade de São Paulo with a degree in Law, holds a LLM in International Law from University of Chicago Law School and a master's degree in Economics and Finance Law from Universidade de São Paulo, on taxation of intellectual property.

**RECCHI AUN, Nicole**  
Pinheiro Neto Advogados, São Paulo – SP

*Featured in Life Sciences (Brazil)*

**Practice Areas:** Life Sciences.

**Career:** Nicole is a senior associate specialised in life sciences, with focus on transactional, regulatory, compliance, technology, IP and data protection issues affecting the health industry. With valuable resources and experience she had in her LLM year, Nicole has been dedicated in health tech projects at the firm. She is closely involved in technology transfer projects of strategic pharmaceutical products from private laboratories to public entities, in the context of public and private partnerships. She is also dedicated to assist clients in the life sciences sector in structuring contractual transactions, providing regulatory advice, reviewing business model of start-ups and with the implementation of privacy legal standards based on the recent Brazilian General Data Privacy Act (LGPD). Nicole has co-authored the Life Sciences in Brazil chapter of Chambers publication, a book focused on privacy in the healthcare sector, as well as an e-book focused on practical telemedicine guidance for physicians. Nicole participated as lecturer in privacy congresses and courses focused on the health sector.

**Professional Memberships:** Brazilian Bar Association – OAB/SP.

**Personal:** Nicole obtained a law degree from the Pontifical Catholic University of São Paulo (PUC-SP), and graduated from Stanford Law School LLM Program in Law, Science and Technology.

**REIS, Antonio Augusto**  
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga Advogados, São Paulo – SP  
*Featured in Environment (Brazil)*

**Practice Areas:** Environment; Litigation and Arbitration; ESG

**Career:** Antonio has experience in legal consulting and environmental litigation. He advises M&A transactions, audits, project structuring, environmental licensing processes, consultations, and opinions in general. He also specializes in the practice of ESG (Environmental, Social, Governance), being a pioneer in the Brazilian legal market. Antonio also works with judicial and administrative litigation and the consensual resolution of conflicts, including the negotiation of terms of adjustment of conduct (TACs), representing national and international clients from various sectors, especially the energy, oil and gas, mining and steel, chemical, transportation, telecommunications, real estate, sanitation and waste management, agribusiness, pulp and paper, and forest exploitation industries.

**Professional Memberships:** Environment, Health and Safety Committee of the International Bar Association (IBA); Amcham.

**Personal:** Bachelor of Laws, Pontifical Catholic University of Rio de Janeiro (PUC-Rio); Specialization in Environmental Law, Pontifical Catholic University of Rio de Janeiro (PUC-Rio); Master of Environmental Law (LL.M.), Pace University School of Law (USA). Languages: Portuguese; English.

**RIBEIRO, Anderson**  
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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Life Sciences and Healthcare; Regulatory; Compliance; Patents, Plant Varieties; Litigation and Dispute Resolution; Trade Secrets and Protection of Confidential Information.

**Career:** Partner of Kasznar Leonardos, Mr. Ribeiro heads our team for transactional and regulatory matters affecting the Life Sciences industries and advice on strategic Intellectual Property issues. He has an extensive background dealing with leading cases discussing patents and strategies to sensitive niches of the pharmaceutical sector such as rare diseases and government sales. His wide expertise embraces multifaceted challenges involving clinical trials, compliance, pharmacovigilance, economic regulation, technology transfer (notably related to the local industrial policy called PDP), health technology appraisals and government procurements. Law degree from the State University of Rio de Janeiro – UERJ (2005); LL.M. in Competition Law and Regulatory – University of Lisbon (2012); LL.M. in Intellectual Property – University of London, Queen Mary (2013).

**Professional Memberships:** Member of SINFAR-RJ and Sindusfarma.

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*Featured in Shipping (Brazil)*

**Practice Areas:** Banking & Finance; Oil, Gas & Biofuels; Infrastructure & Projects; Shipping/Maritime & Port

**Career:** LL.B. Universidade Gama Filho, Rio de Janeiro, 1993

**Professional Memberships:** American Chamber of Commerce (AMCHAM), Rio de Janeiro; Brazil-Norway Chamber of Commerce, Rio de Janeiro; British Chamber of Commerce and Industry in Brazil (BRITCHAM); Portuguese Chamber of Commerce, Rio de Janeiro; German-Brazilian Chamber of Commerce and Industry (AHK); International Bar Association (IBA), Latin American Regional Forum, Corporate and M&A Law Committee, Banking Committee, and Maritime Law Committee; World Services Group (WSG)

**RICARDO LUZ DE BRITO, Fabiano**  
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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Electric power; Infrastructure; Project Finance

**Career:** Partner. Guides clients in the electricity sector through complex electricity regulation and transactions in Brazil. He represents domestic and foreign companies in energy-related M&A and Contracts, in administrative proceedings with the Electricity Regulatory Agency ("Agência Nacional de Energia Elétrica") and other disputes. His experience also includes advising infrastructure companies in project development, auctions, public-private partnerships, and general public law. He is a member of the Power Committee of the Brazilian Bar Association (São Paulo Branch) and co-head of the Renewable Projects Commission at the Brazilian Institute for Energy Studies (IBDE).

**Personal:** LLM, Northwestern University; Masters of Business Administration (Executive), Instituto de Ensino e Pesquisa INSPER; Bachelor of Laws, Faculdade de Direito da Universidade de São Paulo. Language: Portuguese; English.

**RICARDO PASSOS, André**  
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*Featured in Agriculture & Rural Affairs (Brazil)*

**Practice Areas:** Tax and corporate law; litigation; agribusiness, foreign trade law; financial; capital markets law.

**Career:** LLM-Financial Markets and Capital – IBMEC; MBA-Finance and Capital Markets – MP/BBM; Bachelor-Law – UERJ; MBA Professor in Tax, Agribusiness and Finance – FGV and PUC/RJ; Founder Partner of Passos e Sticca Advogados Associados.

**Professional Memberships:** IFA; ABDF.

**Publications:** Agribusiness Law: Market, Regulation, Taxation and Environment. 1ed. São Paulo: Quartier Latin, 2011, v.1 / 2013, v.2. The Regulatory Challenges Affecting Export Agribusiness: case studies and lessons on how to handle it. 1ed. São Paulo: Editora Singular, 2014.

**RODRIGUES BRANCHER, Paulo Marcos**

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*Featured in Technology (Brazil)*

**Practice Areas:** Technology, Data Privacy and Cybersecurity, Intellectual Property and Telecommunications.

**Career:** Paulo focuses his practice on matters related to technology, intellectual property and telecommunication, as well as antitrust, litigation and arbitration. He assists domestic and foreign companies from virtually all economic sectors

**Publications:** Author of several books, including "Software Agreements", "Antitrust and Intellectual Property Rights", and "Licensing of Intellectual Property Rights".

**Personal:** Full Professor of Law ("Livro Docente"), PUC-SP (2018); Ph.D in Economic Law, PUC-SP (2009); Masters of Laws in Comparative Civil Law, PUC-



SP (2002); Bachelor of Laws, PUC-SP (1996).

**RODRIGUES CALDAS FERES, Felipe**  
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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Oil & Gas and Biofuels and Renewables; Corporate/M&A; Projects

**Career:** Partner. Felipe advises clients on M&A transactions and projects, in the petroleum, natural gas, biofuels and power industries. He specializes in transactional, contractual, and regulatory work covering all segments of these industries.

**Professional Memberships:** Chairman of the Oil, Gas and Biofuels Committee, Brazilian Bar Association, Rio de Janeiro Section; Association of International Petroleum Negotiators (AIPN); Brazilian and NY Bar Association.

**Publications:** Oil & Gas Journal Latino-americana: "The Pre-salt and the Unitization Challenges"; GDT: "Gas Regulation, Brazil Chapter"; The Law Reviews: "The Oil and Gas Law Review – Brazil Chapter"; Globe Law and Business: "Brazilian Midstream and Downstream Oil and Gas: A Practical Guide to the Law and Regulation"; "Brazilian Upstream Oil and Gas: A Practical Guide to the Law and Regulation".

**Personal:** LLB, PUC RJ; Post-Graduation in Corporate Law and Capital Markets, FGV; LL.M., University of Chicago. Languages: English, Spanish.

**ROLIM, Maria João**  
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**Practice Areas:** Regulatory, Energy Law

**Career:** Lawyer and economist. She has worked for more than 20 years with Energy Law and is widely acknowledged for her expertise in regulatory and renewable energy issues. Currently President of the Energy Commission of OAB/SP (Brazilian Bar Association/ São Paulo Section) and of the Economic Regulation Commission of OAB/MG (Minas Gerais Section). Maria João is also a professor of the Electric Energy Sector Regulation course at FGV and of the MBA in Business Management for the Electric Sector at the Faculty of Integration of Higher Education in the Southern Cone; professor and coordinator of the LLM Postgraduate Course in Energy and Business Law at CEDIN and of the Modernization of the Electric Sector course at the Brazilian Association of Infrastructure and Base Industries.

**Professional Memberships:** Member of the Minas Gerais Lawyers Institute (IAMG) and of the Brazilian Institute of Energy Law Studies (IBDE).

**Publications:** Author of many books and articles in the area of Energy Law. **Personal:** PhD in Energy and Sustainability Law from the Center for Energy, Petroleum, and Mineral Law and Policy of the University of Dundee, Scotland; Master in Economic Law from UFMG;

LLM in European Law from the London School of Economics (LSE).

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*Featured in Insurance (Brazil)*

**Career:** Renato Mandaliti lives in São Paulo with his family. He majored in law in 1991 and earned an MBA degree in Insurance and Risk Management by the University of Wisconsin – Madison, in 2000. After an 18-year career focused on insurance and reinsurance at one of São Paulo's major law firms, Mr. Mandaliti founded JBM Advogados, which rapidly became Brazil's largest law firm in number of lawyers. Soon after, he joined Mandaliti Advogados, where he is the Senior Partner responsible for insurance, reinsurance, health plans and pension funds, up to this day. Currently, Mandaliti Advogados manages insurance-related cases throughout Brazil, providing a distinctive set of data that builds-up an extensive content base that helps clients in two major ways: (i) to identify the latest insurance legal trends, and (ii) to design new operations and contracts, and to advise on legal issues for regulatory purposes. After solid investments in state-of-the-art technologies, Legal Analytics was introduced as an intelligent solution that collects and analyses data, and applies Artificial Intelligence in order to predict the most likely result of litigation, and so be able to craft optimum legal strategies to litigate or reach a settlement.

**ROTHBARTH, Renata**  
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*Featured in Healthcare (Brazil)*

**Practice Areas:** Life Sciences

**Career:** Renata have experience with Digital Health initiatives, including telemedicine, big data & analytics, artificial intelligence, virtual trials, genetics, precision medicine, wearable technology and bio printing, SaMD, electronic medical records (EMR), Internet of Medical Things (IoMT), medical discount and patient programs, health data privacy and payment/business models.

**Personal:** Health Law at Yale University. Master's degree in Public Health, Health Law and Bioethics – Universidade de São Paulo. Bachelor of Laws, Faculdade de Direito de Curitiba

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*Featured in Public Law (Brazil)*

**Practice Areas:** Public Law; Infrastructure and Project Finance.

**Career:** Bachelor of Laws from Fundação Getúlio Vargas (FGV-SP); PhD in Public Law from Universidade de São Paulo; and Master's Degree in Administrative Law from Pontifícia Universidade Católica de São Paulo. He represents local and international clients in various types of transactions and regulatory issues in the sectors of Administrative Law and Infrastructure, including concessions, public-private partnerships, logistics projects (ports,

airports, highways and railways) and social segments (urban mobility, public lighting and basic sanitation).

**Professional Memberships:** Professor of the Professional Master's Degree offered by FGV Direito-SP; Member of the Administrative Law Commissions of the São Paulo Chapter of the Brazilian Bar Association (OAB/SP) and Federal District Chapter of the Brazilian Bar Association (OAB/DF); Arbitrator linked to the Chamber of Arbitration and Mediation of the Federation of Industries of the State of Paraná (CAMFIEP) and the Specialized Chamber of Arbitration and Mediation (CAMES).

**Publications:** Author of the books "Empresa Semiestatal" (Fórum, 2019), "Tratado de Parcerias Público-Privadas: Teoria e Prática. Tomo 8. Avaliando os Riscos" (CEEJ, 2019), "The PPP Law Review" (Law Business Research, 2019), as well as "O procedimento de manifestação de interesse à luz do ordenamento jurídico brasileiro" (Fórum, 2014).

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*Featured in Environment (Brazil)*

**Practice Areas:** Environmental, Sustainability, ESG and Consumer Law

**Career:** Alexandre Jabra integrates the Environmental, Consumer and Sustainability practice group at Trench Rossi Watanabe, with focus on consultancies, administrative procedures, lawsuits and negotiations. In the Environmental and Sustainability area, Alexandre has a wide breadth of experience in cases involving contamination, environmental licensing procedures, environmental liability, management of solid wastes and take-back requirements, effluents, air emissions, forestry matters, protected areas and minorities, biodiversity, chemicals products, climate change and carbon markets. In the Consumer Law Area, he has experience with consultations, administrative and judicial procedures related to Brazilian consumer law. Alexandre is professor of environmental law in Civics Education platform and director of environmental affairs in the website ESG Brazil.

**Professional Memberships:** Union of the Environmental Lawyers, Energy and Environmental Law Brazilian Association.

**Publications:** Co-author of the books: "Energy and Environment" – ABDEM (2020); "Practice of Environmental Law to Defend Private Companies" – Letras Jurídicas (2019); "Current Topics of Neo-constitutional Administrative Law" – Intelecto (2016).

**Personal:** He graduated in Law from PUC/SP and holds a master's degree in Administrative Law from the same university and a LLM in Environmental Law from Stanford Law School. Alexandre is also specialized in Public Law from the School of District Attorney Office in SP.

**SAMMARCO, Ana Cândida**  
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*Featured in Life Sciences (Brazil), Healthcare (Brazil)*

**Practice Areas:** Life Sciences & Healthcare

**Career:** Ana focuses her practice on regulatory matters particular to the Life sciences and Health industries, working with various government agencies, notably the National Health Surveillance Agency (ANVISA) and the National Supplementary Health Agency (ANS). She counsels and litigates on behalf of domestic and foreign clients on regulatory, transactional and contractual matters as well as administrative law discussions. She practiced in the New York office of Linklaters LLP.

**Personal:** Bachelor of Laws, Universidade Presbiteriana Mackenzie. Master of Laws (LL.M.), University of Miami (EUA). Extension course in Business Negotiation, Harvard Law School, Cambridge. Extension course in Business Law, Escola de Formação da Sociedade Brasileira de Direito Público (SBDP)

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*Featured in Public Law (Brazil)*

**Professional Memberships:** Admitted to the Brazilian Bar Association. Member of International Bar Association (IBA) and International Union of Lawyers (UIA).

**SCHOELLER PAIVA, Tomás Filipe**  
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**Practice Areas:** Telecommunications; Media & Entertainment; Data Privacy; Technology.

**Career:** TMT lawyer since graduation from Law School, Tomás has been involved in the last 13 years in cutting-edge regulatory disputes involving disruptive technologies, telecom, and the media sector, working both on the policy and legal fronts.

**Professional Memberships:** Brazilian Bar (Sections: São Paulo and Distrito Federal); Instituto de Ciências Jurídico-Políticas da Faculdade de Direito da Universidade de Lisboa (Institute of Law and Political Science – Lisbon Law School); Brazilian Association of IT and Communications Law (ABDTIC).

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*Featured in Environment (Brazil)*

**Career:** Márcio Pereira is the leader of BMA's Environmental Law group. His practice focuses on regulation of economic use of natural resources and sustainability issues. He has experience as litigator and in advisory work in various economic sectors, such as electric energy projects, oil and gas, infrastructure, transportation, mining, steelmaking, manufacturing, telecommunications, basic sanitation, management of water resources, agribusiness, forestry, civil construction, real estate and the green economy. Márcio has also taken part in discussions over environmental regulation, representing specific sectors of the economy. In addition to lecturing in Environmental Law and Environmental



Litigation and has spoken at various events and has published a number of articles.

#### **SIMÕES, Adriana**

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*Featured in Aviation (Brazil)*

**Practice Areas:** Aviation, Infrastructure, Contracts

**Career:** Partner. With more than 15 years of experience in aviation law, Adriana has experience in commercial contracts, tax and corporate law related to aviation, as well as real estate law. As a specialist in aviation, she has solid knowledge in aircraft purchase and sale, leasing and financing, as well as in the regulatory aspects of the industry. Also provides legal assistance related to airport concessions, financing and regulatory aspects thereof. Has vast experience in contracts in general.

#### **Professional Memberships:**

Brazilian Bar Association; Brazilian Bar Association Aeronautical Law Commission (OAB/SP); Aviation Law and Space Law Committees, International Bar Association (IBA); Brazilian General Aviation Association (ABAG); International Aviation Womens Association (IAWA); National Contact Group of the Aviation Working Group (AWG).

**Personal:** Bachelor of Arts in English, Universidade Católica de São Paulo – PUC/SP (2005); Bachelor of Laws, Faculdades Metropolitanas Unidas – UnifMU (2006); Master of Laws in Contracts, Universidade Católica de São Paulo – PUC/SP (2009); Extension in Real Estate Law, Escola Paulista de Direito – EPD (2011). Languages: Portuguese; English.

#### **SOARES, Maria Fernanda**

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*Featured in Energy & Natural Resources (Brazil)*

**Professional Memberships:** Brazilian Bar Association IBA – International Bar Association Member of the Maritime and Transport Law Committee of IBA Member of WISTA – Women's International Shipping and Trading Association.

#### **SOLER, Fabricio**

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*Featured in Environment (Brazil)*

**Practice Areas:** Fabricio Soler specializes in Waste Law, Environmental Law and Infrastructure Law. He is active in industrial sectors in general as well as the electronic, automobile, packaging, cosmetics, pharmaceuticals, water and sanitation, agribusiness, foodstuffs, construction and engineering, forestry, financial, technology, highways, ports, airports, chemicals, mining, solid waste, public sanitation, and energy sectors, amongst others. Fabricio is well known for his work in the area of solid waste, having participated in the drafting of the National Policy on Solid Waste and the Law on Sanitation, and has been active in sector agreements, reverse logistics systems, shared responsibility,

circular economy, Public-Private Partnerships and concessions in the area of urban sanitation and the management of solid waste. He is a consultant to the World Bank, the United Nations, and the National Confederation of Industry (CNI) for studies on waste, a public speaker, author of various books and articles, coordinator of an executive education course on management and the law of waste, and is a guest professor on many postgraduate courses and courses specializing in the environment, licensing and infrastructure.

#### **Professional Memberships:**

Member of the Brazilian Union of Environmental Attorneys (UBAA) and the Brazilian Association of Environmental Law Professors (Aprodeb)

#### **SOMBRA, Thiago Luis**

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*Featured in Technology (Brazil), Data Protection (Brazil)*

**Practice Areas:** Technology, Data Protection and Cybersecurity; Anticorruption and Public Law.

**Career:** Thiago advise clients in law enforcement and cross border matters regarding Technology Regulation, Data Protection, Anticorruption and Public Law. Since he served as State Attorney, acting before the Brazilian Supreme Court (STF), he has experience with public procurement contracts, bids, state-owned companies legal framework and administrative sanctioning procedures. He also worked as a clerk at the Superior Court of Justice.

**Professional Memberships:** Member of the International Association of Privacy Professionals (IAPP).

**Personal:** PhD in Technology; Master's degree in Private Law; Bachelor of Laws. Certified with CIPP/E and CIPP/M. Languages: Portuguese; English; Italian.

#### **SPIEWAK, Benny**

SPLAW – SPIEWAK E CARNEIRO ADVOGADOS, São Paulo – SP  
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**Practice Areas:** Benny Spiewak is a Certified Compliance & Ethics Professional International and manages the firm's intellectual property and life sciences practices, where his clients include a number of multinationals and large Brazilian companies. Life sciences clients include Teva, Boehringer Ingelheim, Daiichi Sankyo, Johnson & Johnson, Eisai, ABIMED (Brazil's main medical devices industry association), Dr. Reddy's, and the UK Patent Office. Food and technology clients include Nestlé, global education company COGNA and JBS S.A., the world's largest meat processing company. His recent work from 2020-21 includes: •Assisting Teva with various matters, importantly including the Brazilian launch of its blockbuster migraine treatment, Ajovy. •Advising pharmaceuticals company Boehringer Ingelheim on data exclusivity in Brazil. •Advising DASA's Santa Paula Hospital (and investment arm, DNA Capital) in negotiating and rolling out a series of trials and research focused on COVID-19. •Managing COGNA's global

trademark portfolio, covering prosecution, licensing and anti-counterfeiting. •Assisting Oxitec Ltd with approval of genetically modified mosquitoes.

**Career:** Mr. Spiewak is an experienced and certified Brazilian attorney and a registered patent agent. He is a foreign member of the American Bar Association. Roles include serving as head of the International IP Commission, and on the Brazilian IP Association (2010-2019).

#### **STICCA, Ralph**

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*Featured in Agriculture & Rural Affairs (Brazil)*

**Practice Areas:** Tax consulting and litigation, Corporate, Contracts and Foreign Trade Laws, Commercial litigation, Financial and Capital Markets operations and Controlling and Accounting consulting.

**Career:** Ph.D. and Master's degree in Controlling and Accounting at FEARP/USP. Bachelor's degrees in Business Administration at FEARP/USP, in Accounting at FEARP/USP and in Laws at UNAERP, and Tax Specialist at IBET. MBA Professor of Tax and Accounting courses at Fundace/USP, FDRP/USP, FGV and EPD. Former member of Company S/A's Board of Auditors, lawyer at Coimex Trading and Tax Consultant at PwC.

**Professional Memberships:** IFA; ABDF; CRC.

**Publications:** Organizer/coauthor (2021) Agronegócio sem fronteiras – temas atuais em gestão, financiamento e tributação (Editora Max Limonad) | STICCA, R. M., NAKAO (2019) Hedge accounting choice as exchange loss avoidance under financial crisis: Evidence from Brazil. EMR, v. 41 | STICCA, ANTÔNIO, VALLE (2019) Análise dos níveis de disclosure da exposição e risco cambiais (...). UFBA, v. 13 | ANTONIO, STICCA, AMBROZINI (2018) Quais eventos corporativos influenciam os retornos das ações? (...). RUC, v. 14 | STICCA, NAKAO (2013) Fatores que promovem discordâncias (...) a respeito da comprovação de hedge. RCC, v. 10 | Coauthor of 4th Edition of Practical Guide to U.S. Transfer Pricing and 3th Edition of Foreign Tax & Trade Briefs, LexisNexis.

#### **TAVARES, André**

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**Practice Areas:** Insurance, Litigation and Reinsurance

**Career:** Partner. André has extraordinary experience in a wide range of insurance and reinsurance matters and in highly complex litigation cases.

#### **Professional Memberships:**

President of the Grupo Nacional de Trabalho de Seguro Garantia within the INTERNATIONAL INSURANCE LAW ASSOCIATION – AIDA. Member of the CONSELHO DELIBERATIVO – AIDA – DELIBERATION COUNCIL. General secretary of OAB-RJ's Sectional Insurance and Reinsurance Law Commission. Counseling Editor for INTERNATIONAL INSURANCE LAW ASSOCIATION – AIDA's electronic magazine. Coun-

seling Editor for the magazine Revista Seguros.

**Publications:** Author of multiple articles published in specialized journals, such as "CDC: evolução do mercado segurador" (Caderno de Seguro FUNENSEG, n. 171, mar/abr 2012); "Contrato de Seguro" (Caderno de Seguro FUNENSEG, n. 173); "Abertura do mercado brasileiro de resseguros" (Caderno de Seguro FUNENSEG, n. 180, ed. especial 2013); and "Marcos temporais extintivos no direito de seguros brasileiro" (Revista Jurídica de Seguros/CNSeg, n. 4, maio de 2016).

**Personal:** Graduate degree in Law at Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio) in 2001. Post-graduate degree in Insurance Law with his MBA in partnership with Universidade Cândido Mendes/FUNENSEG in 2003. Insurance professor in the MBA of Insurance Law program at FUNENSEG and panelist in seminars and congresses in the Insurance and Reinsurance Law field.

#### **TOMASONI, Giovanni**

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*Featured in Environment (Brazil)*

**Practice Areas:** Environmental, Sustainability, ESG, Climate Change and Consumer Law

**Career:** Giovanni Bruno Tomasoni joined the Firm in 2008 and became partner of the Environmental, Consumer and Sustainability practice group in 2020. He practices with focus on Environment, Public Law, Energy, Forestry, and helps clients in the internalization of concepts such as sustainability, ESG, circular economy, climate change, environmental compliance, among others. He worked in the NGO Minority Rights (London) in 2008 in the construction of the campaign 'A show of hands' about the impacts of climate change on world minorities. Lately, he has advised clients in social environmental compliance reviews and definition of action plans to mitigate risks of the operations.

**Professional Memberships:** Member of the Environmental Committee of the Bar Association in São Paulo; Member of the UBAA – União Brasileira da Advocacia Ambiental.

**Personal:** He graduated from Faculdade de Direito de São Bernardo do Campo with a degree in Law and from Pontifícia Universidade Católica São Paulo with specialization in Public Law. He also holds a master's degree in Environmental Law from Université Panthéon-Sorbonne (Paris 1). Has recently attended the course on Sustainable Capitalism and ESG from Berkeley Law.

#### **TORRONTGUY, Marco Aurélio**

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*Featured in Life Sciences (Brazil)*

**Practice Areas:** Life Sciences & Healthcare; Agribusiness

**Career:** Partner in TozziniFreire's Life Sciences and Healthcare practice group, Marco Aurélio has broad experience in regulatory matters and administrative health regulatory proceedings.

He assists clients in several sectors of the industry, besides assisting health service providers. He also acts in regulatory consulting and administrative proceedings, especially before ANVISA (Brazilian Health Regulatory Agency) and MAPA (Brazilian Ministry of Agriculture, Livestock and Food Supply), as well as in matters involving the licensing and registration of products subject to health surveillance, new technologies, the launch of new products in the Brazilian market and drug recall.

**Professional Memberships:** Former Vice-Chair of the Health Law Committee of OAB/SP (Brazilian Bar Association, São Paulo section). Former Counselor at the CNS (National Health Council), 2nd Alternate, representing MOPEM (Multiple Sclerosis Movement).

**Publications:** Several articles in national and international publications.

**Personal:** Doctor of Laws from USP (Universidade de São Paulo), 2010. Specialized degree in Health Law from USP, 2010. Master's degree from UFSM (Universidade Federal de Santa Maria), 2006. Graduate of the Law School of UFSM, 2003.

**VAN SWAAY DE MARCHI, Thera**  
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*Featured in Healthcare (Brazil)*

**Practice Areas:** Banking and Financial Regulation, Commercial Litigation and Insurance and Reinsurance.

**Career:** Thera van Swaay De Marchi specializes in Private Health Law. Advisory Member of the Brazilian Bar Association/São Paulo Chapter's (OAB/SP) Medical and Health Law Committee. Officer of the International Bar Association's (IBA) Litigation Committee and member of IBA's Life Sciences & Healthcare Committee. She participated in the Working Group created by the National Private Health Agency (ANS) to discuss industry regulations. Her practice in ANS's regulatory area comprises litigation and advisory services, including M&A deals involving healthcare operators, redesign of group healthcare plans offered by domestic and multinational companies, review of standard healthcare contracts (hospital and/or dental care), defense in administrative proceedings initiated by the ANS, collective and individual litigation before Brazilian courts with regard to healthcare plans and negotiation of cease-and-desist commitments (TAC) with the ANS and/or the Public Prosecutor's Office.

**Professional Memberships:** IBA – International Bar Association. ICC BRASIL – International Chamber Of Commerce.

**Personal:** LL.M. from the University of Edinburgh. Bachelor's Degree in Law from the Pontifical Catholic University of São Paulo (PUC-SP). International Experience: Trenité Van Doorne, Netherlands.

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*Featured in Energy & Natural Resources (Brazil)*

**Practice Areas:** Mining and Government Relations.

**Career:** Carlos Vilhena advises companies, banks, investors and other mining industry players on legal and government relation matters in the mining sector.

**Professional Memberships:** Rocky Mountain Mineral Law Foundation (RMMLF): Member of the Board of Trustees International Bar Association (IBA): Chair of the Mining Committee IBRAM – Brazilian Mining Association

**Personal:** LL.M. in Natural Resources Law from the University of Dundee – Centre for Energy, Petroleum and Mineral Law and Policy (CEPMLP). Bachelor's Degree in Law from the University of Brasília (UnB). International experience: Simmons & Simmons, UK.

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*Featured in Environment (Brazil)*

**Practice Areas:** Climate Change and Sustainability, Environment and Commercial Litigation.

**Career:** André Vivan de Souza practices in environmental law (advisory and litigation) focusing on environmental licensing, waste management, carbon market, mining, agribusiness, forestry and pulp industry, international regulation and collective lawsuits.

**Professional Memberships:** ICC BRASIL – International Chamber Of Commerce. ABDIB – Brazilian Association of Infrastructure and Basic Industries.

**Personal:** LL.M. from the Heidelberg University. Bachelor's Degree in Law from the Pontifical Catholic University of São Paulo (PUC-SP).

**WAKSMAN EJNISMAN, Marcela**  
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*Featured in Technology (Brazil), Data Protection (Brazil)*

**Practice Areas:** Corporate Law & Foreign Investment; Mergers & Acquisitions;

Media & Entertainment; Intellectual Property; Telecommunications & Information Technology; Cybersecurity & Data Privacy; Technology & Innovation

**Career:** Co-head of TozziniFreire's Corporate/M&A practice, Marcela concentrates her work on the telecommunications and technology, intellectual property and privacy and entertainment industries. She has advised clients on numerous transactions, including mergers and acquisitions, joint ventures, and corporate restructurings. Marcela uses her thorough knowledge of the technology and telecommunications sectors to assist clients with both regulatory and business issues, including the negotiation of supply agreements and other contracts, outsourcing and licensing and software development, and issues related to privacy and the Internet, among others. In the intellectual property field, she has assisted in the negotiation of technology transfers and licensing agreements. She has extensive experience in the defense and registration of trademarks, patents, utility models, and industrial designs at the Brazilian Industrial Property Institute (INPI), besides advising clients on copyright and image rights-related matters.

**Professional Memberships:** Events Director of ABDI (Brazilian Association of Information Technology and Telecommunications Law). Member of I TechLaw (International Technology Law Association).

**Publications:** "The LGPD is effective: what to prioritize?" co-author. ESTADÃO, 2020

**Personal:** LL.M., Cornell University. Graduate of PUC-SP. International Business and Business Law, University of California, USA.

**XAVIER, Fernando**  
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*Featured in Energy & Natural Resources (Brazil)*

**Professional Memberships:** Admitted to the Brazilian Bar. Member of the Oil and By-Products Commission of OAB/Rio de Janeiro Section.

**ZIMMERMANN, Denny**  
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**Practice Areas:** Insurance and reinsurance field, focused on Large Losses and one of the few lawyers in Brazil with practical knowledge of Cyber and M&A Insurance.

**Career:** Denny acts as a consultant for national and international insurers and reinsurers, as well as assisting in the preparation of wordings and development of new products and services, and also, contributed to the introduction of several products in the Brazilian market such as Cyber, Crime, K&R, D&O, R&W, Offshore and other sophisticated insurances, as well as working on regulatory matters, litigation and loss adjustments.

**Publications:** Denny writes regularly for many publications specialized in (re) insurance.

**Personal:** Denny holds a LLB and a Master's degree in Civil Law with a thesis on Surety Bonds. He speaks fluent Portuguese, English, Spanish and has a good understanding of French.

**ZONARO GIACCHETTA, André**  
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*Featured in Technology (Brazil), Data Protection (Brazil)*

**Practice Areas:** Commercial Litigation, Technology and Intellectual Property.

**Career:** André Zonaro Giacchetta acts in litigation and advisory on technology industry matters, with recognized expertise in privacy, data protection and civil liability issues involving internet platforms. He represents clients in public hearings and leading-case proceedings before the Federal Supreme Court with regard to relevant technology and related matters, as well as before regulatory bodies and the Public Prosecutor's Office. In more than 20 years of practice, he has garnered extensive experience in serving large domestic and international technology companies, which has given him a broad and multidisciplinary understanding of this segment.

**Professional Memberships:** International Trademark Association (INTA); Standing Member Brazilian Association of Industrial Property Agents (ABAPI); Deputy Attorney

**Personal:** Master's Degree in Law from the University of São Paulo (USP) Specialization Degree (Certificate) in Law from the Pontifical Catholic University of São Paulo (PUC-SP) Bachelor's Degree in Law from the University of São Paulo (USP)

# ADVOCACIA BETTIOL

**Managing Partners:** Luiz Carlos Bettiol, Luiz Alberto Bettiol, Luiz Antonio Bettiol, Luiz Renato Bettiol, Luis Alberto de Matos Freire de Carvalho

**Senior Partners:** André Serrão Borges de Sampaio, Marcio Pina Marques, Gustavo Assis de Oliveira, Ewerton Azevedo Mineiro, André Luiz Bündchen, Alexandre Batista Marquez, Thiago Sandoval Furtado, Luana Freitas Santana

Number of partners: 13 Number of other lawyers: 3

## Firm Overview:

Founded in 1961 in Brasília, ADVOCACIA BETTIOL specialises in litigation, having a strong presence at the Federal Supreme Court, Superior Court of Justice and main Brazilian's courts, as well as at national administrative bodies. The firm has highly qualified professionals in public and private law and is recognised for its performance in lawsuits involving administrative, tax and business matters, as well as a prominent role in regulatory law, operating in both administrative, judicial litigation and advisory in energy, mining and telecommunication. In order to guarantee an excellent customer service, the firm opened an office in São Paulo in 2008 with lawyers capable of meeting clients' demands. Uniting experience and innovation, strategic vision and commitment to ethics, in partnership with its clients and collaborators, the firm has consolidated itself as a national reference, standing out in the permanent search for effective solutions to legal demands.

## Main Areas of Practice:

- Tax
- Corporate/Commercial: Centre West
- Dispute Resolution: Litigation
- Energy & Natural Resources: Power
- Energy & Natural Resources: Mining
- Shipping
- Telecommunications & Technology

## Tax:

ADVOCACIA BETTIOL stands out for more than five decades for its strong performance in Brazilian tax law, not only for litigating in Brazilian judicial and administrative courts, but also for monitoring and building strategic legal theses, aiming not only to effectively solve the immediate demands of its clients, but also to collaborate to establish a fair judicial system.

## Corporate/Commercial: Centre West:

Through highly qualified professionals committed to the demands of its high-profile customers, ADVOCACIA BETTIOL works on the resolution of corporate and commercial business demands, from the consulting and advisory services to the litigious proceedings if necessary, in all matters related to contracts, acquisitions, arbitrations, agreements, or any other commercial and business transactions.

## Dispute Resolution: Litigation:

In all of its areas of practice, the firm is recognised for its absolute excellence in legal performance in judicial and administrative courts nationwide. For this purpose, ADVOCACIA BETTIOL relies on its specialised professionals and partners, that are dedicated not only to litigation itself, but also to the research and construction of relevant legal theses, representing a national benchmark by its high quality and customer service.

## Energy & Natural Resources: Power:

Aligned with corporate demands, ADVOCACIA BETTIOL has a team that is highly specialised in energy law, providing for its clients and collaborators a service that goes from advisory to litigation in both administrative and judicial courts, in high-profile demands of the main energy companies with national presence, representing its clients in negotiations involving the public and private contracts, in obtaining authorisations and permissions from the state, as well as advising on making decisions in specific cases.

## Energy & Natural Resources: Mining:

Defending the rights and interests of the main mining companies in Brazil, the firm stands out by acting before the federal agencies and ministries, as well as having an effective performance in the judicial courts, aligning the advisory and litigious areas and providing a full service for its clients in their legal demands.

## Telecommunications & Technology:

ADVOCACIA BETTIOL has a strong presence in regulatory law and performs in administrative and judicial claims related to telecommunications, especially in the litigious aspect, but also providing consultations and legal opinions to specialised companies of national and international coverage, having its dedication and success fully recognised by its customers.

## LATIN AMERICA OFFICES

### BRAZIL

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Website: [www.bettiol.com.br](http://www.bettiol.com.br)

## CONTACTS

**Tax:** Luiz Antonio Bettiol, Luis Alberto Freire de Carvalho, Ewerton Azevedo Mineiro

**Corporate/Commercial: Centre West:** Luiz Antonio Bettiol, Luis Alberto Freire de Carvalho, Ewerton Azevedo Mineiro

**Dispute Resolution - Litigation:** Luiz Antonio Bettiol, Luiz Alberto de Matos Freire de Carvalho, Ewerton Azevedo Mineiro

**Energy & Natural Resources - Power:** Luiz Alberto Bettiol, Marcio Pina Marques, Thiago Sandoval Furtado

**Energy & Natural Resources - Mining:** Luiz Renato Bettiol, André Luiz Bündchen

**Telecommunications & Technology:** Luiz Alberto Bettiol, Luis Alberto Freire de Carvalho, Alexandre Batista Marquez

**Shipping:** Luiz Alberto Bettiol, Luis Alberto Freire de Carvalho, Gustavo Assis de Oliveira

## Shipping:

Complementing its consolidated and huge expertise in the area of infrastructure and regulation, ADVOCACIA BETTIOL has also been dedicated to the major themes of interest to the transportation sector, with emphasis on shipping, maritime law, port and logistics integration intermodal. With a team specialising in public law and extensive experience in judicial and administrative strategic litigation, the firm provides customised services for assistance before the regulatory agencies (ANTAQ, ANTT etc) and the Judiciary.

## Languages:

English, Portuguese





# ADVOCACIA FERNANDA HERNANDEZ

**Managing Partner:** Fernanda Hernandez

## Firm Overview:

Advocacia Fernanda Hernandez is a Brazilian law firm established in 1990 in Brasília. From the very beginning, the firm has been deeply committed to its clients, always looking for the greatest outcomes through ethical principles and transparency. The firm distinguishes itself by providing its clients with safe guidance and personal attention.

It has solid experience in dealing with legal procedures towards the various courts in Brazil. Its lawyers are well-oriented to provide legal assistance in both judicial and extrajudicial matters within the Brazilian jurisdiction.

The firm also has a strong knowledge in acting as amicus curiae on matters submitted to trial in Supreme Court and Superior Courts of Brazil in cases of general repercussion and repetitive petitions.

The firm also acts as a legal correspondent, in Brasília for the legal departments of various companies and for many law firms from the several localities in Brazil.

The firm has its legal practice in the following branches of activities: constitutional, tax, administrative, labour, social security, mining, civil and real estate. In addition, the clients that utilise its services come from various sectors in Brazil as: construction, public sanitation, financial institutions, steel mills, food and beverage industries, cosmetics, sugar and alcohol fuel industries, data processing companies, petroleum industries, environmental engineering, collective transportation, mining and real estate.

## Main Areas of Practice:

### Constitutional Law:

The firm primarily acts on topics related to constitutional law. Its lawyers promote the issuance of legal opinions and advice, especially as a preventive matter. The firm aims to guide strategies towards the ongoing proceedings in accordance to the current jurisprudence and determinations of the Supreme Court of Brazil, as well as to provide legal services of any constitutional nature to its clients.

### Practice Contacts:

Fernanda Guimarães Hernandez (fhernandez@hernandez.adv.br), Luciana Marques dos Reis Frattini (lfrattini@hernandez.adv.br), Felipe Alves Ribeiro de Souza (fsouza@hernandez.adv.br), Rafaella Alencar Ribeiro (ralencar@hernandez.adv.br), Isadora Cronemberger Caixeta (icaixeta@hernandez.adv.br), Rebeca Azevedo da Silva (razevedo@hernandez.adv.br)

### Tax:

The firm elaborates anticipatory legal advice, as well as any further consultation on federal and local tax matters. It provides legal defence in tax audits and supports, with distinction, any administrative or legal proceeding. Moreover, it acts in tax proceedings and tax and social security litigation, real estate and local taxation, corporate taxation, indirect tax recovery, social security consulting and special tax regimes.

### Practice Contacts:

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### Administrative Law:

Advocacia Fernanda Hernandez assists its clients in administrative litigation, including administrative impropriety, administrative contracts and licitation. Moreover, its work is directed to the study of regulations, acts and laws issued by the various regulatory agencies resident in Brasília, in order to optimise the activities related to the products and services that are subject of the government inspection. The firm provides advice and monitors licitation procedures, administrative procedures of misconduct and public civil procedure.

**Practice Contacts:** Fernanda Guimarães Hernandez (fhernandez@hernandez.adv.br), Luciana Marques dos Reis Frattini (lfrattini@hernandez.adv.br), Felipe Alves Ribeiro de Souza (fsouza@hernandez.adv.br), Rafaella Alencar Ribeiro (ralencar@hernandez.adv.br), Isadora Cronemberger Caixeta (icaixeta@hernandez.adv.br), Rebeca Azevedo da Silva (razevedo@hernandez.adv.br)

### Labour & Social Security:

The firm assists its clients in labour and social security litigations in general. Its main objectives are to provide preventive advice in order to outline further procedures and to provide its clients with the best outcomes towards its legal services. Moreover, it deals with employment contracts, human resources, collective bargaining (collective transportation) and labour relations, dismissals and rearrangement, labour planning and revisions, arbitration and litigation, advisory services in judicial disputes, administrative and contentious proceedings (including sportive contentious labour proceedings).

**Practice Contacts:** Luiz José Guimarães Falcão (mfalcao@hernandez.adv.br)

## LATIN AMERICA OFFICES

### BRAZIL

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### Mining:

The firm aims to provide its clients with legal advice and advocacy in administrative and judicial proceedings towards the mining branch of law, especially in royalties matters. It also aims to provide the assessment of companies towards the implementation of the existing legislation, mainly in order to obtain authorisations and concessions by the National Mining Agency (ANM).

**Practice Contact:** Fernanda Guimarães Hernandez (fhernandez@hernandez.adv.br)

### Civil Law:

Advocacia Fernanda Hernandez provides a preventive consulting service in order to assist its clients towards the preparation of contracts (and their revision), general documents and agreements. It also supports its clients in negotiation conflicts by performing these procedures and by concluding legal transactions. Also, it offers advocacy services on the most general judicial proceedings, especially related to the consumer protection law.

**Practice Contacts:** Fernanda Guimarães Hernandez (fhernandez@hernandez.adv.br)

### Languages:

Portuguese, English, Spanish, French.

**FH FERNANDA HERNANDEZ**

ADVOCACIA



# ALMEIDA ADVOGADOS

**Managing Partner:** André de Almeida

**Senior Partners:** André de Almeida, Andrea Seco, Bernardo Viana, Daniella Almeida, David Andrew Taylor, Felipe Ragusa, Guilherme Doval, Henrique Carmona, Igor Luna, Leonardo Barém Leite, Márcio Chaves, Norberto Pasquatti, Paulo Bekin, Pedro Tinoco, Rafael Zinato, Rodrigo Petry Terra, Talita Pimenta Félix

Number of partners: 17 Number of other lawyers: 108

## Firm Overview:

After successfully working at large law firms, and before turning 30, André de Almeida founded Almeida Advogados in 2001. Initially focused on M&A and corporate restructuring, he quickly saw the potential for a firm committed to exceptional value-added services in all areas of corporate law. Thus began Almeida Advogados and its niche in advising Brazilian and international companies on corporate law, alternative dispute resolution and general litigation matters. Having grown exponentially, the law firm now has over 200 professionals at its offices in São Paulo, Rio de Janeiro, Brasília, Belo Horizonte and Recife. Almeida Advogados credits this expansion to its team's commitment to personalized service, modern spirit and determination to shape the future of lawyering.

André de Almeida is the CEO and Founding Partner at Almeida Advogados, a full-service law firm with offices throughout Brazil. André is a former professional cyclist who lived and trained in Warsaw, Poland, twice earning the distinction of Brazilian biking champion. He also placed seventh at the Pan-American Championship in Chile. He competed in two world championships (Colorado Springs, U.S.A., and Athens, Greece), and almost went to the Barcelona Olympics, until an accident months earlier that took him out of the running. Following his time as a professional athlete, he went on to work at large law firms in Brazil and New York, and also served as in-house counsel at the Organization of American States (OAS) in Washington, D.C. André's practice areas include corporate law, commercial law, M&A, compliance and competition law.

## Main Areas of Practice:

### Corporate, M&A & Contracts:

Almeida Advogados counsels Brazilian and foreign clients on corporate, M&A and contractual matters related to their operations in Brazil and abroad. Its lawyers have extensive experience in successfully managing the intersection between corporate law and companies' daily business activities.

### Environmental:

Almeida Advogados is experienced in advising Brazilian and foreign clients alike on environmental law-related matters.

### Family Law & Successions:

Almeida Advogados has a trained team with personalized service to assist its national and foreign clients in divorces and succession planning.

### Foreign Investment:

Reaping the benefits of the global economy means knowing how to navigate across widely-varying legal systems. Almeida Advogados partners with Brazilian and foreign companies to protect and grow their investments in Brazil and abroad.

### Governmental Affairs:

Almeida Advogados' governmental affairs team consists of lawyers who monitor the country's regulatory and legislative agenda, while maintaining a dialogue with government authorities on its clients' interests.

### Intellectual Property:

The intellectual property field consists of copyright law (the rights of creators, such as authors of literary and artistic works, internet domains or other intellectual rights) and industrial property law (patents, trademarks, industrial designs, geographical indications and cultivars).

### International Trade & Customs:

Almeida Advogados recognizes that success in international trade requires sophisticated legal advice, coupled with ample experience in this highly-specific field.

### Labor, Employment & Social Security:

With offices throughout Brazil, the firm prides itself on handling a significant number of lawsuits based on a standardized approach emphasizing high-quality representation and efficiently centralized information.

### Litigation, Arbitration & Mediation:

Given the Brazilian legal system's reputation for expensive and time-consuming litigation, Almeida Advogados considers all options for handling its clients' cases as efficiently as possible. Whenever possible, the firm seeks to resolve conflicts through alternative dispute methods, such as arbitration and mediation. The team's extensive experience in litigation and conflict resolution allows it to represent its diverse clientele before Brazilian courts and arbitral panels throughout the country and abroad.

### Shipping:

Backed by specific legislation, Almeida Advogados' shipping attorneys apply their experience and knowledge to achieve greater security and reliability for shipping transactions.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Corporate Law, M&A:** André de Almeida

**Compliance & Corporate Governance:** Bernardo Viana

**Dispute Resolution (Litigation & ADR):** Andréa Seco, Henrique Carmona do Amaral

**Environment:** Guilherme Doval

**Family Law:** Daniella Almeida, Felipe Ragusa

**Governmental Affairs:** Igor Luna

**Infrastructure:** Rafael Zinato, Igor Luna

**Intellectual Property:** Pedro Tinoco

**Privacy & Data Protection:** Márcio Chaves

**International Law:** Guilherme Doval

**Labour Law:** Pedro Tinoco, Gabriel Gomes

**Life Sciences:** Norberto Pasquatti

**Mining:** Guilherme Doval

**Public Law:** Rafael Zinato

**Tax:** Rodrigo Petry Terra, Talita Pimenta Félix

**White Collar Criminal Defense:** Igor Luna, João Antônio Fonseca

### Tax & Customs:

Almeida Advogados' highly-skilled tax team not only advises clients on judicial and administrative proceedings, but also on tax planning and consulting.

### White Collar Criminal Defense:

Almeida Advogados' team of white-collar defense attorneys creates customized solutions for Brazilian and foreign clients facing criminal charges.

**ALMEIDA**  
**ADVOGADOS**  
DIREITO CORPORATIVO

# ARRUDA ALVIM, ARAGÃO, LINS & SATO ADVOGADOS

**Founding Partners:** Teresa Arruda Alvim, Evaristo Aragão Santos, Maria Lucia Lins Conceição, Priscila Kei Sato

Number of partners: 4 Number of other lawyers: 72

## Firm Overview:

Arruda Alvim, Aragão, Lins & Sato provides legal assistance and counselling services to individuals, as well as to national and international companies, not only in litigation and arbitration, but also in the advisory sphere. The firm aims to act as a true extension of its clients' in-house legal departments. Arruda Alvim, Aragão, Lins & Sato, thus, contributes towards the management of legal liabilities, having a sound understanding of its clients' needs and market sectors. With a head office in Curitiba (PR), the firm has associated offices in Brasília, São Paulo, Porto Alegre, and Florianópolis; also maintaining professional cooperation with other law firms in every region of the country, which enables it to extend the personal service offered at the head office throughout Brazil.

## Main Areas of Practice:

### Administrative & Economic:

Consulting aimed at the analysis of issues relative to contracts, public bids, concessions, permissions, licences, authorisations, public services, administrative sanctions and regulation of the economy; acting in administrative proceedings, drafting defences, appeals or the execution of consent decrees with the Public Prosecutor's Office, regulatory agencies, as well as other federal, state and municipal public administration bodies; and acting in litigation before federal and state courts, especially drafting defences and appeals in citizen suits, public-interest civil actions and actions against corrupt public servants.

### Banking, Debt Recovery & Stock Market:

Consulting on the most diverse and highly complex issues involving banking law; acting in litigation, especially of a strategic nature and major claims involving banking services and products; drafting defences in administrative and judicial proceedings (individual and class actions); acting mainly before the superior courts; handling administrative and judicial proceedings relative to structured operations; handling judicial proceedings relative to foreign exchange operations and derivatives market; rendering consulting services relative to capital market legislation in general; acting in all spheres and procedures for the recovery of debts; and maintaining a team of negotiation lawyers specialised in out-of-court settlements and debt recovery.

### Contracts & Civil Liability:

Drafting and reviewing of contracts of the most diverse types and variations thereof; consulting on corporate agreements; acting in court and arbitral proceedings whose subject-matter is the performance or breach of contracts; acting in court proceedings (mass litigations and strategic lawsuits) whose subject-matter is the attribution of contractual and noncontractual civil liability; consulting and preventive assistance to minimise the liability risks of both natural and legal persons; and drafting contracts regarding civil liability.

### Corporate, Bankruptcy & Reorganisation:

Representation of companies and creditors in court-supervised reorganisation proceedings and bankruptcy; assisting in planning company reorganisation and debt restructuring; and searching for alternatives to the sale of companies or assets for companies undergoing reorganisation.

### Environment, Consumer & Antitrust:

Consulting aimed at the analysis of issues relative to environmental protection, consumer and antitrust laws; acting in administrative proceedings, drafting defences, appeals or the execution of consent decrees; and acting in litigation, before trial, regional federal courts and state courts, as well as before superior courts, especially with the preparation and drafting of actions for annulment, or defences in citizen suits or public-interest civil actions.

### Family & Succession:

Acting in litigation involving the most diverse issues related to family law (separation, divorce, provisional remedies, support, custody and interdiction); acting in administrative and judicial proceedings related to succession law; real estate planning; and drafting, consulting and reviewing prenuptial agreements.

### Tax:

Tax consulting aimed at the analysis of issues related to federal, state and municipal taxes, including assistance with tax and estate planning, governance geared towards companies and natural persons; representing taxpayers before the Federal, State and Municipal Tax Authorities, in order to obtain tax clearance certificates, submit tax queries, and file tax refund, compensation and claim approval applications. Handling administrative tax claims, drafting defences and filing appeals before Federal, State and Municipal government bodies.

## LATIN AMERICA OFFICES

### BRAZIL

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## ASSOCIATE OFFICES

### BRAZIL

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**Florianópolis:** Lamy & Faraco Lamy  
Av. Pref. Osmar Cunha, 106, Sl. 402, 403 e 404 - Centro - CEP 88015-100 - SC  
Tel: 48 3039 1540 Fax: 48 3039 1540

## Clients:

Financial institutions, automotive, chemical, construction, energy, agribusiness, telecommunications, cosmetic, transport, real estate, maritime and insurance.

## Languages:

English, French, German, Portuguese.

ARRUDA ALVIM,  
ARAGÃO, LINS & SATO  
ADVOGADOS

# AROEIRA SALLES ADVOGADOS

**Managing Partner:** Alexandre Aroeira Salles

**Key Partners:** Alexandre Aroeira Salles, Patrícia Guercio Teixeira Delage, Marina Hermeto Corrêa, Francisco Freitas de Melo Franco Ferreira, Tathiane Vieira Viggiano Fernandes, Nayron Sousa Russo, Mariana Barbosa Miraglia, Luís Henrique Baeta Funghi

## Firm Overview:

Aroeira Salles is a leading Brazilian law firm advising international and domestic clients in relation to all stages of their operations and investments in Brazil. The firm's strategic presence in the key commercial centres in Brazil means that it is ideally placed to assist its clients across a number of areas. The firm's active London office also enables it to effectively advise a range of international businesses.

## Main Areas of Practice:

### Projects:

Aroeira Salles has extensive experience advising on major projects in Brazil. The firm's expertise covers a range of areas including infrastructure, services and industrial projects. Comprehensive support is provided from the inception to completion of a project including in relation to procurement, drafting and negotiation of contracts, project support, and dispute resolution. The firm has particular expertise in relation to construction and infrastructure projects covering all sectors including energy, social infrastructure, oil and gas, transport and water and waste. Within each sector the firm is experienced in advising on large scale projects such as oil refineries, nuclear plants, airports, metro systems, ports, highways, hospitals and railways.

### Corporate & Commercial:

Aroeira Salles advises its clients on a broad range of corporate and commercial matters. The firm's expertise includes the drafting and negotiation of commercial contracts, transactions and corporate governance. Aroeira Salles also provides specific support to overseas companies in relation to setting up and running a business in Brazil. The firm's lawyers also add significant value by advising clients on company and commercial law matters that affect the day-to-day operation of their businesses.

### Dispute Resolution:

Aroeira Salles has a broad disputes practice providing full support across a range of areas. The firm regularly acts on leading cases including in the Supreme Federal Court and Superior Court of Justice in Brazil. The firm represents its clients in administrative and judicial proceedings as well as in relation to alternative methods of dispute resolution such as arbitration, mediation and dispute boards. The firm has significant expertise in relation to disputes in the construction and infrastructure sector. Advice is also provided in relation to proceedings overseas together with local counsel, for example, in relation to English High Court proceedings and arbitrations in New York.

### Public & Administrative Law:

Aroeira Salles' expertise in this area includes public concessions and PPPs, negotiation and management of public contracts and public procurement. The firm also represents its clients in major disputes involving public law. The firm has significant experience advising clients in respect of internal and external audits of public projects as well as representing clients in proceedings before the Federal Court of Accounts (TCU) and other control institutions.

### Investigations & White Collar Defence:

Aroeira Salles has extensive experience advising on civil and criminal investigations, as well as defending clients in public civil, improbity and collective actions. The firm guides its clients throughout all phases of these complex, high-stakes proceedings, from the initial allegation to the final resolution. Projects are often subject to auditing by control institutions, which can lead to investigations initiated by public prosecutors. Such investigations can relate to the improper use of public funds as well as corruption, money laundering and organised crime. The firm helps its clients to navigate government investigations and lead negotiations with enforcement authorities. Advice is also provided in relation to designing and conducting internal investigations to resolve internal issues with efficiency and discretion. The firm's practice also includes acting in relation to the defence of clients in criminal proceedings.

### Anti-Corruption & Compliance:

Aroeira Salles advises its clients on the implementation of effective compliance systems through an individualised approach taking into consideration the specific values and culture of the company. The firm undertakes a comprehensive analysis of the documentation as well as visiting the company and interviewing key representatives to understand the specific risks involved with the business. The firm also supports its clients in putting together effective guidelines, policies and procedures, and undertakes training and provides consultancy to the members of the company responsible for compliance. Aroeira Salles also assists its clients in relation to crisis management and internal investigations as well as the negotiation of leniency agreements and plea bargains. Advice is also provided to clients on their interactions with prosecuting bodies and other authorities.

### Procurement:

Aroeira Salles advises on public and private procurement processes, including the interpretation of rules of participation, preparation of documents and bids, and negotiation of contracts.

## LATIN AMERICA OFFICES

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## INTERNATIONAL OFFICES

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The firm uses its knowledge and experience to support its clients in complying fully with the requirements in the invitation to tender (edital). Where necessary, assistance is also provided in relation to the preparation of objections to the invitation to tender, administrative appeals, responses to appeals filed by competitors, as well as in relation to litigation.

### Competition Law:

Aroeira Salles has extensive expertise in relation to competition matters and provides comprehensive support to its clients including in relation to acquisitions, mergers, tender processes, public concessions and other matters under the scope of the Competition Defence Act. The firm also advises its clients in respect of investigations and represents them in proceedings before the Administrative Council for Economic Defence (CADE) which is the agency responsible for overseeing competition matters in Brazil. The firm's experience enables it to provide clients with strategic advice that is both effective and commercial in relation to the potential competition implications of their operations

### Languages:

English, Portuguese, Spanish, French, Italian, Japanese



**Aroeira Salles**  
advogados



# ASBZ ADVOGADOS

**Managing Partner:** Alfredo Zucca

**Partners:** Adriana Passaro, Adriano Silvério, Aitan Portela, Alexandre B. David, Alexandre Gleria, Alfredo Zucca, Antônio Moreno, Bráulio Almeida, Bruno Chiaradia, Christian Vieira, Daniel Ribeiro do Valle, Danilo Leal, Felipe Gruber, Gabriela Claro, Guilherme Amaral, Gustavo Rached Taiar, João Biazso, Luiza Sato, Nicole Alvo, Rafael Janiques, Raquel Laudanna, Ricardo Melaré, Rodrigo Shiromoto, Samuel Bueno, Thiago Carvalho  
Number of partners worldwide: 25 Number of other lawyers worldwide: 140

## Firm Overview:

ASBZ's practice strives to obtain the best results for clients by proposing innovative and efficient solutions with safe and assertive propositions. The firm is fully committed to solving problems through its responsible, safe and technical approach. It has the know-how to do it quickly and efficiently.

ASBZ believes in long-lasting and genuine relationships. It is open and flexible to proceed in, ethically and respectfully, whatever method required to achieve the best possible outcome for the client in a variety of scenarios, while always acting with responsibility and excellence.

With headquarters in São Paulo and an office in Brasília, as well as a broad network of associated offices all over Brazil, ASBZ is prepared to respond promptly to clients' demands.

ASBZ offers a unique work environment that encourages and invests in the development of the legal team and contributes to improving quality of life.

## Main Areas of Practice:

### Arbitration & Mediation:

ASBZ advises on the preparation and review of the most appropriate arbitration and dispute resolution clauses. Work includes representation in arbitral proceedings in Brazil and abroad, ad hoc proceedings, acting before state courts to obtain urgent measures and pleading the annulment of arbitration awards.

### Consumer Law:

Advises on the preparation and revision of contracts, preventing future actions, auditing, as well as strategically serving clients and acting as mediator between clients and regulatory authorities, analysing data and identifying reasons behind the problems.

### Corporate & M&A:

With a multidisciplinary view and a broad spectrum of initiatives, the corporate practice focusses on transactions and corporate structures, commercial and strategic, offering legal security, financial efficiency and business intelligence. The M&A practice offers complete assistance in the development, negotiation, approval and implementation of transactions between national or international groups or companies looking for investments in Brazil and abroad.

### Insolvency, Restructuring & Debt Recovery:

ASBZ exclusively represents creditors, strategic investors and investment funds specialised in distresses assets, in Brazil and abroad.

### Labour:

Emphasis on preventive actions, creating internal policies, definition of strategies for collective bargaining negotiations, planning for mitigation of risks. The firm also conducts strategic actions, by their complexity and topics involved. The highlight is the performance in the pharmaceutical industry, focusing on strategic litigation and advisory assistance.

### Litigation, Prevention & Dispute Resolution:

ASBZ's bedrock. With in-depth experience in civil procedure law, prevention and disputes resolutions, the team assists clients in complex proceedings involving individual or collective lawsuits as well as responding to urgent matters.

### Real Estate & Litigation:

Encompasses the conception, structuring, financing, drafting of documents, negotiation, finalisation, implementation, development, operation, commercialisation, administration and dispute resolution of cases involving urban, rural and leasehold properties, developments, contractual relations and all related procedures.

### Tax:

ASBZ's tax department has an avant-garde approach, adopting a systemic view that jointly analyses tax questions, macroeconomic issues, operational, accounting, competition, financing, reputation, statistics, international tax issues while in strict observance of the current legislation, court decisions, compliance rules and corporate governance.

### Aviation:

This practice has always been one of ASBZ's main areas of expertise — the firm has been actively engaged in the most relevant discussions and transactions in the last few years. ASBZ advises domestic and international airlines, air charter companies, and several service providers of air transportation. Services include judicial disputes, monitoring logistic and air cargo operations, financing of aircraft, involving other practice areas such as tax, labour, corporate, regulatory, environmental, civil and consumer law.

### Banking:

Experience in litigation, advisory services and dispute resolution involving banking law. The approach is preventive, sharp and reflective, and the firm work closely with the courts, arbitration chambers, and other regulatory and auditing institutions.

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## CONTACTS

**Arbitration & Mediation:** Christian Vieira

**Consumer Law:** João Biazso

**Corporate & M&A:** Ricardo Melaré, Felipe Gruber

**Insolvency:** Aitan Portela, Bruno Chiaradia

**Labour:** Bráulio Almeida, Rodrigo Shiromoto

**Litigation, Prevention & Dispute Resolution:** Alfredo Zucca

**Real Estate:** Raquel Laudanna

**Tax:** Alexandre Gleria, Adriana Passaro

**Aviation:** Guilherme Amaral, Thiago Carvalho

**Banking:** Aitan Portela, Alexandre B. David

**Energy:** Daniel Ribeiro do Valle, Rafael Janiques

### Energy:

ASBZ provides legal assistance to all sector players, covering a wide range of services such as generation (conventional or renewable), transmission, distribution, marketing and/or use, including representation before governmental bodies, legal assistance in the drafting of typical contracts, litigation, arbitration and administrative issues. The practice also provides legal advice on energy projects.

### Languages:

English, French, German, Italian, Spanish

### Clients:

ASBZ represents domestic and foreign corporations, financial institutions, investors, investment funds, public sector and private companies in various industries, non-profit organisations and government entities. ASBZ's practice is industry focussed, with an emphasis on serving clients in aviation, energy, banking, pharmaceuticals, credit and debit card industry and retail, among others.

**ASBZ**  
ADVOGADOS

# AZEVEDO SETTE ADVOGADOS

Number of partners: 43 Number of lawyers: 300 Number of fee-earners: 211

## Firm Overview:

In 2019 and 2020, the annual survey 'Who Represents Latin America's Biggest Companies?' named Azevedo Sette Advogados as the third most popular firm in the region among the largest corporations that use its service.

Founded in 1967, Azevedo Sette Advogados is known and recognised for providing clients with personalised assistance and offering effective and customised legal solutions in a wide range of practices encompassed under business law (full service) in connection with client consulting and litigation needs, including legal and tax consulting, legal opinions, and legal sponsorship and representation in administrative and judicial proceedings.

The firm's reputation is a product of more than five decades of experience in the delivery of services to domestic and multinational companies, financial institutions, investors, and investment and pension funds.

Azevedo Sette Advogados currently operates out of six regional offices located in the cities of São Paulo, Belo Horizonte, Brasília, Goiânia, Rio de Janeiro and Recife. The firm is also supported by an extensive network of corresponding firms in South America, North America, Europe and Asia.

The firm has a market-leading team, formed by professionals with vast experience. With a long track record of middle-market and large deals closed, Azevedo Sette has been one of the most active M&A firms in Brazil for the last 40 years and the leading force in driving public-private partnerships (PPP) in Brazil. Azevedo Sette's experience has made the firm one of the most widely recognised and qualified full-service law firms in Brazil.

## Awards & Recognitions:

Azevedo Sette Advogados and its team are constantly being recognised as leaders in Brazil in multiples areas of law, in particular in mergers and acquisitions, contracts, projects and infrastructure, civil litigation and arbitration, compliance and white-collar, environmental, consumer law, mining, labour and employment, tax law, insurance, real estate, international trade law, TMT, among others, with numerous citations related to the quality and excellence of its services and professionals.

Azevedo Sette Advogados is listed constantly in the mergers and acquisitions rankings of leading publications, including Bloomberg, Thomson Reuters, Mergermarket, and Merrill DataSite as one of Brazilian law firm with the highest volume of merger and acquisition deals.

For three consecutive years, the *Chambers HNW* (High Net Worth) guide recognised Azevedo Sette Advogados and its professionals as the best reference in private wealth management practice in Brazil.

The guide highlighted the work of Azevedo Sette assisting clients with matters arising from closely held business ventures and legal advice to investors on succession planning and tax planning.

## Languages:

English, French, German, Italian, Spanish, Portuguese

## Key Clients:

Azevedo Sette has more than 1,400 active clients, in all economic segments throughout Brazil as Mapfre Group, Amazon.com, Kering Group, Bunge North AmericaLatam Airlines, Johnson Controls, Sanofi, BSA – Business Software Alliance, Transpetro, Anglo American, Natura, Andrade Gutierrez, Volkswagen, Microsoft, GE, White Martins, Mercedes-Benz, Santander, Samarco, TIM Brazil, Grupo Globo, Nokia, Zurich Group, Direcional Engenharia, Red Bull, PayPal, Turkish Airlines, FedEx, Telia Carrier, Xerox, Votorantim, América Móvil / Claro, Shiseido, Alipay, Toyota, Eletronics Arts, Vale, Novo Nordisk, Saint-Gobain, Cowan, Dia Group, Orpea, SNC-Lavalin, Chubb Seguros, CCR, Habib's, Alcoa, Grupo Baumgart, Caedu, Medley.

## LATIN AMERICA OFFICES

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## CONTACTS

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### Fernando Azevedo Sette:

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**Azevedo Sette**  
ADVOGADOS

# BARROSO FONTELLES, BARCELLOS, MENDONÇA ADVOGADOS

**Managing Partner:** Renata Saraiva

**Senior Partners:** Ana Paula de Barcellos and Carmen Tiburcio

**Executive Partners:** Eduardo Mendonça, Felipe Fonte, Felipe Monnerat Solon Rodrigues, Karin Khalili Dannemann, Rafael Barroso Fontelles, Thiago Magalhães Pires, Márcio Monteiro Reis, Konstantinos Andreopoulos, Eduardo Nunez and André Zanatta

Number of associates: 142

## Firm Overview:

BFBM Advogados is a law firm that is exclusively focused on dispute resolution matters, being able to handle arbitration and litigation cases. The group is well-known for its decisive presence in the superior courts of Brazil and is frequently sought after by clients when their proceedings reach such instance.

The firm was founded in 2013, to continue the legacy of Luis Roberto Barroso & Associados, which already had over 30 years in the Brazilian dispute resolution market.

All the lawyers at the firm have outstanding academic background and the team frequently tackles the most complex cases for its clients. The firm also provides volume litigation to certain strategic clients who have a large demand of disputes.

In line with legal and ethical standards that rule the practice of law, BFBM keeps up to date compliance program, following all relevant legislation, to provide a safe working environment for professionals and clients.

The firm has recently defined its four main purposes:

- Diversity: to be a plural workplace, with people from all backgrounds, religions, races and genders
- Balance: to value the wellbeing of its people and achieve a healthy work-life balance
- Solidarity: to offer Pro-Bono work to those who need help to access the judiciary
- Innovation: to drive technological innovation within the firm and the legal sector

## Main Areas of Practice:

### Digital & Technology:

BFBM is a pioneer and exponent in terms of technology and digital law. The firm anticipates changes in the sector and new trends by integrating professionals with excellent academic backgrounds and practical experience across all teams, promoting a true multidisciplinary approach. The firm considers the importance of technology in all areas of law. With this mindset, BFBM represents companies which invest in a better future and in the democratisation of internet access. In addition to advisory work, BFBM represents clients

judicially and administratively, taking their theses to the Judiciary and to supervisory Organs, regulatory and public prosecutor's offices in a creative, clear and objective way and, especially, in a language that clients understand.

**Key partners:** Eduardo Mendonça, Felipe Fonte, Thiago Magalhães Pires and André Zanatta

**Key clients:** Google, Uber and Ripio.

### Banking:

BFBM is well prepared to assist its clients in a diverse range of issues. The assistance involves risk analysis, contractual drafting and review, judicial and administrative litigation and extrajudicial representation. BFBM offers an interdisciplinary service capable of meeting diverse demands involving technological innovations such as cryptocurrencies. It also advises on IPOs, international asset transfers, open banking and payments solutions.

**Key partners:** Rafael Barroso Fontelles, Konstantinos Andreopoulos and Thiago Magalhães Pires

**Key clients:** Itaú-Unibanco, Bradesco, Banco Volkswagen, Banco Votorantim, Febraban, C6, Nubank among others.

### Telecommunications:

BFBM works consistently in the telecommunications sector, representing the major players in this market. With specialised teams in civil and business litigation that work exclusively with telecommunications, its expertise encompasses contracts, permissions, use concessions, radio base stations, emission of non-ionizing radiation, charging for the exercise of the right of way, improvement of infrastructure, environmental licensing, rules of use and occupation of land, TACS, civil surveys, sharing of structures, 4G and 5G technologies, franchising, breach of confidentiality, relevant theses of consumer law, among other issues. In collaboration with unions and associations active in the area, BFBM creates theses and contracts to systematically redesign the jurisprudence in the sector, making it more efficient and prosperous for private companies, tax payers and the country as whole.

**Key partners:** Felipe Monnerat with his team - Fabio Juliano, Paulo Henrique de Araújo and Mauricio del Castillo

**Key clients:** Telefonica, Atento, Verisure and Sinditel-brasil

## LATIN AMERICA OFFICES

### BRAZIL

**Rio de Janeiro:** República do Chile, 230 - 04 - Centro, - RJ, 20040-006  
Tel: +55 21 2221-1177

**São Paulo:** Rua Dr. Eduardo de Souza Aranha, 153 | 7º andar, SP, 04543-120  
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**Brasília — DF:** SHIS QL 12, conjunto 05, casa 03, Lago Sul  
Tel: +55 61 3409-1000  
Email: rsaraiva@bfbm.com.br  
Website: www.bfbm.com.br

Other areas of law in which BFBM has been working with spectacular results are:

- Administrative and Regulatory
- Arbitration
- Constitutional and Public Law
- Tax
- Agribusiness
- Infrastructure
- Oil and Gas





# BIALER FALSETTI ASSOCIADOS

**Managing Partners:** Ana Paula Bialer, Mauro Falsetti

Number of partners: 2 Number of other lawyers: 5

## Firm Overview:

BFA is a firm that specialises in legal and public policy advice. BFA was established in São Paulo in 2009 as a boutique firm to address the needs of stakeholders in the technology, media and telecommunications industries and has since then expanded to provide support in the privacy arena, as compliance spreads through all sectors. BFA provides not only legal but also regulatory and policy consulting services to key players in the telecommunications, media and internet industries, with outstanding results and a sizeable network. The firm also has offices in Brasília to ensure proximity with regulators, policy makers and a quick turn around for client's needs.

## Main Areas of Practice:

Public Policy: 40%

ICT Regulation: 20%

Digital & Privacy Law: 40%

### Public Policy:

BFA actively engages in the public policy agenda affecting the ICT industry in the Brazilian Congress as well as before the Executive Branch; including the crafting of engagement strategy and position papers. Key focus on Internet regulation, privacy, cyber security, IoT, industrial policy, audiovisual policy and similar matters. The firm also works closely with sector specific regulators such as Anatel and Ancine, as well as the relevant Ministries, in public consultations and debates around the update of the regulatory framework having an active engagement in digitisation strategies.

### ICT Regulation:

BFA has legal, institutional and technical expertise in the telecommunications and audiovisual sectors; including telecommunications services and networks, such as mobile services, broadband services, payTV, streaming technologies and so on. The firm works on international benchmark and innovative proposals for regulation that is welcoming to innovation and economic growth, structuring innovative and disruptive business models and their compliance to applicable frameworks. BFA closely monitors governmental decision-making processes. Its regulatory work also includes legal support on administrative proceedings before regulators. BFA further supports companies entering the telecommunications market, by structuring the business in a strategic manner, applying for licenses and negotiating the required contractual relationships as well as IoT and industry 4.0 business models and products.

### Digital & Privacy Law:

BFA has extensive experience in advising clients in the digital environment. The firm provides support on content agreements, data protection policies and compliance, as well as in the protection of clients' intellectual property rights and negotiating contracts for image rights, software, content licensing and trademark registration. BFA has had a prominent participation in the construction of Brazil's general data protection legislation and currently assists local companies, both digital and offline to become adequate.

## LATIN AMERICA OFFICES

### BRAZIL

**São Paulo:** Rua Arizona, 1349, 5<sup>th</sup> Floor, Conj. 5A, Brooklin Novo, CEP 04567-003  
Tel: +55 11 5102-2811

**Brasília:** SHN Quadra 2 Bloco F sala 1122, Edifício Executive Office Tower, Asa Norte CEP: 70702-906  
Tel +55 61 3548-0704

Email: info@bflaw.com.br

## CONTACTS

**Public Policy:** Ana Paula Bialer, Mauro Falsetti

**ICT Regulation:** Ana Paula Bialer

**Digital & Privacy Law:** Ana Paula Bialer, Mauro Falsetti

**Corporate:** Ana Paula Bialer, Mauro Falsetti

### Corporate:

BFA provides clients with corporate assistance in incorporating a legal entity in Brazil as well as in taking care of day to day corporate documents and compliance. The firm also is able to draft and negotiate operational and commercial agreements such as outsourcing, distribution, services and consulting agreement, software licenses, purchase and sale, supply and the like.

### Languages:

English, Portuguese, Spanish.



# BITELLI ADVOGADOS

**Managing Partners:** Marcos A S Bitelli, Ieda Maria Monteiro

**Senior Partners:** Marcos A S Bitelli, Ieda Maria Monteiro, Patricia Berbel Fantini,

Alex C Capura de Araujo

Number of partners: 6 Number of other lawyers: 20

## Firm Overview:

Bitelli Advogados has been offering high quality legal services in the country for more than 35 years. It focuses in offering the best quality services to its clients needs both in business consultancy and litigation. It provides legal services on a wide variety of legal matters, although specialised in Media and Communication, Telecommunication, IT and Entertainment laws. Recognised as a top ranked firm in the most recent years by several different international and local institutions and publications. Founder partner Marcos A. S. Bitelli has years of experience and is highly respected in the market both local and international. He is specially recommended in the Media and Entertainment, IT and Telecom sectors among others. He has academic profile as Doctor and Professor. and has recently been appointed as a member of The Conselho Nacional de Cinema ( the official entity for the local movie industry). The firm is deeply committed to quality and respect therefore, it has strongly consolidated its status among the legal firms market. Consistently respected both by peers and clients . The firm practice began as corporate litigation in different areas: civil, commercial, oil and gas, although has developed to different areas as well. It is a leader in media and entertainment, IT and Telecom both in the country and abroad as well.

## Main Areas of Practice:

**Media & Entertainment:** 35%

**Civil Law:** 15%

**Corporate Law:** 5%

**Intellectual Property, Competition & IT:** 10%

**Real Estate:** 5%

**Education:** 5%

**Due Diligence, Mergers & Acquisitions:** 5%

**Labour Law:** 5%

**Real Estate:** 5%

**Telecommunications:** 5%

## Main Areas of Practice:

Following the growth of the Brazilian business environment in recent years, Bitelli Advogados has been taking part in several negotiation processes and contracts for the development of new businesses. The firm assists the most important businesses in all fields of this specialisation, from theatres to producers, distributors, programmers, pay TV carriers, telecom companies, internet access and content providers, integrators and some talents. Among the clients that use additional expertise of the firm are real estate businesses, educational entities, oil and gas players, companies from the automotive industry (from tier one part providers to car dealers and their associations) and retailers. The firm also provided continuous and comprehensive assistance for foreign international PayTV programmers and also TAP Brazil — Television Association of Programmers, MPA-LA not limited to regulatory matters. The firm presented a collective claim to the National Agency of Audio-visual to declare null the taxation of VOD platforms in Brazil. In the production sector, the firm provided legal full assistance for the production of relevant motion pictures blockbusters, and also for important reality shows involving Discovery, Viacom, TV Record, HBO, Turner, ESPN, Disney/Fox and Box Brazil. The firm is also assisting entities in the Education sector.

## Languages:

English, French, Spanish, Portuguese.

## Clients:

Leading Brazilian and international companies established in the country, from the oil sector, communication, paid TV, car industry, TV programmers associations, movie distributors, movie producers , exhibitors, book editors, web companies, among others, have formed a solid client base to the firm in the last years.

## LATIN AMERICA OFFICES

### BRAZIL

**Sao Paulo:** Rua Sao Tomé, 86 – 13<sup>th</sup> Floor, SP 04551-080

Tel: +55 11 3897 3700

Fax: +55 11 3897 3737

**Rio de Janeiro:** Rua da Assembleia,

10 – 12<sup>th</sup> Floor , RJ 20011

Tel/Fax: +55 11 2531 3131

Website: www.bitelli.com.br

## CONTACTS

**Media & Entertainment:** Marcos Bitelli



# BMA - BARBOSA MÜSSNICH ARAGÃO

**Managing Partner:** Amir Bocayuva

**Senior Partners:** Paulo Cezar Aragão, Francisco Müssnich, Plínio Barbosa and Luiz Antonio Campos

**Partners:** Adriana Fuzinato, Ana Müller, Ana Cândida de Mello Carvalho, André Abbud, André Macedo, Anna Carolina Malta, Antonella Carminatti, Barbara Rosenberg, Bernardo Cascão, Bernardo Weaver, Camila Chouzal, Camila Goldberg, Camilla Paoletti, Carlo Sivieri de Assis Rocha, Carlos Frederico Bingermer, Cibele Linero, Conrado de Castro Stievani, Cristiana Moreira, Cristiane Mamprin, Daniella Fragoso, Debora Bacellar, Eduardo G. Wanderley, Elaine Palmer, Fábio Henrique Peres, Felipe Galea, Felipe Palhares, Felipe Paschoalini, Felipe Prado, Fernanda Carneiro, Franciny de Barros, Gisela Sampaio, Guilherme Zoghbi Ayala, Gustavo Kulesza, Hélio Alvarez, Henrique Beloch, Hermano Barbosa, Ian Bussinger, Igor Silva de Lima, Jane Goldman, João Paulo Cavinatto, José Guilherme Berman, José Inácio Ferraz, José Otavio Faloppa, Leandro Bittencourt, Leticia Ramires Pelisson, Lígia Regini, Luciana Magalhães Costa, Luciana Marsal, Luis Flaks, Luís Henrique Costa, Luiz Fernando Fraga, Luiz Marcelo Góis, Luiza Lacerda, Márcio Pereira, Marcos Exposto, Maria da Paz Tierno Lopes, Mario Gelli, Maurício Faro, Miguel Ramos, Monique Mavignier, Patrícia Sabino, Pedro Costa, Pedro Frankovsky Barroso, Rafael Calábria, Rafael Castilho, Rafael Dutra, Raquel Mansanaro, Roberto Dias Carneiro, Sergio Fagundes, Sérgio Savi, Tatiana Amorim, Thais Meira, Vitor Butruce, Vivian Casanova

Number of lawyers: 285

## LATIN AMERICA OFFICES

### BRAZIL

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22271-070  
Tel: +55 21 3824 5800

**São Paulo:** Av. Presidente Juscelino Kubitschek,  
1455, 10<sup>th</sup> Floor, 04543-011  
Tel: +55 11 2179 4600

**Brasília:** SHS Quadra 6 - Conjunto A - Bloco E,  
19<sup>th</sup> Floor, Complexo Brasil 21, 70316-902  
Tel: +55 61 3218 0300  
Email: bma@bmalaw.com.br

## Firm Overview:

Founded in the 1990s, when Brazil was undergoing structural changes, BMA – Barbosa Müssnich Aragão was inspired by a mission to find innovative solutions that are legally viable and sustainable in an environment of rapid development, new regulatory frameworks and new business models in almost all sectors of the economy. Inspired to be a pioneering law firm, ready — and more than able — to take on the big projects and big problems that require sophisticated solutions. An active participant in the privatisations that took place in the 1990s, BMA had achieved a solid reputation and both national and international recognition even before becoming one of the leading firms in Brazil in the mid-2000s, when the Brazilian market experienced a wave of IPOs and mergers and acquisitions. BMA has been present in most of the major M&A transactions in Brazil over the last two decades, participating in the creation of corporate groups that do business around the world. BMA has acquired an impressive stock of know-how in infrastructure projects, especially in the areas of ports, railroads, highways, oil and gas, energy, and telecommunications. The firm also had a major part to play in the 2014 FIFA World Cup, negotiating the contracts that gave Brazil the right to host the event and acting as legal counsel to the local organising committee. BMA's experienced professionals know that a thorough understanding of the firm's clients' business objectives is essential. BMA works to achieve creative, effective solutions by integrating its specialist teams to ensure a multidisciplinary approach to legal problems.

## BMA Inspiração – Inspire to Action:

BMA Inspiração is the model for BMA's pro bono work. BMA believes that education, socially-aware entrepreneurship and culture are the paths that will lead to profound and lasting change in society. BMA Inspiração focuses on these three vectors for change. BMA wants to generate effective returns for society as a whole, like it does for its clients, and believes it can.

## BMA Educação – Becoming a BMA Lawyer:

BMA Educação is a school that helps attorneys acquire the skills that every 'BMA Lawyer' needs. The program focuses on excellence, quality, and providing valuable learning experiences to the firm's professionals. The project is intended to work with BMA's lawyers and help them develop into professionals whose qualifications, analytical skills and curiosity never stop growing, who have a multidisciplinary vision and who are eager to apply the theoretic knowledge they have acquired to creating efficient solutions to real problems. The objective is to become a true seal of excellence: BMA quality.

## BMA Woman:

Following the worldwide movement toward women's empowerment and a more balanced corporate environment, the project's objective is to support women's professional growth within the firm and provide even more opportunities for internal talent to develop. The project kicked off its activities with events for BMA's women lawyers and clients, fostering new professional relationships and debate on critical issues that affect the daily life of women in business.

## BMA Diversity:

BMA's Diversity program makes a point of sharing experiences with other law firms, and is committed to listening to all groups represented in today's society. In this way, BMA believes that it can plan actions that will help eliminate prejudice in day-to-day interactions and create an environment that people can identify with.

## Main Areas of Practice:

- Agribusiness
- Business Crime
- Competition Law
- Compliance, Investigations & Regulatory Enforcement
- Corporate & M&A
- Data Privacy, Technology and Digital Business
- Due Diligence
- Energy
- Environmental Law
- Finance and Capital Markets
- Government Relations
- Industry
- Infrastructure and Regulatory & Government Affairs
- Insurance
- Intellectual Property
- Labor and Employment
- Litigation & Arbitration
- Oil & Gas
- Private Equity
- Real Estate
- Restructuring and Insolvency
- Superior Courts
- Tax
- Wealth and Succession Planning

## Languages:

English, French, German, Italian, Portuguese, Spanish.



BARBOSA MÜSSNICH ARAGÃO



# BOCATER, CAMARGO COSTA E SILVA, RODRIGUES ADVOGADOS

**Founding Partners:** Francisco da Costa e Silva, João Laudo de Camargo, Maria Isabel do Prado Bocater

**Managing Partner:** Luciana Lira Aguiar

**Senior Partners:** Francisco da Costa e Silva, João Laudo de Camargo, Maria Isabel do Prado Bocater, Flavio Martins Rodrigues

**Partners:** Alexandre Luiz Monteiro, André Uryn, Bernardo da Costa e Silva, Bruno Carriello, Carlos Augusto Branco, Francisco Lisboa Moreira, Jaques Wurman, Jose Luiz Braga, Luciana Lira Aguiar, Luiza Rangel de Moraes, Maria Carolina Melo, Matheus Rossi, Roberto Coimbra, Thiago Cardoso Araújo  
Number of other lawyers: 33

## Firm Overview:

Founded in 1999 Bocater, Camargo, Costa e Silva, Rodrigues Advogados is structured to render legal services to domestic and foreign clients with preponderant practice focused in the different fields of corporate law. Bocater lawyers have solid academic background and specialised knowledge in this area, as well as professionals with expertise in other related fields of law, such as pension fund law, with a view to forming teams capable of rendering a legal assistance that meets its clients' expectations, both in consulting and in litigation areas. The basic commitment of the firm is to render services in a highly expeditious way, with high technical quality, always observing due ethical standards. Moreover, the firm seeks to present the most practical and efficient solutions to the problems faced by the clients.

## Main Areas of Practice:

### Corporate:

Bocater deals with all aspects of corporate law, providing guidance to companies, controlling and minority shareholders; structuring policies to comply with corporate governance; counselling on shareholders' rights; joint ventures; organisation of corporate associations, consortiums; M&A, consolidation transactions, purchase and sale of private equity; shareholders' agreements, IPOs, designing debentures indentures and operations involving issuance of different types of securities; structuring loan transactions; restructuring debts, corporate reorganisation; transactions involving transfer of control of publicly held companies.

### Capital Market:

Bocater structures securities offers, purchase and sale transactions, project finance; registration before the Brazilian Securities and Exchange Commission-CVM, filing of prospectuses for issuance and distribution of all kind of securities, put and call options, security deposit certificates, collective investment agreements, certificates of real estate receivables, certificates of electric power forward, audiovisual investment, quotas in real estate investment funds, registration of special transactions, purchase and sale of treasury shares and public offers of securities; setting up of investment funds, real state investment funds; prospectuses for public offer notices and registration procedures, administrative proceedings at CVM and at the Council of Appeals with the National System. Bocater assists managers, fund managers, brokers and other participants of the distribution system, and respective registration before the CVM. Consultancy reports before the CVM. Defence of investors' rights on capital market matters. Assistance in the compliance area: diagnostic, recommendations, implementation and evaluation of the compliance policies of financial intermediaries.

### Pension Fund:

Bocater advises pension funds, sponsored or not by public sector corporations in adequacy to new regulatory provisions; structuring of by-laws and pension funds plans; structuring of entity's internal governance; ruling of pension plans; financing rules; plan balance; interpretation of the rules regarding the issuing of benefits; plan migration process; daily routine and specific procedures aiming at minimising risks of civil liability of managers and the respective sponsor; maximisation of administrative income; advice on rules of investments for pension fund; unique investment operations; taxation; agreement with outsourced service suppliers (asset managers/administrators); administrative disputes, including audits carried on by the regulatory agency (PREVIC), Social Security Ministry and the Private Insurance Superintendence (SUSEP), representing clients in such proceedings at the administrative and judicial levels.

### Tax:

Bocater has experts in tax planning, counsels to optimise tax solutions in corporate restructuring, M&A, spin-off and consolidation transactions; challenging tax assessments; representing clients in administrative or judicial proceedings in administrative or judicial courts.

### Civil:

Bocater deals with contractual matters, as fiduciary alienation, free lease, debt confession, guarantees, distribution, factoring, financial leasing, rent, insurance and services agreements. Individual successor planning and family holding structures.

### Real Estate:

Bocater structures real estate projects and assists clients in all multiple variables of real estate development. Implementation of real estate investment funds, securitisation of real estate receivables, construction agreements, shopping malls, residential, non-residential and commercial lease agreements, built to suit lease agreements. Purchase, sale, rental of real estate and all agreements to make the project effective, due diligence works for structuring of various real estate projects.

### Litigation:

Bocater litigates on the matters related to its areas of practice, acting in courts across Brazil, and the higher courts in Brasilia. BCCS assists clients in complex litigation in Brazil and abroad and in consultancy for the preventive measures avoiding court litigation. BCCS represents clients on arbitration procedures in Brazil and abroad and on using alternative dispute resolution methods.

## LATIN AMERICA OFFICES

### BRAZIL

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Email: bocater@bocater.com.br  
Website: www.bocater.com.br

### Labour:

Bocater offers preventative and strategic guidance with respect to potential labour claims, assistance in the reduction of materialised payroll liabilities, preparation of legal opinions recommending adjustments to procedures for the elimination or reduction of possible contingencies, advice on the preparation of labour audits, assessing materialised or potential labour contingencies, follow-up on inspections by the labour authorities, representation of individuals in labour proceedings, and clients' defense in public-interest civil actions or execution of consent decrees issued by the Labor Prosecution Office.

### Administrative Law:

Bocater deals with a wide range of administrative law matters, representing clients in proceedings before the Federal Audit Court (tribunal de Contas da Uniao) and other control institutions (State Audit Courts, National Comptroller General's Office and Public Prosecutor's Office). The firm also stands out by offering legal advice to government authorities, state-owned enterprises, government-controlled private companies and public foundations. Also Bocater excels in consultancy in contracts with those entities as well. The firm's expertise includes negotiation and management of public contracts; public concessions; PPPs; management of public works contracts with a focus on budgeting, cost engineering and risk mitigation; preparation and follow-up of contractual claims for economic/financial adjustments with government bodies and government controlled corporations, including mechanisms for dispute resolution such as dispute boards and arbitration. The firm also advises and represents clients in administrative procedures before regulatory agencies and others relating to specialised administrative and judicial litigation.

### Languages:

English, French, Spanish, Italian, Portuguese.

### Clients:

The firm client base includes large public held companies, minority shareholders, financial institutions, fund managers, brokers, oil and petrochemical companies, real estate companies, infrastructure companies and the major pension funds entities.

**BOCATER**  
Bocater, Camargo, Costa e Silva,  
Rodrigues Advogados

# BOMFIM NOVIS ADVOGADOS

**Managing Partners:** Diego Bomfim and Elisa Gantois Novis

**Senior Partners:** Carlos Leonardo Brandão Maia, Matheus Fontes Monteiro, Rafaela Setenta Barbosa and Hugo Marinho

Number of partners: 10

## Firm Overview:

Founded by professionals with consolidated experience in the Brazilian market, Bomfim Novis Advogados is a boutique law firm recognized for its business and result-oriented legal practice, which is based on ethical, specialized and personalized services. Assisting domestic and foreign companies and individuals especially in the Northeastern and Southeastern regions of Brazil, Bomfim Novis Advogados always strives to offer expedite, objective and safe legal solutions to its clients.

The firm's business model is based on establishing a lasting and trustworthy relationship with all its stakeholders.

## Main Areas of Practice:

### Tax Law:

Bomfim Novis offers highly specialized tax consulting and tax litigation services in the administrative and judicial areas, including claims for tax, financial and real estate related incentives, as well as for special regimes.

Bomfim Novis offers advice on the correct interpretation of tax legislation, including for purposes of corporate restructurings, financing and application of transfer pricing rules, enabling clients to conduct their business with tax efficiency.

The tax team works closely in cases involving the Mining, Cellulose, Hotel Business and Real Estate sectors, among others.

### Corporate Law, Mergers & Acquisitions & Capital Markets:

The firm has extensive experience in Corporate Law, advising clients from the earliest stage of planning, structuring and setting up of companies, consortiums and joint ventures, to the effective set-up, and day-to-day drafting of corporate acts.

The M&A team assists clients especially in the Health Care, Renewable Energy and Educational sectors, among others, supporting them throughout the whole process, including due diligence, drafting and negotiation of the transaction documents and post-closing assistance.

### Civil Litigation & Arbitration:

Bomfim Novis' civil litigation and arbitration team combines agility with strategic thinking, always focusing on the client's outcome to provide preventive legal advice and effective litigation services, knowing that preventing disputes is as important as handling existing disputes or disputes which are about to begin. Assistance in corporate and real estate related disputes are highly demanded from the team.

### Environmental Law:

Bomfim Novis' environmental area works closely to its clients, enabling them to be assured of compliance with applicable environmental rules and regulations. The services offered encompasses the preparation of legal opinions, acting in all legal aspects related to environmental licensing processes for enterprises in different segments, advice on preventive and corrective legal audits, on liability for environmental damage and follow-up of administrative proceedings and lawsuits.

### Contractual Law:

Bomfim Novis has been providing its clients with innovative contractual legal solutions, advising on the drafting, review and negotiation of trade and service contracts in general, such as product distribution, provision of services, purchase and sale of commercial establishment, rental and lease agreements, financial agreements related to domestic or foreign loans, memorandums of understanding, as well as other typical and atypical agreements.

The team's lawyers have strong experience in complex operations and critical domestic and international contracts.

## LATIN AMERICA OFFICES

### BRAZIL

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Tel: + 55 71 3339 1400

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Website: www.bomfimnovis.com.br

## CONTACTS

**Tax Law:** Diego Bomfim

**Corporate Law - M&A & Capital Markets:** Elisa Gantois Novis

**Civil Litigation & Arbitration:** Hugo Marinho

**Environmental Law:** Rafaela Setenta Barbosa

**Contractual Law:** Elisa Gantois Novis

## International Work:

The firm provides a strong support involving foreign investments in Brazil and is experienced with the Brazilian Central Bank rules and regulations with respect thereto, with participation of different areas in the rendering of the services, striving to achieve complete and innovative lawful solutions to its clients. The firm is always open to act alongside with other offices to provide strategic support in cross border operations.

## Languages:

English, French, Portuguese, Spanish.

## Clients:

The firm's clients are players which are mostly involved in Pulp and Paper Production, Steel and Mining, Food and Beverage Production, Hotel Business, Healthcare, Chemical Production, Renewable Energy, Ports Operations, and Civil Construction.

**BOMFIM·NOVIS**  
— ADVOGADOS —

# BOTELHO ADVOGADOS

**Managing Partner:** Werther Botelho Spagnol

**Senior Partners:** Werther Botelho Spagnol, Jader Botelho, Daniela Procópio, Otto Carvalho Pessoa de Mendonça, Marco Tulio Fernandes Ibraim, João Carlos Horta

Number of partners: 6 Number of lawyers: 31

## Firm Overview:

Established in 1990, law firm Botelho Advogados has offices in Belo Horizonte, São Paulo and Brasília. The law firm focuses its practice on the main fields of corporate law, notably tax law — including both litigation and consultancy practices — as well as M&A, business law, contract law and related fields. Botelho Advogados has an extensive network of corresponding law firms both in Brazil and abroad. Botelho's practice is based on ethical values and responsibility. The firm assists clients in all their professional activities, from general daily events to special projects. The firm believes such ongoing partnerships enables it to truly tap into the specific needs of each company, thereby allowing us to provide tailor-made solutions and catered services. The main concern of Botelho Advogados' team is to fully conciliate its high-quality practice with an outstanding responsiveness in rendering tailor made services, in order to establish and sustain long-term client relationships based on a commitment to excellence, integrity and results.

## Main Areas of Practice:

**Tax:** 50%

**Corporate:** 50%

### Tax:

The firm assists clients in both administrative and judicial litigation in tax law, in addition to providing consultancy services covering direct and indirect taxes, social security, regulatory and customs matters. The firm is specifically focused on representing leading companies in strategic economic sectors in the top tax litigations, always providing highly customised services. The firm's work is marked by professional responsibility both in assessing the opportunity to file lawsuits or administrative defences and in the development and follow-up of the cases.

The purpose of the firm's consultancy activities is to control the tax burden and assess accounting events and reflexes, always backed by the necessary legal analysis to offer solutions and alternatives for its clients, taking into consideration the practical application and reality of each assisted company. It is also worth mentioning the ongoing assistance provided and monitoring of legislative amendments and evolution of the court precedents. In order to do so, the team is always available to provide any assistance that may be necessary, draft legal opinions, memorandums, technical notes, tax burden planning and reorganisation, tax and specific legal reviews and due diligences, as well as legal guidance and assistance with respect to tax incentives and special tax regimes.

### Corporate:

Botelho Advogados has recently expanded its activities and now counts with an experienced team engaged in civil and commercial corporate law matters. Since then, the firm has been able to assist its clients in M&A transactions, due diligence proceedings, corporate matters, construction contracts, general contracts, real estate as well as in asset and succession planning.

### International Work:

Botelho Advogados counts on various clients who are international and multinational enterprises. As a consequence there are tax matters that should be taken care of with an international view, as these matters might affect these clients both internally and abroad.

### Languages:

English, French, Portuguese, Spanish, German.

## LATIN AMERICA OFFICES

### BRAZIL

**Belo Horizonte:** Rua dos Inconfidentes, 1.190, 9º andar, Savassi, MG, CEP 30.140-128  
Tel: +55 31 3025 6000

**Brasília:** SAS Quadra 01/ Bloco N/ Conjunto 911; CEP: 70.070-010  
Tel: +55 61 3323 1203

**São Paulo:** Rua Professor Atilio Innocenti, 474, conj. 408, Vila Nova Conceição, SP, CEP 04.538-001  
Tel: +55 11 4420 3620  
Email: otto@botelhoadvogados.com.br, marco@botelhoadvogados.com.br

## CONTACTS

**Senior Partners:** Otto Carvalho Pessoa de Mendonça, Marco Tulio Fernandes Ibraim

### Clients:

Botelho Advogados serves a wide range of clients in industries such as automotive, mining, steel, logistics, parts production, chemical, banking and retail. The firm represents mid-market companies and also several publicly-held enterprises.

**BOTELHO ADVOGADOS**  
BOTELHO CARVALHO HORTA IBRAIM SPAGNOL



## BRIGAGÃO, DUQUE ESTRADA – ADVOGADOS

**Partners:** Gustavo Brigagão, Roberto Duque Estrada, Rodrigo Caserta, Eduardo Muniz, Ana Cristina Assunção  
 Number of lawyers: 13  
 Languages: *English, French, Portuguese, Spanish*

### Firm Overview:

After decades serving as senior partners of prestigious and high-profile law firms in Brazil, Gustavo Brigagão and Roberto Duque Estrada joined forces with their teams and other partners to found a boutique law firm focused on excellence, efficiency, proactivity, and practical approaches regarding tax matters.

The firm's name partners have been frequently acclaimed by national and international publications as references and leaders in their field.

Such expertise was gained from their recognized mentors Gilberto de Ulhôa Canto and Condorcet Rezende (for Brigagão) and Alberto Xavier (for Duque-Estrada), with whom they worked during the past three decades.

The firm seeks to provide excellence in services such as tax planning, general tax advice, and litigation. The firm also strives to deliver innovative and tailor-made solutions to fulfill clients' needs.

The firm's professionals have wide experience in domestic and international tax matters relating to the direct and indirect taxation of various industry, commerce, and service sectors. This includes, but is not limited to, the following businesses: oil & gas, finance, sports, sharing economy, new technologies, steel, mining, telecommunications, e-commerce, electric energy, clothing, agribusiness, Shipyard, manufacturing, banking, holdings, professional services, health care, real estate, and third sector projects. In a dynamic technology market, the firm's members have been deeply involved with the tax structuring of new businesses in areas such as digital apps, fintech, e-marketing, and online-based software.

Furthermore, firm members have deep expertise regarding the tax structuring of major sporting events and were extensively and directly involved with the organization and staging of the 2014 World Cup and the 2016 Olympic Games.

The firm also has a proven tradition in assisting HNWI (high net worth individuals) on strategic family planning — covering tax matters, succession, and corporate advice.

With offices located in Rio de Janeiro, São Paulo, and Brasília, the firm's practice covers the entire Country. The firm also works in partnership with a wide network of foreign law firms based in Latin America, the United States, Europe, and Asia.

### Main Areas of Practice:

The firm has extensive experience in domestic and international tax matters, encompassing direct and indirect tax issues. Our practice includes judicial and administrative litigation, consulting on any domestic taxation, advice on cross border transactions, tax planning, estate planning, arbitrations, mediations and other settlements of tax disputes.

Regarding tax advisory, issues submitted for the firm's analysis are carefully handled with the close involvement of the firm's partners. The firm's goal is to produce world-class, innovative, and pragmatic solutions for its clients in all legal matters.

Regarding tax litigation (contentious), the firm's practice covers representation of clients in administrative and judicial procedures in all Brazilian States. This also encompasses a solid presence at the highest administrative courts (federal, state, and municipal taxpayer's courts) and judicial courts (including the Supreme Court and the Federal Superior Court, in Brasília).

A solid and intensive practice enables the firm to fully meet any demands in the field of taxation.

### PRACTICE AREAS

Consultancy on Domestic & International Taxation  
 Tax Litigation - judicial and administrative level  
 Arbitration  
 M&A & Corporate Restructurings  
 Information & Technology Businesses  
 Wealth Management & Succession Planning  
 Real Estate

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 restrada@bdelaw.com.br

### Clients:

The firm's tax expertise reaches a diversified number of national and multinational clients from different business sectors such as clothing, banking, mining, oil & gas, telecom, manufacturing, retail, new technologies etc. The firm also assists national and foreign individuals in wealth planning.



**BRIGAGÃO  
DUQUE-  
ESTRADA**  
ADVOGADOS

# CAMPOS MELLO ADVOGADOS (CMA)

**Managing Partner:** Fabio Campos Mello

**Partners:** Alex Jorge, Bernardo Schiller, Carolina Sant'Angelo, David Meiler, Domiciano Sá, Fabiano Gallo, Felipe Hermann, Humberto Marini, Ivandro Trevelim, Jaqueline Suryan, Jorge Gallo, Leandro Rinaldi, Leonardo Rzezinski, Luiz Augusto Osorio, Marcella Hill, Marcelo Pereira, Marcio Meira, Marcus Bitencourt, Mauricio Tanabe, Paula Mena Barreto, Paulo Lopes, Rafaella Chiachio, Renato Lopes, Ricardo Caiado, Roberto Barros, Rosana Jayme, Victor Kampel, Vinicius Pereira

Number of partners: 29 Number of other lawyers: 100

## Firm Overview:

Founded with more than 39 years by excellent professionals with legal practice experience, the firm advises Brazilian and global companies in Brazil, Latin America, Asia, the US, Europe and Oceania. It has legal excellence, global presence, full-service structure and professional management capable of identifying new opportunities and demands to clients. Since March 2010, the firm has been working in cooperation with DLA Piper LLP, one of the largest law firms in the world located in more than 40 countries in all continents (www.dlapiper.com). This strategic relationship is a differentiator for CMA, allowing the firm to serve its clients and address their strategic business needs whether they do business in Brazil or abroad.

## Main Areas of Practice:

### Banking, Finance & Infrastructure:

Among the services the firm provides in the banking and financing arena, it highlights legal assistance covering a broad variety of transactions, such as: Assetbacked securitisation and related transactions; debt restructuring; equity and debt offerings of Brazilian private and governmental issuers, both domestic and offshore; equity participations through common and preferred stock investments; export prepayment financing, among others.

### Corporate, M&A & Capital Markets:

Among the services the firm provides in the corporate area, it highlights legal assistance in a broad variety of transactions, such as: planning and structuring of business transactions and corporate activities; acquisition or transfer of ownership of equity interests, minority shareholdings, and the structuring of public offerings of shares; corporate reorganisations and restructuring; mergers and acquisitions, including management buyouts and takeovers; acquisition and selling of corporate shareholdings or assets, among others.

### Energy:

In the oil and gas exploration and production sector, the firm advises major and independent oil companies in their participation in the bid rounds of the National Agency of Petroleum, Natural Gas and Biofuels (ANP) and in the development of offshore and onshore projects. The firm also represents equipment and service suppliers, as well as project and asset financiers. In the mid and downstream natural gas sectors, the firm counsels clients in the implementation of natural gas processing units, regasification and storage units and pipelines. It brings to its matters more than 15 years of experience in drafting and negotiating GSAs, GTAs and other sector-specific contracts.

### Employment, Pensions & Benefits:

Among the services the firm provides its clients in regard to Brazilian employment matters, it highlights legal assistance in a wide variety of activities, such as:

consultancy in relation to strategic human resources decisions, such as hiring, termination and professional development; outsourcing of services; compensation packages; profit or results sharing plans; stock options; drafting of internal regulations; advising as regards practices to avoid claims involving moral harassment/damages claims; representation of clients involved in employment-related litigation in Brazil, advising clients in pre-litigation scenarios aimed at avoiding claims, among others.

### Real Estate:

Among the services the firm provides, it highlights legal assistance in a wide variety of real estate transactions, such as: structuring and development of highly complex projects, incorporations, condominiums and subdivisions; structuring and development of shopping malls, hotel complexes, amusement parks and entertainment-related developments; drafting of construction, built-to-suit and lease agreements; due diligence procedures related to evaluation of corporate real estate holdings and viability of real estate property acquisitions; structuring of joint ventures and consortiums to operate in the real estate market, among others.

### Tax:

The firm regularly advises clients in connection with: taxation of non-resident revenues and capital gains earned in Brazil; taxation of information technology and communication; taxation of agribusiness and industry-related tax benefits, among others. The team is also specialised in rendering tax litigation, acting both in the administrative and judicial spheres, at the federal, state and municipal levels. In summary, the firm's tax litigation practice encompasses the following services: strategic litigation aiming at eliminating/reducing the impact of indirect taxes levied on specific products, processed by large multinational companies; assistance with social security tax matters is also provided; lawsuits seeking recognition of the validity of sophisticated tax planning undertaken by large multinational companies, disregarded by the tax authorities, among others.

### International Work:

The firm offers a broad range of legal business services, with emphasis on the following areas: antidumping; antitrust; banking and project finance; bankruptcy and restructuring; commercial contracts; compliance/investigation, white-collar crime and cybersecurity; corporate and M&A, capital markets; employment/pensions and benefits; energy and natural resources; environmental; intellectual property and data protection; insurance; litigation and arbitration; projects and infrastructure, private wealth, real estate, regulatory and public law, insolvency, sports and entertainment, and tax. Over the years, the firm has developed fruitful relationships with Brazilian and international companies operating in the most

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## INTERNATIONAL OFFICES

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### UNITED KINGDOM

**London**

### ITALY

**Milan**

## CONTACTS

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**Banking, Finance & Infrastructure:** Roberto Barros

**Commercial Contracts:** Alex Jorge

**Corporate, M&A & Capital Markets:** Marcus Bitencourt, Fabiano Gallo

**Cybersecurity:** Ricardo Caiado

**Employment, Pensions & Benefits:** Mauricio Tanabe

**Energy and Natural Resources:** Fabiano Gallo, David Meiler

**Environmental:** Theo Keiserman de Abreu

**Intellectual Property & Data Protection:** Paula Mena Barreto

**Insurance & Reinsurance:** Marcella Hill

**Litigation & Arbitration:** Felipe Hermann

**Private Wealth:** Victor Kampel

**Real Estate:** Fabio P Campos Mello

**Regulatory:** Domiciano Sá

**Insolvency & Restructuring:** Leandro Rinaldi

**Sports & Entertainment:** Jorge Gallo

**Tax:** Alex Jorge, Humberto Marini

**White Collar, Compliance & Investigation:** Ricardo Caiado

dynamic sectors of the economy, such as aerospace and defence; automotive; construction; consumer goods; energy power and water; banking services; finance, health care; hospitality and leisure; industrial goods and services; infrastructure; insurance and reinsurance; life sciences; media and entertainment; mining; oil and gas; pharmaceutical, pulp and paper industry, real estate; retail; shipping, transport and offshore; technology; telecommunications.

## Languages:

More than 4 languages.



CAMPOS MELLO ADVOGADOS  
IN COOPERATION WITH DLA PIPER

# CARVALHO, MACHADO E TIMM ADVOGADOS

**Founding Partners:** Cristiano Carvalho, Rafael Bicca Machado and Luciano Benetti Timm

**Full partners:** Cesar Santolim, Fernando Araújo, Francisco Kümmel F. Alves and Renato Caovilla

Number of other partners: 18 Number of associates: 55

## Firm Overview:

Carvalho, Machado e Timm Advogados ('CMT') has a team of professionals trained to act in several practice areas within corporate law. CMT's partners and associates combine work experience in large national and international law firms with the tailored care of specialized boutiques, providing clients with services that unite the best of both. Agility, experience in large projects, expertise in various business sectors, and, most importantly, results, marks CMT's work. CMT likes to solve complex problems. The intricacy of corporate business is so high that solutions often come from other areas outside of the law. Because of this, one of the main traits that define CMT as a law firm is transdisciplinarity. The firm's professionals not only hold degrees in Law but also in business administration, accounting, biology, economics, and engineering, which allows CMT to fully understand the businesses of its clients and provide tailored legal solutions in an efficient, ethical, and technical manner.

## Main Areas of Practice:

### Agribusiness:

The firm is active in many matters involving agricultural equipment and machinery industrialisation, commodities trading and financial services for rural producers. The firm has a strong practice in litigating court-based and arbitral claims involving agribusiness matters. CMT is also known for its team's knowledge of competition law and intellectual property as they apply to agribusiness.

### Corporate Law, M&A & Investment Funds:

The firm has advised corporations in multi-jurisdictional joint ventures, M&A and corporate restructurings. The firm has also been heavily involved in the negotiation of complex international agreements and projects involving civil works (turn key), supply agreements, distribution/agency agreements, among others.

### Dispute Resolution:

The firm is renowned for its efficient resolution of disputes and its experience in assisting local and foreign clients in both court litigation and arbitration. CMT has also built a strong reputation in international disputes, being involved in various cases between Brazilian and foreign companies in a variety of jurisdictions.

### Tax & Customs:

The firm offers consultancy in corporate and high net worth individuals' tax planning, as well as representation in litigious cases. The tax department has experience in structuring national and global operations that are tax efficient, advising domestic and multinational companies in several sectors such as agribusiness, automotive, customised furniture, and pulp and paper industries, among others. The department has handled international taxation planning for foreign entities commencing operations in Brazil and Brazilian companies expanding abroad.

## Compliance:

The firm has ample experience in the field, offering effective support to clients of different economic sectors. The firm acts in labour, corporate, competition, regulatory, environmental and anticorruption compliance. The department is composed by professionals with national and international experience in the field.

## Data Protection:

As Brazil enacted its General Law for Data Protection, companies of all different sectors have had to adapt to comply with the law. The team has assisted in the implementation of data protection programs, including advisory activities, such as the elaboration or adaptation of data protection policies and procedures, training, analysis, and mitigation of data security incidents, even data litigation. The team have worked for organizations that are at different levels of data protection maturity, and from many economic sectors, including technology, automotive, aviation, machinery and equipment, health, consumer goods and civil construction.

## Energy & Natural Resources:

CMT Advogados has a team of attorneys who are specialists in the energy sector (petroleum, gas, and power), with a strong multidisciplinary academic background and vast professional experience in energy, which include corporate, environment, regulatory, banking, and tax law. The firm frequently assists clients in renewable energy projects implementation, and we are also very experienced in energy-related contracts, such as PPAs; maintenance and operation agreements; agreements for the supply of equipment and or fuels; for the use of the transmission/distribution system (CUST/CUSD); EPCs, among others.

## Real Estate:

CMT has extensive experience in the conduction of due diligences involving real estate and property matters and the drafting of contracts relating to urban and rural real properties, including sharecropping, built-to-suit, sale and nonresidential lease agreements. In addition, the team is also recognised for its practice in litigation and arbitration in conflicts involving real estate and property law.

## Labour & Employment:

The firm provides practical employment-related advice, advising on structures that minimise risk exposure and that are tax efficient. CMT is also called upon to assist in the negotiation of collective bargaining agreements and to advise on the transfer of employees and executives to and from Brazil, as well as employment litigation acting for employers.

## International Work:

The firm routinely acts in international business transactions that demand an understanding of different laws, cultures and languages. CMT's knowledge of foreign legal systems is unique, with lawyers licensed to practise in Brazil and abroad. The firm's lawyers have experience in providing legal assistance in relation to foreign direct investment in Brazil,

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Latin America and Europe. The work varies from being the 'Brazilian arm' of international clients for the commencement of new operations and due diligence work, drafting and advising on distribution contracts, to putting together international tax structures, acting as local counsel for cross-border disputes and giving expert evidence on Brazilian law in international dispute resolution.

## Clients:

The firm advises a great number of clients doing business in Brazil and in Latin America, in a vast range of industries. Among its clients are major multinationals, companies operating in different sectors such as: agribusiness, construction, consumer goods, energy, oil and gas, financial and banking services, information technology, industrial goods and the food industry.

## Languages:

English, French, German, Portuguese, Spanish.



CARVALHO, MACHADO  
E TIMM ADVOGADOS



# CASTRO BARROS ADVOGADOS

## Firm Overview:

Established in 1953, Castro Barros Advogados is one of Brazil's most respected law firms. With offices in Rio de Janeiro, São Paulo and Brasília, Castro Barros has a broad client base, including Brazilian and multinational clients, private and governmental entities, in all sectors of the economy. The firm represents clients in all areas of business law in Brazil, working in transactional, regulatory and litigious matters.

## Main Areas of Practice:

### Agribusiness:

Castro Barros advises clients in various aspects of agribusiness, such as purchase and lease of equity stakes and assets, assistance to foreign investors in the agricultural sector, negotiation of contracts such as licensing and production agreements and securitization of agricultural receivables.

### Arbitration & Litigation:

The firm represents local and foreign clients in disputes involving domestic and cross-border matters.

### Banking:

Castro Barros advises in domestic and cross border financial transactions, such as facility agreements, loans, project finance and leasing of tangibles and intangibles.

### Capital Markets:

Castro Barros assists local and foreign investors in the organization and management of investment funds in Brazil, also advising in asset acquisition, debt restructuring, financing, securitization, regulatory matters and representing the clients before Central Bank of Brazil and the Brazilian SEC.

### Compliance:

Castro Barros assists in anticorruption due diligences, risk assessments, internal investigations and data analyses, development of codes of conduct as well as the implementation and supervision of compliance programs.

### Corporate & M&A:

The firm assists clients in incorporating legal entities (including non-profit organisations), shareholders' agreements, joint-ventures, also representing clients before the Brazilian SEC. Castro Barros has a strong M&A practice, including the drafting and negotiation of all related documents, and assisting in post-closing activities, such as service agreements, executive compensation and non-compete covenants.

### Environmental:

Castro Barros advises in environmental licensing, risk assessment, compensation programs, investigations, administrative proceedings and public civil actions.

## Information Technology:

The firm assists the clients in many aspects of the ever-evolving IT market, especially in matters related to the digital economy.

## Insurance & Reinsurance:

Castro Barros advises clients in setting up insurance and reinsurance companies in Brazil and the regulatory aspects, also drafting policies, agreements and other documents, indemnity and liability limitation and representing clients before regulatory bodies and in disputes arising from insurance and reinsurance.

## Labour:

The firm advises in all areas of labour relations and corresponding social security issues, among them the implementation of incentive and voluntary downsizing programs, profit sharing collective bargaining and stock option plans, as well as in litigation and labour investigations.

## Maritime:

Castro Barros assists in transactions and litigation involving both civil and military vessels and shipping operations, such as incorporation of Brazilian shipping companies, registration of ship owners, construction, acquisition and registration of vessels, charter contracts and marine insurance, maritime casualties, impoundment and mortgages, collection of debts and assistance to offshore industry suppliers.

## O&G, EEnergy & Mining:

Castro Barros advises in both upstream and downstream activities to energy companies and service providers.

## Public Law, Project Finance & Regulation:

Castro Barros advises local and foreign companies and local governments in private operation of infrastructure projects (concessions, public-private partnerships, privatisations, etc.). The firm also has broad experience in advising clients in all aspects of government procurement.

## Real Estate:

Castro Barros assists local and foreign companies, investment funds, financial institutions, construction companies, etc. in all aspects of the local real estate market.

## Tax:

The firm assists in the analysis of the taxes and other levies charging directly and indirectly on domestic and foreign companies' activities, as well as on transfer pricing, restructuring and planning of complex financial and commercial transactions. It also assists foreign clients in evaluating the tax aspects of importing products and services, including those of transfer of technology and

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## CONTACTS

André Gomes de Oliveira

José Augusto Leal

know-how and on the development of the tax planning structures not only in Brazil, but also involving more than one jurisdiction.

## International Work:

Castro Barros maintains a close relationship with very prestigious law firms all over the world and the firm's members often act as expert witnesses in Brazilian Law in disputes held abroad.

## Languages:

Portuguese, English, French, Spanish, Italian, German, Russian

**CASTRO BARROS**  
ADVOGADOS

# CESCON, BARRIEU, FLESCH & BARRETO ADVOGADOS

**Senior Partners:** Maria Cristina Cescon, Roberto Barrieu, Marcos Rafael Flesch, Joaquim Oliveira, Maurício Teixeira dos Santos, Alexandre Barreto, Ronald Herscovici  
 Number of partners: 50 Number of other lawyers: 164

## Firm Overview:

Cescon Barrieu is one of Brazil's leading law firms. The lawyers stand-out for their strong commitment to the representation of the firm's clients' interests and for their work in highly sophisticated, groundbreaking matters. The firm's goal is to be the clients' law firm of choice for their most complex legal matters and most strategic transactions and disputes.

## Main Areas of Practice:

### Corporate Law and Governance, M&A & Private Equity:

The firm is often retained by potential targets and boards of directors for representation in connection with mergers, acquisitions, tender offers, delistings and other corporate transactions as well as matters involving antitrust and anticorruption laws. The M&A and private equity practice are recognised as Brazil's leading by any measure.

### Infrastructure & Project Finance:

This practice is recognised as a market leader in Brazil. The firm has a first class practice in development of infrastructure projects across all its sectors, such as energy, telecom, oil and gas, water and wastewater, ports and navigation, airports, railways, mining and toll roads.

### ESG & Impact:

The ESG and impact practice focuses on the five key topics related to sustainability and the pursuit of positive impacts: sustainable finance, governance, social impact and human rights, energy transition and environment. To this end, the firm has organised an integrated group that combines professionals from environmental, banking and finance, capital markets, corporate law and governance, labour, Infrastructure, and litigation practices. This approach ensures a team that offers a broad approach and the latest practices, trends, and legislative and regulatory proposals regarding ESG, to deliver comprehensive solutions to address clients' day-to-day activities and their most complex projects.

### Capital Markets & Investment Funds:

The capital markets team is recognised as Brazil's most experienced and far-reaching. It represents the world's leading financial institutions, public and private corporations, hedge-funds, asset managers and entrepreneurs in connection with their most complex domestic and cross-border securities transactions, including IPOs and other equity offers, tender offers, debt offerings, derivatives, structured products, mutual funds, receivables funds and securitisation. The vast experience with the Brazilian Securities Commission (CVM) provides the firm insight into important regulatory aspects of registered offers in Brazil that may be critical in successfully completing a transaction.

### Banking & Finance:

The firm advises a wide range of clients in the roles of lenders, borrowers, trustees, rating agencies and others in connection with syndicated bank facilities, trade financing, leveraged investments, structured financing, DIP financing and derivatives.

### Oil & Gas & Shipping:

The team has extensive and comprehensive knowledge of the entire production chain of the sector. It assists clients in structured financings, mergers and acquisitions, regulatory matters, capital markets transactions and commercial negotiations. The shipping practice excels at 'dry shipping' contractual matters — financing, shipbuilding, charter — and is a leading Brazilian firm in security interests' issues related to shipping.

### Mining:

The team has in-depth expertise in dealing with the main players of this sector. The firm provides regulatory and negotiation counsel to mining and financing companies, in addition to regulatory and business advice to mining companies within M&A, project finance and capital markets transactions.

### Bankruptcy & Restructuring:

The bankruptcy and restructuring team has wide experience in assisting clients in connection with complex debt workouts, corporate restructurings and bankruptcy proceedings with a particular focus on representing financial creditors. The firm has vast experience in credit recovery, enforcement of collateral and other court assisted proceedings in a wide range of industries.

### Litigation & Arbitration:

The team is called upon by clients across all industries for critical litigation and arbitration matters. The high-end litigators are recognised for their experience, strategic approach and capacity to simplify complex cases. The firm's dedicated arbitration team uses mediation and other ADR methods in order to obtain the best results to the clients and reduce litigation costs.

### Antitrust:

The firm combines broad experience in strategic corporate transactions with complex cartel investigations to form one of Brazil's leading antitrust practice groups. The firm works closely with its M&A, private equity and litigation groups to represent its clients in a wide variety of domestic and cross-border matters across all industries.

### Compliance, White Collar & Investigations:

The firm advises on a wide range of compliance and anticorruption matters, including investigations involving anticorruption and anti-money laundering laws. Lawyers help clients identify and anticipate tendencies in regulatory standards that may be critical to their business.

### Real Estate:

The firm has wide experience on complex real estate business including acquisition of real properties, surface rights, lease agreements, built to suit, sale and lease back, rural lease agreements, partnership agreements, constructions, condominiums, real estate developments, securitisation and financing, joint ventures and restructuring.

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### CANADA

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### Tax:

Tax has been the cornerstone of the firm's practice since its inception. The team of experienced tax lawyers advises on a broad range of domestic and international tax matters. In financings, acquisitions, mergers, investment funds, international trade, litigation as well as financial products.

### Labour & Employment:

Clients come to the firm's labour law department for complex labour law issues rather than their day-to-day labour claims. The firm has over the years assisted clients with strategic and complex lawsuits, created compensation and incentive programs and assisted them in dealing with trade unions.

### Technology & IP:

The practice group handles technology, data protection and intellectual property matters that are critical to clients across a wide range of industries, such as technology and media companies, start-ups, retailers, venture capital and private equity funds, fintechs, payment solutions, investors and entrepreneurs.

### International Work:

The firm's international practice includes international finance and capital markets, mergers and acquisitions, joint ventures, banking and finance, structured finance, project finance and international tax planning.

Cescon Barrieu is the first Brazilian full-service law firm with a leading metals and mining practice and an office in Toronto, Canada. The integrated work between the offices in Brazil and Canada will initially contemplate business opportunities in the mining, infrastructure, energy, renewable energy, oil and gas, ESG, technology and fintech, and medicinal cannabis sectors.

**CESCON  
BARRIEU**

# CHALFIN, GOLDBERG & VAINBOIM ADVOGADOS

**Founding Partners:** Eduardo Chalfin, Ilan Goldberg, Clara Vainboim

**Managing Partner:** Mirela Saár Câmara

Number of partners: 25 Number of lawyers: 516

## Firm Overview:

Chalfin, Goldberg & Vainboim Advogados is recognized as one of the most preeminent law firms in Brazil, providing a wide range of personalized legal services. The firm has a long track record of delivering the highest-quality services to its global clients, always striving to exceed their expectations. One of its great advantages is to have a multidisciplinary team of lawyers, with a solid academic background and professional experience. Besides being fully committed to solving any problems for its clients, the firm also offers valuable legal insight that provides growth opportunities and enhanced financial health to their businesses.

## Main Areas of Practice:

### Banking:

Consultancy, advice, analysis and preparation of contracts and preventive follow-up before the Superior Courts, individual and collective actions, contractual matters, civil liability of banks, finance companies, credit bureaus and fintechs in the most diverse situations.

### Consumer:

Extensive experience in supporting companies in the service, commercial, financial and industrial sectors, in litigation, drafting and revision of contracts and advice in general through legal opinions and memorandums.

### Corporate:

Corporate law issues, with emphasis on the negotiation and implementation of mergers and acquisitions, structuring of capital market operations, advice on the negotiation and execution of business contracts and specialized performance in corporate and business arbitration and litigation, judicial recovery and bankruptcies.

### Data Protection:

Expertise in all aspects of data protection law, including: preparation and review of privacy policies, data processing agreements and data protection impact assessment; provision of legal consultancy and litigation (both in-court and out-of-court), with the best data governance practices available.

### Digital Law:

Multidisciplinary and complete solutions for startups and companies in the most diverse stages of operation: from companies in early stages of investment or even in venture capital operations or investments in private equity funds.

### eCommerce:

With a widely recognized high-standard practice, the firm provides legal assistance to its web-based business clients, including distributors, franchisers, payment providers, retailers, startups, platform providers and tech entrepreneurs. The practice includes all aspects related to the legal challenges presented by the Internet and eCommerce.

### Insurance & Reinsurance:

Comprehensive experience in the fields of insurance and reinsurance, including regulatory, advisory and litigation demands, covering the most varied lines of insurance, related to the so-called large risks, e.g. financial lines (D&O, E&O, EPL, among others), guarantee, property & casualty, civil, maritime, transport, energy, oil and gas, port operations, life, health, personal accidents, private pension, aviation risks, cyber risks etc.

### Labor:

Consultancy, internal corporate policies, whether linked to remuneration packages, profit-sharing plans or review of programs related to occupational health and safety, among others. Strong experience in collective bargaining, conducting audits and developing a preventive labor strategy in general, taking into account the applicable legislation and the updated positioning of jurisprudence.

### Marine:

Legal assistance in shipping, cargo claims, charter disputes, accidents of navigation, among other matters, with representation before the Brazilian Admiralty Court, State and Federal Courts, arbitration, as well as on contractual consultancy and negotiation.

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**Corporate:** Claudio Miranda

**Data Protection:** Thiago Junqueira

**Digital:** João Quinelato

**eCommerce:** Cristina Tsiftzoglou

**Insurance and Reinsurance:** Ilan Goldberg

**Labor:** Priscila Fichtner

**Marine:** Renato Chalfin

**Real Estate:** Eduardo Chalfin,  
Mirela Saár Câmara

### Real Estate:

Legal assistance in real estate sale and acquisition, residential and commercial leases, advice on condominiums and property managers, real estate developments and constructions, defense of large companies and conglomerates in their real estate general relations, resolution of disputes pertaining to rental revision and renewal actions, extinction of condominiums, possessory and claims.

### Languages:

English, French, Spanish, Portuguese, among others





## CTA – CATÃO E TOCANTINS ADVOGADOS IN ASSOCIATION WITH ECIIA

**Managing Partners:** Marcos André Vinhas Catão, Bruno Tocantins and Luís Fernando Pacheco

**Senior Partners:** Fábio A. Figueira, Renata Borges, Fernanda Leite, Gabriel Corbage, Verônica Melo de Souza, Renata Larichia, Thutia Bernardo, Camila Machado, Guilherme Köpfer, Renata Cunha, Rosana Pilon Muknicka, Cristiane Sanches, Anna Luiza Pires e Albuquerque de Berredo, Ivan Dilly and Alexei Macorin Vivan

Number of partners: 18 Number of other lawyers: 48

### Firm Overview:

As a result of the joining of several partners with previous experiences in both the best Brazilian law firms and in the legal department of national and multinational companies, CTA has a first-tier team, structured by areas of practice and industry. CTA is a comprehensive firm that prioritises a quality driven approach to provide the best and safest solutions to clients. Focused on personalized and business-oriented services, CTA uses the most modern technology to offer its services through innovative solutions.

### Main Areas of Practice:

#### Aviation, Aerospace and Defense - Technology and Innovation:

CTA advises on issues covering every segment of the industry, whether the products have a civil or military application, with the ability to operate in a highly complex environment and the cross-border nature of the business. Its lawyers understand clients' business and market, and the challenges from day-to-day operations, customer and supply arrangements, trade and logistics, procurement, public contracting, compliance, regulatory, financing, insurance, technology and assets – and because CTA is expanding its footprint from continent to continent, the firm can scale its practice for small to large deals, in any country around the world.

**Contact:** Ivan Dilly

**Email:** idilly@ctadv.com.br

#### Litigation and Arbitration

The firm advises and represents its clients in litigation and arbitration matters, i.e., disputes before courts, regulatory and administrative bodies. Its network of correspondents throughout the country allows CTA to litigate in all Brazilian states, including the higher courts in Brasília.

**Contact:** Alexei Macorin Vivan

**Email:** avivan@ctadv.com.br

#### Oil and Gas | Energy

The firm advises in both upstream and downstream levels. CTA advises blocks acquisition, bids and auctions, contracts, regulatory aspects, project financing and in related litigations and administrative and judicial levels. CTA also supports electric power projects, notably in the field of alternative energies.

**Contact:** Luís Fernando Pacheco

**Email:** lpacheco@ctadv.com.br

**Contact:** Alexei Macorin Vivan

**Email:** avivan@ctadv.com.br

#### Privacy, Personal Data Protection and Information Security

CTA's performance ranges from conduct an inventory of data and mapping of processes as well as to create solid policies appropriated to the reality of the company and in accordance with the laws of data protection in the world. CTA also works on legal opinions regarding the products and services offered, adjustment of policies, procedures and ac-

tivities involving the treatment of personal data with international interactions.

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**Contact:** Cristiane Sanches

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**Contact:** Anna Luiza Pires e Albuquerque de Berredo

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#### Project Finance

CTA's specialized area accompanies the whole process of funding a project and our lawyers are high-skilled in finance and markets and is supported by other practice areas of the firm, such as tax, corporate, financial regulation and to ensure a multidisciplinary view of the cases.

**Contact:** Fabio Figueira

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#### Financial Regulation

Its professionals advise clients in matters involving the financial and market regulators such as the Brazilian Central Bank the Brazilian Securities and Exchange Commission and other governmental institutions.

**Contact:** Gabriel Corbage

**Email:** gcorbage@ctadv.com.br

**Contact:** Renata Borges

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#### Insurance

The firm has extensive experience in legal services related to insurance matters, representing insurance companies, retirement private plans and capitalisation entities, as well as health plan operators, both at administrative, judicial and regulatory levels. In this context CTA is prepared to support the analysis and interpretation of all kind of contracts, endorsements, plans, insurance proposals, and the different aspects related to the insurance sector.

**Contact:** Fábio Figueira

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**Contact:** Renata Cunha

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#### Corporate and M&A

CTA professionals have vast and recognised experience in mergers and acquisitions, acting for all sizes and market segment commercial companies, as well as for non-profit organizations (third sector). The firm brings to bear its own expertise in advising domestic and foreign clients, from general corporate advisory to more complex transactions, such as corporate restructuring, business combination, joint ventures, among others.

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#### TMT – Technology, Media and Telecommunications

The firm advises in commercial contracts, licensing and sharing of network infrastructure, mergers, incorporations, spin-offs and asset drop-downs. TMT also provides a wide range of advisory services to operators, especially ISPs, fixed, mobile and pay TV, IP traffic, EILD, satellite capacity provisioning, submarine cables, IRU/Leasing and others. CTA seeks to advance clients with regulatory trends in the field of internet of things (IOT), artificial intelligence (AI), fintech and blockchains. CTA's IP team has a solid expertise in the areas of the digital media and the entertainment law.

**Contact:** Rosana Pilon Muknicka

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#### Labour Law

As one of the most respected and recognised in Brazil, CTA advises clients on all labour law and social security's matters, from litigation to counseling. Litigation wise, CTA provides full assistance in labor, individual and/or collective lawsuits. CTA also assists in collective bargaining with professional unions for adjustments of collective instruments. Together with the tax department, we litigate before the Regional Labour Office, the Labour Public Prosecutor's Office and on assessments related to social security contributions.

**Contact:** Bruno Tocantins

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#### Transport and Logistics

CTA's professionals come from in-house positions of the sector's companies or with recognized practice in previous law firms. CTA deals with contractual, labour and tax obligations. CTA assists large carriers and logistic companies in day-to-day issues and in supporting clients in long-term projects.

**Contact:** Marcos André Vinhas Catão

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#### Tax

CTA's recognised team provides services in all areas of tax law, whether through specific knowledge by area (direct and indirect taxation, international taxation, advisory and planning) or by specific industries (e.g. technology, telecommunications, oil and gas, mining). The firm advises domestic and foreign clients focused on reducing tax risks and negative impacts in their business, besides in tax disputes and litigation.

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#### Languages:

Portuguese, English and Spanish

# DANNEMANN SIEMSEN

**Managing Partners:** Peter Dirk Siemsen, Luiz Henrique O. do Amaral, Raul Hey, Gustavo de Freitas Morais, Peter Eduardo Siemsen, Joaquim Eugênio Goulart, Attilio Gorini

**Senior Partner:** Luiz Henrique O. do Amaral

Number of partners: 72 Number of other lawyers: 240

## Firm Overview:

With 120 years' experience, Dannemann Siemsen assists national and international clients in the advisory area and in strategic lawsuits of a civil/business nature, acting in various fields of law. The firm's successful trajectory has been guided by a strong social commitment, which includes investments in inclusion projects, policies to promote diversity and sustainable practices. In addition to being leaders in intellectual property in Latin America, Dannemann Siemsen is a reference standard in strategic litigation and in the area of legal advice. Among over 800 employees in Dannemann Siemsen's offices in Rio de Janeiro, São Paulo, Brasília and Montevideo, Uruguay, the firm assembles teams of highly trained multidisciplinary professionals with solid academic backgrounds, which allows the firm to develop innovative and creative solutions for each case. Its team of lawyers has extensive experience before all Brazilian courts and public bodies, including developing approaches that are frequently cited by the higher courts. The firm acts in repetitive cases to complex lawsuits, valuing, whenever possible, alternative means of dispute resolution, such as mediation and arbitration.

## Main Areas of Practice:

### Intellectual Property:

With a team of professionals recognised nationally and internationally, the firm is a reference point in IP law for offering a first-rate service in patent filings, trademark registrations, design protection, copyright, trade secrets and in the entire process of software registration. The firm's experience allows it to develop the most comprehensive strategies in the protection of patents, from the first application to opposition after granting, ensuring the best legal backing supported by a multidisciplinary team of electrical, electronic, mechanical, chemical and telecommunications engineers, pharmacists and biologists, among others. Through the sector dedicated to the protection of trademarks, the firm also advises clients from searches to appeals, with a strategic thinking for trademark portfolio management and supervision structures, including on digital media, with constant monitoring of the changes in INPI's internal regulations and administrative decisions.

### Litigation:

The area has a large and multidisciplinary team of partners and attorneys, with long and valuable experience before all levels of the Brazilian courts and public agencies. The team of young and talented lawyers also build up a modern view to work hard in disruptive cases. The firm's rate of success is extremely high from the most simple case, to complex matters, not only in court actions, but also in alternative dispute resolutions (mostly arbitrations and mediations), class actions, regulatory and administrative proceedings. To highlight some of the dedicated teams the firm can mention its strong

intellectual property group of litigators and technicians, working side by side in the most important IP leading cases in the country, handling with contractual, franchise, real-state, corporate, consumer protection law, telecom, civil law, environmental law and tax litigations. The major differential of its professionals are availability, adaptability, quality and focus on each client, in order to provide the best counselling and to reach the most favorable results.

### Consumer Relations:

This area arose from a growing demand from companies for an intelligent management and structured handling of mass litigation. The firm starts from a strategic vision of prevention in consumer relations and mediation between companies and consumers, with a focus on the preservation of the image and brand of clients with their public. In tune with the main innovations in this sector, the firm offers a differentiated service for clients, with the automation of lawsuits and the capture of demand in the distribution and flow of administrative control in the consultative, judicial litigation, administrative litigation and business prevention areas.

### Contracts:

The firm is a reference point in the area of licensing agreements for intellectual property, the purchasing of technological knowledge and franchises, which need to be annotated at INPI to allow the remittance of remuneration to the foreign party, qualify the licensee for tax deduction of the amounts paid and produce effects for third parties. The firm's lawyers assist the client from the start of negotiations, preparation and/or analysis of the agreement, until the actual execution, evaluating all aspects of the negotiation until all the necessary governmental authorisations.

### Law & Technology:

Computer programs fit into the concept of intellectual works and are subject to copyright protection. The protection afforded by Brazilian legislation to software is international in scope, including all countries that are signatories to the Berne Convention. The firm's specialised team advises clients throughout the registration process at the BPTO, including the preparation of the formal documentation, selection of the technical data required, monitoring of the process until the issue and confirmation of the Registration Certificate, as well as the verification of the legal instruments related to the development and creation of the program, such as employment contracts and service agreements.

### Environmental Law:

The firm offers specialised advice on a wide range of topics involving environmental law, providing preventive and resolving legal advice for domestic and foreign clients. It serves various economic segments: mining, agribusiness, oil and gas, telecommunications, pharmaceutical and food, among

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## PRACTICE AREAS

**Intellectual Property:** Patents, Trademarks, Industrial Design, Copyright, Entertainment, Trade Secrets, Geographical Indications

**Litigation:** Intellectual Property, Civil & Business, Arbitration, Criminal, Mediation

**Consumer Relations:** Advisory, Judicial Litigation, Administrative Litigation, Business Prevention

**Contracts:** Intellectual Property Agreements, Commercial Agreements, Franchises

**Law & Technology:** Privacy & Data Protection, Blockchain & Smart Contracts, Software, New Technologies Regulation

**Environmental Law:** Environmental Litigation, Environmental Arbitration and other methods of alternative dispute resolution, Administrative procedures, Environmental Licensing, Environmental Consultancy

**Other Areas:** Advertising Law, Regulatory Law, Environmental Law, Corporate Law, Tax Law, Compliance & Internal Investigations, Evaluation of Intellectual Assets, Labour Law

others. The firm's practitioners in the environmental area have vast experience, with expertise also in administrative, constitutional, regulatory and urban law. In order to provide clients with broad and multidisciplinary consultancy, the environmental team works in an integrated way with the firm's litigation, criminal and arbitration sectors. The firm is committed to providing an excellent service, seeking the resolution of environmental and regulatory contingencies in an agile and efficient manner.

### Languages:

Chinese, English, French, German, Italian, Japanese, Portuguese, Spanish.

**DANNEMANN  
SIEMSEN**

## DE LUCA DERENUSSON SCHUTTOFF ADVOGADOS

**Partners:** João Claudio De Luca Junior, Ana Luisa Castro Cunha Derenusson, Sabine Ingrid Schuttoff, Flavia Marcilio Barbosa, Leila Alves, Guilherme Filardi, Fabiana Videira Lopes, Luanda Backheuser, Claudia Derenusson Riedel

Number of partners: 9 Number of other lawyers: 25

### Firm Overview:

DDSA has an impressive reputation for providing a global, high-quality, multidisciplinary and personalised service for the clients. Combining these features with offering always the lowest possible cost, the law firm has won a loyal following since the foundation in 2011.

Besides, an unique expertise in aviation law attracts clients to other departments, environmental, insurance and tax, M&A, labour, litigation, real state and others. The firm involves all areas required to solve the demands, with deep knowledge of the client's business and the market.

In recent years, DDSA can be defined as a law firm which grows in number of professionals, practice areas, and clients by providing a comprehensive service in traditional and innovative areas of law. Recognised by the most important international and national directories.

### Main Areas of Practice:

**Aviation:** 25%

**Civil & Business Litigation, Arbitration &**

**Mediation:** 9%

**Corporate, M&A & Contracts:** 25%

**Environmental Law:** 10%

**Labour & Social Security:** 9%

**Real Estate:** 9%

**Tax:** 13%

### Antitrust:

The team is able to deal with the representation of clients before Brazilian's antitrust authority (CADE) and other regulatory agencies and in every administrative procedure which involves anticompetitive acts in corporate transactions.

### Aviation:

The firm is well recognised for its expertise in advice on aircraft transactions as sale, financing and leasing, registration, repossession and mortgage foreclosure, air transportation regulation, airport infrastructure, as well as tax and labour aviation matters.

### Banking:

The firm is able to deal with securisation of receivables, structured finance for collaterals, derivative, financial restructuring, project finance, financing for M&A, real estate funds, financing of aircraft and vehicles in general, exchange laws and regulation.

### Strategic Litigation, Arbitration:

The department is well known for its expertise in disputes involving complex and strategic themes. The team has strong experience in international and domestic arbitration, as well as in the courts throughout the country, both in judicial and administrative procedures. The litigation team handles disputes involving civil law, contract law, government contracts, corporate disputes, aviation, real estate and environmental law.

### Corporate, M&A & Contracts:

The corporate team is highly recommended for its expertise in reorganisation and restructuring, M&A, MBO's and take-overs, due diligences and shareholders' agreements, joint ventures, business contracts, foreign investments, initial public offerings, commissions, regulations, conversion of debts in assets, funds repatriation, risk capital/ private assets, corporate governance and securities.

### Environmental:

The firm is recognised for an in-depth knowledge in environment licensing, legal assistance to management system, certification processes, due diligence and evaluation of environmental risks in general.

### Labour & Social Security:

The labour team is very well known for its ability to deal with both litigation and advisory, by assisting clients on the prevention, management and elimination of labour risks and liabilities. The practice includes benefits, compensation and other HR policies, contracts, relationship with unions and support to M&A transactions.

### Public Law & Infrastructure:

DDSA team is able to advice on government procurement and competitive bidding, concession of public utility services, public works and is prepared to deal with public-private partnership demands and administrative litigation. The firm's infrastructure team provides legal assistance in the development of projects in corporate aspects, assistance in public procurement procedures and public-private partnerships and the guidance for solutions of legal demands with regulatory agencies.

### Real Estate:

The team was recommended for advising the major restructuring operations in the country.

### Reorganisation & Bankruptcy:

The firm is known for its experience in the representation of creditors, reorganisation strategies and bankruptcy trustee.

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**Strategic Litigation & Arbitration:** Fabiana Videira Lopes

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**Mergers & Acquisitions:**

João Claudio De Luca Junior

**Environmental:** Flavia Marcilio Barbosa

**Labour & Social Security:** Leila Alves

**Public Law & Infrastructure:**

Flavia Marcilio Barbosa

**Real Estate:** Luanda Backheuser

**Reorganisation & Bankruptcy:**

Guilherme Filardi, João Claudio De Luca Junior

**Tax Litigation:** Sabine Schuttoff

**Tax Planning:** Claudia Derenusson Riedel

### Tax:

The team is very well recognised by national and international clients for providing planning and tax litigation, treaties to avoid double taxation and the rules of international tax laws.

### Languages:

English, French, German, Portuguese, Spanish.

**DDSA**  
De Luca, Derenusson, Schuttoff & Advogados



# DEMAREST ADVOGADOS

**Partners (65):** Ana Carolina Botto Audi, Ana Paula Schedel, Andoni Hernández, André Alarcon, Antonio Carlos Gonçalves, Bruna Toledo Pacheco, Bruno Aurélio, Bruno Drago, Camila Biral, Carlo Verona, Carlos Eduardo Orsolon, Cássia Pizzotti, Catarina Rodrigues, Celso Xavier, Cesar Rossi, Christiano Chagas, Cláudio Mattos, Daniel Andreoli, Daniel Caramaschi, Douglas Mota, Edimara Wiecezorek, Eduardo Magrani, Eloy Rizzo Neto, Fabio Braga, Fabyola En Rodrigues, Gabriel Kuznietz, Guilherme Fontes Bechara, Guilherme Vieira da Silva, Helen Naves, João Luis Almeida, João Paulo Minetto, José Diaz, Joyl Gondim, Kátia Zambrano, Lucas Tavares Bueno, Luciana Goulart Penteadó, Luciana Prado, Luciana Tornovsky, Luiz Fernando Sant'Anna, Marc Stalder, Marcelo Annunziata, Marcelo Inglez de Souza, Marcello Pedroso, Marcia Cicarelli, Maria Helena Bragaglia, Maurício Levy, Mauro Luz, Milena Mundim, Mônica Matarazzo, Newton Marzagão, Paola Pugliese, Paulo Coelho da Rocha, Priscila Faricelli, Rafael Gagliardi, Renato Canizares, Rodrigo Campos, Rodrigo Damazio, Silvio Venosa, Thereza Montoro, Tatiana Campello, Thiago Abiatar Lopes Amaral, Thiago Giantomassi, Thiago Maia, Thiago Sandim, Victor Lopes

## Firm Overview:

Founded in 1948, Demarest is one of the most renowned law firms in Brazil and ranks among the largest firms in Latin America. Throughout its history, providing services in the most diverse practice areas of law, Demarest has always maintained a commitment to providing legal services of the highest standards of quality and excellence. The firm's multidisciplinary model contributes to the agility and effectiveness of its work, integrating its professionals and creating a synergy across all teams. Clients from all over the world are assisted in domestic and international transactions, with an organisational structure that has offices established in the major cities of Brazil and in New York.

## Excellence:

Demarest is one of the leading full-service corporate law firms in Brazil, with more than 70 years of experience in assisting clients from all over the world. The firm is constantly ranked as one of the most prestigious Brazilian transactional law firms considering the number of transactions carried out and value of deals. Clients recognise Demarest's lawyers as trusted advisors. The quality of the firm's performance can be attributed to how matters are approached strategically, and the lengths to which teams prepare before even the first action is taken. The firm's division into 'work cells' enables lawyers to become deeply familiar with the cases and the clients that they are involved with, resulting in a service that is of international quality yet provided with a personal approach.

## Citizenship:

For Demarest, there is a strong belief that it is everyone's duty to contribute and work towards creating a more equal and compassionate society. As a result, the firm has established partnerships with organisations committed to realising these values and promoting the foundations for well-being, education and social inclusiveness. Demarest is involved in projects that aims to strengthen the relationship of the firm with local communities.

By means of partnerships with 'Instituto Pro Bono' and the Lex Mundi Pro Bono Foundation, Demarest provides legal advice to nongovernmental and nonprofit organisations. The firm also contributes to research carried out by renowned institutions regarding pro bono work in Brazil, including TrustLaw Index of Pro Bono and Latin Lawyer Pro Bono Survey. Demarest prides itself on adhering to a strong and active Diversity and Inclusion program, and firmly believes that this forms an essential part of the Demarest approach that enables sustainable and cost-effective business, which in turn contributes directly to the socioeconomic development at local and global levels. The firm therefore promotes a pluralistic work environment that is non-discriminatory, respectful, welcoming, innovation-driven, and that ultimately contributes to achieving business results.

## International Reach:

Leadership, commitment to its clients and the local market, and continued professional development. These traits are the cornerstones that led to Demarest's being selected as the sole Brazilian member of Lex Mundi, the world's leading network of independent law firms, and also a member of The Interlex Group and ELA. Besides certifying Demarest's global service quality, these affiliations provide an extensive network of cooperation and sharing of information with leading member law firms around the globe and enables Demarest to take on the most challenging cross-border international transactions and litigation cases.

Demarest leverages its international capabilities by providing legal advice to international companies seeking to invest in Brazil, as well as Brazilian companies intending to open business units around the globe. The firm's foreign desks have particular knowledge and expertise in specific regions such as China, France, Germany, Korea, Portugal, Spain and Latin America, in addition to its established relation with the European Community and North America.

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## Main Areas of Practice:

Agribusiness; arbitration; aviation; banking and finance; bankruptcy/restructuring; capital markets; competition/antitrust; compliance; contracts; corporate/M&A; corporate criminal law; data privacy and cybersecurity; environment; government relations; insurance and reinsurance; intellectual property and innovation; international trade/ WTO; labour and employment; life sciences; litigation; media, sports and entertainment; mining; oil and gas; power; product liability; projects/infrastructure; public law; real estate; shipping; social security; tax; telecommunications and technology; timberland investment; wealth and succession structuring and white-collar crime.

## Clients:

Demarest is recognised for its ability, initiative and dedication to provide responsible, efficient and high quality legal services to all of its clients doing business in Brazil and abroad. The firm advises numerous multinational companies and the largest Brazilian groups in a vast range of industries, such as, but not limited to: 3M, Air France, Azul Linhas Aéreas, Bacardi-Martini, BMW, Boehringer Ingelheim, Booking.com, BP, Braskem, British Telecom, Cencosud, Clariant, Deloitte, Diageo, Diebold-Nixdorf, Digital Realty, Dow, Eli Lilly, Goodyear, IBM, Johnson & Johnson, Metro, Monsanto, Motorola, Nestlé, Netflix, Nike, Odebrecht, Pfizer, PSA Peugeot Citroen, Reckitt Benckiser, Qatar Petroleum, Latam, Time Warner, Unilever, Universal Studios, Visteon, Volkswagen, Votorantim and others. The firm also advises clients in matters involving private equity, investments and sovereign funds such as Banco BTG Pactual, GIC - Sovereign Wealth Fund of Singapore, Invepar, Morgan Stanley, KKR, OTPP Board, Vinci Capital, Vinci Partners among others.

# DEMAREST

# DI CIERO ADVOGADOS

**Managing Partner:** Simone di Ciero

**Firm Overview:**

Di Ciero Advogados is a law firm that has been specialising in aviation-related work for more than 25 years and which employs a team of experienced, highly qualified professionals to meet the demands of providing consultancy and litigation services in a number of fields of law, while advising clients on employing the best legal practices to prevent litigation and on finding IT-based solutions for cases involving clients.

**Languages:**

Portuguese, English and Spanish.

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# EDUARDO FERRÃO ADVOGADOS ASSOCIADOS

**Managing Partners:** Eduardo Antônio Lucho Ferrão, José Rollemberg Leite Neto, Luiz Felipe Bulus, Alves Ferreira, Rannery Lincoln Gonçalves Pereira

**Senior Partners:** Eduardo Antônio Lucho Ferrão, Bruno Beserra Mota, Edson Queiroz Barcelos Junior, Eliseu Klein, Helena de Oliveira Pinheiro, José Rollemberg Leite Neto, Luiz Felipe Bulus Alves Ferreira, Lucas Rabêlo Campos, Rannery Lincoln Gonçalves Pereira, Thiago Peleja Vizeu Lima, Vanessa Alves Pereira Barbosa

Number of partners: 10 Number of other lawyers: 11

## Firm Overview:

Eduardo Ferrão Associated Lawyers was founded on the professional experience of its original partners, with the firm intention to face challenges presented by an increasingly competitive, demanding, and sophisticated market.

The firm focuses on the constant search for legal solutions, considering peculiarities, the business, culture and client's targets when providing its legal services.

Awareness of such condition has framed the company's profile, besides becoming the mainspring of all of its movements and strategies inspiration.

Through solid and innovative results, serious and correct risks assessment, based on long and deep experience in all the areas of law, the firm has prioritised practice at Superior Courts.

The company complies with the most modern standards in business. Work processes are smart and constantly optimised taking changes in conjuncture into account. The many sectors interrelate, making systemic view evident and ensuring efficiency and effectiveness to developed works.

By continuously stating this proposal, Eduardo Ferrão Associated Lawyers has continuously invested in training its professionals, in technology and management of information and knowledge.

Summing up all these aspects outcomes quality excellence on developed work, always taking their main target into account: the client's satisfaction. In recognition, the firm was highlighted by *Chambers Latin America 2021* publication.

## Main Areas of Practice:

The lawyers form a multidisciplinary team, trained in diverse fields of law – both private and public – distinguishing for their technical expertise in matters of constitutional, administrative, tax, criminal, electoral, civil and regulatory nature.

The firm intensively operates both in preventing binding obligations and in actually solving disputes, always aiming at preserving their clients' interests, their assets and motivating the business' expansion, enabling fast and secure decision taking.

Mainly operation at High Courts, Eduardo Antônio Lucho Ferrão is responsible for conducting numerous lawsuits at the Supreme Court and Supreme Court of Justice, the highest courts in the Brazil Justice system.

The range of matters is wide, encompassing demands related to controversies on civil and commercial contracts, corporate and tax problems, pension plans, criminal matters, administrative corruption, real estate issues, port issues, environmental responsibility and litigations related to public and banking law.

Service goes beyond the Judiciary, overrunning the Executive and Legislative Branches, including councils, departments and agencies related to them.

Emphasis is also given to the firm's practice at the Federal Accounting Court.

Eduardo Ferrão Associated Lawyers is aware that modern social and economic contexts demand solutions from law firms in the most diverse fields of law, taking into account principles of extreme earnestness, fast implementation, time adherence and adaptability to new scenarios, among other things.

## Litigation:

Legal representatives of clients, both individuals and legal entities, located in Brazil or abroad, in the most diverse kinds of disputes, either in court, through arbitration or other alternative ways of dispute resolution.

## Tax:

Advisory to individuals and legal entities, either individual or international, in interpreting and applying federal, state and municipal tax legislation. Operation in all levels, in administrative and judicial litigation fields.

## Staff:

The firm's human resources professionals are highly trained. Graduated in renowned institutions and with constant specialisation courses, they show high intellectual and cultural level. Lawyers, trainees and staff are constantly involved in professional updating.

## International Work:

The firm has had many cases abroad related to international cooperation, having partnership with other law firms in the United States and in Switzerland.

## Languages:

English, Portuguese, Spanish.

## Clients:

National and multinational companies, operating in the energy, telecommunications, heavy construction, food, beverage, tobacco, financial market, infrastructure, technology and pharmaceutical sectors.

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## CONTACTS

**Banking & Finance:** Rannery Lincoln Gonçalves Pereira

**Constitutional:** José Rollemberg Leite Neto

**Electoral:** José Rollemberg Leite Neto

**Tributary:** Luiz Felipe Bulus Alves Ferreira

**M & A:** Rannery Lincoln Gonçalves Pereira

**Regulatory:** Bruno Beserra Mota and

Helena de Oliveira Pinheiro

**Commercial Contracts:** Luiz Felipe Bulus Alves Ferreira

**Telecommunications:** Vanessa Alves Pereira Barbosa

**Capital Market:** Edson Queiroz Barcelos Junior

**Infrastructure:** Vanessa Alves Pereira Barbosa

**Criminal Enterprise:** Eduardo Antônio Lucho Ferrão

**Digital Law:** Bruno Beserra Mota and José Rollemberg Leite Neto

**Administrative Law:** Thiago Peleja Vizeu Lima, Eliseu Klein and Lucas Rabêlo Campos.

EDUARDO FERRÃO  
ADVOGADOS ASSOCIADOS



# ERNESTO TZIRULNIK ADVOCACIA

**Managing Partner:** Ernesto Tzirulnik

**Senior Partner:** Paulo Luiz de Toledo Piza

Number of partners: 12

## Firm Overview:

Founded in 1984, Ernesto Tzirulnik Advocacia (ETAD) is internationally recognized as one of the most important law firms specializing in insurance and reinsurance. ETAD advises clients on loss adjustment procedures, legal and regulatory issues; it sponsors complex insurance, reinsurance and brokerage lawsuits; and operates in contractual law cases, civil liability, and corporate conflicts. Throughout history, ETAD has operated in cases of national and international repercussion involving electrical, chemical, mechanical, hydraulic, geological claims, many different contract and corporate disputes, the suchlike. ETAD promotes scientific research and public policies alongside the Brazilian Institute of Insurance Law – IBDS, and encourages cultural growth through the Ceará 202 Project.

## Main Areas of Practice:

**Insurance & Reinsurance:** 70%

**Corporate:** 30%

### Insurance:

ETAD has participated in almost all relevant insurance, reinsurance and civil liability cases in Brazil, including, among several others, representing the insured's interest in the largest indemnification ever paid regarding an inland accident in Brazil (over US\$500m), and the restructure of a life insurance policy in Brazil from legal and actuarial perspectives, bringing back to balance more than 800,000 insurance contracts. ETAD represented Companhia Siderúrgica Nacional (CSN) versus IRB-Brasil Re in the first lawsuit of its kind in Brazil, which succeeded in compelling IRB to participate in the renewal of CSN's all risks insurance policy. ETAD nowadays is involved in practically all relevant cases involving infrastructure, business interruption, engineering and operational risks, performance, liability and D&O.

### Corporate:

In addition to its work in insurance law, ETAD also represents its clients in important corporate law issues.

## International Work:

ETAD has also been involved in the largest insurance claims in other Latin American countries, such as Argentina, Bolivia, Ecuador, Dominican Republic, Paraguay, Peru and Venezuela, as well as critical situations in which the insurance contract becomes a pinpoint issue between contractors and local governments, due to the magnitude of the interests involved.

## Languages:

English, French, Italian, Portuguese, Spanish.

## Clients:

Engineering risks, construction, chemicals, mining and steel production, oil and gas, retail groups, insurance brokers, banks, pharmaceutical, logistics etc.

## LATIN AMERICA OFFICES

### BRAZIL

São Paulo, Brasília

## CONTACTS

### Insurance & Reinsurance and Corporate:

Ernesto Tzirulnik, Paulo Luiz de Toledo Piza, Gustavo de Medeiros Melo, Wolf Ejzenberg, Carlos Eduardo S. Leal de Carvalho, Tiago Moraes Gonçalves, Júlia Normande Lins, Dina Meirelles, Carolina de Oliveira Leite Bezerra Cavalcanti, Gustavo Palheiro Mendes de Almeida, Inaê Siqueira de Oliveira e Luca D'Arce Giannotti.



**ERNESTO  
TZIRULNIK  
ADVOCACIA**

# ESCRITÓRIO JURÍDICO CARBONE

Number of partners: 6 Number of other lawyers: 8

## Firm Overview:

Established in 1977, Law Office Carbone is one of the most traditional and highly regarded Brazilian law firms in shipping practice, always being ranked in Band 1 of *Chambers and Partners* since the first edition of *Chambers Latin America*. The firm has a specialist profile, being exclusively devoted to shipping and maritime trade laws.

Law Office Carbone is based in Rio de Janeiro, but gives legal assistance to its clients in all Brazilian territory, using when necessary its extensive network of associates or correspondents lawyers at all the major Brazilian ports and trading centers.

Law Office Carbone acts for shipowners, charterers, importers, exporters, carriers, maritime agents, trading companies, logistics operators, terminals, companies engaged in offshore oil and gas industry, underwriters, P&I Clubs, shipyards, salvors and overseas law firms.

Due to its vast experience and specialisation Law Office Carbone has been involved in almost all major Brazilian marine casualties in the last decades. The firm prides itself on commitment to the highest standards of service.

## Main Areas of Practice:

### Contracts/Obligations:

Consultancy on contracts and/or obligations under Brazilian law is one of the firm's core areas of practice, which comprises, among other matters, contracts of carriage and related documents (bills of lading, booking notes, etc.); charterparties and contracts of affreightment (COAs); service, joint venture, agency, purchase/sale agreements; ship building and ship repair contracts;

### Regulatory:

The firm has very wide experience and active practice in regulatory matters, namely in respect of Brazilian Maritime Authority and the National Agency for Waterway Transportation (ANTAQ), assisting clients to understand the legal framework of Brazilian regulatory rules and also representing them in administrative proceedings before these bodies.

### Casualties:

For decades the firm has been involved in virtually all major maritime casualties that took place in Brazil. Management of maritime crisis is indeed a specialty where Law Office Carbone has developed preeminent reputation.

With a team of lawyers and experts operating 24 hours a day, the firm is prepared to investigate casualties, manage/coordinate local operations, assist in the contact with the authorities involved (chiefly the Brazilian Navy, environmental bodies and state/federal public attorneys) and provide sound legal and practical advice based on the proper on-site appraisal of facts. Particular areas of expertise within the field of marine casualty work include collisions, groundings, fire and explosions; salvage operations, towage and wreck removal; personal injury; damage port installations, rigs and offshore structures; general average and total loss; representation of clients' interests in inquiries before local Port Captaincies and Maritime Tribunal

### Offshore Oil & Gas:

Law Office Carbone provides legal assistance in all aspects of offshore oil and gas industry, such as bidding processes for the granting of concessions, permits or authorisations for the exploration of oil/gas services; various types of bidding by Petrobras or other international oil/gas companies (e.g., shipbuilding, chartering, services, etc.); agreements for building, financing, chartering or operating vessels; special tax regime for importation/admission of vessels, rigs and equipment used in the gas and oil industry (Repetro); damage to oil terminals, rigs and offshore structures; marine pollution.

### Environment/Pollution:

Brazilian law is particularly strict and severe in environmental area. The firm has wide experience in this matter resulting from of shipping/maritime trade activities, including legal consultancy; defence in administrative proceedings brought by environmental bodies; advice in negotiations involving Adjustment Terms (TAC) before authorities; casualty response; defence in court proceedings in claims for compensation to the very environment by public attorneys and in class actions from fishermen and sea farmers.

### Litigation:

The firm represents clients in all kinds of disputes connected with shipping and maritime trade, such as administrative fines, tax/customs claims, regulatory matters, cargo claims, charterparty and bill of lading disputes, controversies over commercial agreements, personal injury claims, collision cases, civil and environmental liabilities, recovery actions for subrogated underwriters and arrest of vessels.

## LATIN AMERICA OFFICES

### BRAZIL

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### Arbitration:

Brazil has one of the fastest growing arbitration markets in the world, ranking third in the list of the International Court of Arbitration of ICC (international Chamber of Commerce). Law Office Carbone is intensely involved in Brazilian maritime arbitration in various manners, e.g., as member of local arbitration entities, acting in the representation of parties to domestic arbitrations and also having some of its partners sometimes appointed as arbitrators to disputes.

### Languages:

English, Portuguese, Spanish



# FELSBERG ADVOGADOS

**Founding Partners:** Thomas Felsberg, Maria da Graça Pedretti

**Partners:** Ana Cristina Valentim, André I. Fonseca, Anna Flávia de Azevedo Izelli Greco, Clara Moreira Azzoni, Clarissa Luz, Claudia Maniaci, Diego Goulart de Oliveira Vieira, Eduardo Périllier, Evy Marques, Fabiana Solano, Fabricio Soler, Ivan Campos, João Carlos Anderson Corrêa de Mendonça, Ligia Schlittler, Marcus Alexandre Matteucci Gomes, Maria Carolina De Souza Guazzelli, Marianne Albers, Maurício Pepe De Lion, Miriam Machado, Paula Salles, Rafael Malheiro, Renato Brandão, Rodrigo de Pinho Bertocelli, Rodrigo Prado Gonçalves, Tatiana Guerra

## Firm Overview:

Felsberg Advogados is a full-service law firm which celebrated 50 years in practice in 2020. Founded in 1970 by Thomas Felsberg, the firm has always had an innovative spirit at the core of everything it does. Long before the firm was recognised as pioneers in judicial restructuring, Felsberg Advogados was one of the first firms to advise on aviation financing and contribute to the development of project finance and venture capital in Brazil. The core practices of Felsberg Advogados include corporate restructurings, mergers and acquisitions, project development and financing, insolvency, general commercial litigation and arbitration, tax advisory and litigation, labour advisory and litigation, environment, public and regulatory, and real estate. More recently, the firm inaugurated new practice areas such as fashion law, innovation and startups, intellectual property, life sciences, antitrust, compliance and white-collar crime. Felsberg Advogados also anticipated future demands with new fintech and payment systems as well as data protection and technology departments and a specialised gaming law team. Felsberg Advogados's broad and all-encompassing vision enables the firm as a team to meet the current and future legal requirements of all clients, from the biggest corporate groups to the freshest of startups.

**Both eyes on the present with the future in sight.**

## Social Responsibility:

**Pro Bono:** Felsberg Advogados is committed to supporting social, cultural and educational projects. Among the projects it supports are Vaga Lume (creating and maintaining libraries in the Amazon), APAQ (treatment of burns victims), and AB2L (for the creation of dialogue among law firms and tech companies). The fashion law team, in particular, devotes pro bono hours to two institutes in the fashion industry: Fashion Revolution (uniting the fashion industry in the way clothes are sourced, produced and consumed) and Instituto Alinha (connecting small workshops with designers and brands at fair prices and deadlines).

**Diversity & Inclusion:** The firm focuses on selecting and rewarding the best minds, regardless of gender, colour, social class, sexual or religious orientation. Among its partners, more than 50% are women. Among all its lawyers and staff, 57% are women. DiversiFeA, its Committee of Equity, Diversity and Inclusion comprising partners, other fee-earners and staff, promotes regular initiatives and events for the well-being of all members of the firm.

## International Work:

The firm's international practice is reinforced by its membership in the world's leading law firm networks – which certify the firm's global quality. Felsberg Advogados is the Brazilian representative at Meritas and Legalink. Its lawyers have in-depth understanding of different legal cultures and regulatory environments in other countries. Many are fluent in several languages with prior experience in international firms and some are qualified to practice law in Brazil as well as abroad. To support the cross-border work that the firm does for clients in almost 30 countries, Felsberg Advogados's China and German Desks provide specialised expertise and skills. The China Desk is led by Ambassador Sergio Amaral, president emeritus of the Brazil-China Business Council and former Ambassador of Brazil to the United States, the United Kingdom and France.

## Main Areas of Practice:

- Advertising, Marketing and Media
- Agribusiness
- Antitrust
- Aviation
- Banking and Finance
- Capital Markets
- Commercial Contracts
- Compliance
- Consumer Relations
- Corporate and M&A
- Data Protection and Technology
- Dispute Resolution
- Electric Power
- Environmental, Sustainability and Waste
- Fashion
- Fintech and Payment Systems
- Governmental Relations
- Immigration
- Infrastructure
- Innovation, Startups and Venture Capital
- Intellectual Property
- Labour and Employment
- Life Sciences
- Maritime
- Natural Gas
- Oil and Gas
- Privatisation
- Public and Regulatory
- Real Estate
- Restructuring and Insolvency
- Sanitation
- Sports and Entertainment
- Tax
- Telecommunications
- White-Collar Crime and Corporate Investigations

## LATIN AMERICA OFFICES

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**FELSBERG**  
ADVOGADOS





# FINOCCHIO & USTRA

**Founding Partners:** José Luis Finocchio Junior and Octávio L.S.T. Brillhante Ustra

**Managing Partner:** José Luis Finocchio Junior

Number of partners: 11 Number of associates, lawyers and consultants: 80

## Firm Overview:

Finocchio & Ustra Sociedade de Advogados started with the dream to fill a gap in the State of São Paulo's countryside's market and build a full-service firm that could compete with the most admired offices in Brazil.

Focused on developing effective and reliable legal solutions, highly qualified professionals, and working closely with clients, the firm gained market share and currently has in its client portfolio national and international companies of all sizes, and from all business segments.

Finocchio & Ustra has made several investments in corporate governance and in its management model; such as its participation in the Partners for Excellence Program (PAEX) of Fundação Dom Cabral, which is one of the best business schools in the world.

With the future and the sustainability of the firm in mind, in 2019 Finocchio & Ustra launched its innovation platform: Future in Us (<https://www.futurein.us/en/>), as it believes in the rapid and disruptive evolution of law. FIUS also makes every possible effort and initiative to daily incorporate its ideology into the firm's culture.

## Vision

To be a benchmark firm, sustainable and timeless, in an ever-changing corporate environment.

## Mission

To understand and improve clients' businesses, delivering results through strategic, innovative, reliable, and effective solutions.

## Purpose

To fulfill the mission in an ethical and synergetic environment, developing people with respect and transparency.

## Values

Finocchio & Ustra believes in and is guided by its values:

- Committed to excellence and result delivering;
- Acting ethically with integrity and transparency;
- Appreciation for clients and working to exceed expectations;
- Promptness and responsiveness;
- Assertiveness through clarity;
- Passion for what it does;
- The firm cherishes team spirit, an easy-going, and inspiring work environment;
- The team is the firm's greatest asset.

## Main Areas of Practice:

- Arbitration
- Banking and Finance
- Civil Litigation
- Complex Negotiation
- Compliance
- Contract Law
- Corporate/M&A
- Credit Strategic Recovery
- Criminal Law
- Customs and International Trade Consultancy
- Environmental
- Family and Succession Planning
- Infrastructure
- Intellectual Property
- Labour
- Public Procurement and Tenders
- Real Estate
- Regulatory Law
- Restructuring and Insolvency
- Tax Consulting
- Tax Litigation
- Tax Planning

## Languages:

English, German, Italian, Portuguese, Spanish

## LATIN AMERICA OFFICES

### BRAZIL

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# FONSECA BRASIL ADVOGADOS

**Partners:** **Gustavo** Gustavo Freire da Fonseca, Eduardo Brasil, Jean Paolo Simei e Silva, Adelman Oliveira, Brahim Bitar.

Number of lawyers: 28

Languages: *Portuguese, English, Spanish, French.*

## Firm Overview

Fonseca Brasil Advogados is a full-service law firm that recently completed 13 years of service. Characterised by its agile, personalised and strategic service, always looking to offer the best solution to its clients. The team specialises in providing advice in the areas of Corporate, Tax, Civil and Labour Law. This expertise has elevated the Office to the forefront, attracting clients from various parts of the world, such as China, Canada, United Kingdom and the European Union. The team is comprised of 41 professionals, with 28 lawyers, distributed in Belém (PA), and in the branches in São Paulo (SP), Macapá (AP) and Parauapebas (PA). Almost all lawyers speak English and have postgraduate degrees in their respective areas of the law. In addition to Macapá, which has been active since 2011, and São Paulo, started in 2017, the office serves 100% of the territory of the States of Pará and Amapá, thanks to the presence of partner lawyers in the various districts of these States. Specialised in service to companies, the office has as its motto: the personal, the agile and the result. The office seeks to understand the business of the client, whilst the client has access to the lawyers of the office at short notice. The best service strategy, the most appropriate result in the shortest possible time.

## Main Areas of Practice

### Corporate:

Restructuring. Analysis and proposal of corporate operations. Succession planning. Business contracts. Fusions, mergers and acquisitions. Due diligence procedures in the purchase and sale of companies. Legal operation of the day-to-day business.

### Tax:

Analysis, interpretation and application of tax legislation related to direct/indirect taxes and social security contributions, aiming at reducing tax risks in the operations carried out or to be carried out by the client. Elaboration of administrative consultations at the federal, state and municipal levels, as well as special regimes for problem solving. Legal analysis of tax reviews. Follow-up of fiscal inspections. Legal aid to the requests of the internal and external accounting team. Tax planning. Reorganisation of operations and businesses aiming at optimising and reducing the tax burden and reducing the cost of compliance.

### Civil law:

Survey of existing cases in which the group is represented as author and defendant, risk estimates, propositions of measures of adequacy of procedures to avoid lawsuits; drafting of contracts. Technical opinions and standards.

### Environmental Law:

Preventative analysis of legal risks for projects and ventures that involve the environment, with guidance for adapting to the rules in force.

Preparation of contracts and legal opinion on compliance with environmental standards.

Legal Assistance in conducting administrative processes that involve obtaining Environmental Li-

censes, Authorisations for Forest Exploration, Forest Concessions, Water Use Grants, and other administrative acts before the competent bodies (SEMMA, SEMAS, IBAMA, ICMBIO, DNPM, SPU and others) Legal Advisory in punitive administrative processes, with the presentation of Defenses and Administrative Resources, as well as monitoring of Forest Replacement procedures, Plans for the Recovery of Degraded / Altered Areas and Environmental Regularisation Programs.

Legal Assistance in judicial litigation, in the individual or collective sphere, in the elaboration of all the procedural documents, as well as in the accompaniment for elaboration of Conduct Adjustment Terms (TAC) and other applicable extrajudicial negotiations.

### Mining Law:

Legal advice for monitoring mining processes, in all phases (research, granting, renewals and transfers). Consultancy and legal advice on acquisitions or transfers of mining rights. Consultancy for the implementation of mining projects of all sizes.

Legal advice to monitor environmental processes related to mining processes (environmental licensing, authorisations for plant suppression and others).

Legal advice in administrative and judicial litigation, with complete monitoring and preparation of all procedural documents and possible applicable extrajudicial negotiations.

### Agricultural law:

Consultancy and Legal Advice for land tenure regularisation of rural properties.

Analysis and preparation of agrarian contracts, monitoring negotiations and risk analysis in the purchase and sale of rural properties.

Legal advice in land tenure regularisation, as well as in obtaining the necessary environmental licenses and authorisations.

Legal advice in administrative litigation (CODEN, ITERPA, INCRA, and others) and judicial in agrarian matters.

### Digital:

The General Data Protection Law provides for the processing of personal data by a natural person or by a legal person under public or private law, in order to protect the fundamental rights of freedom and privacy and the free development of the personality of the natural person.

Advance towards a different approach, with partners in the technology area, proposing to assist our customers in the process of implantation, adaptation, training, monitoring and inspection of the privacy and compliance program for the treatment of personal data; as well as guidance on good practices, through personalised projects.

### Labour Law:

Validation and / or creation of additive and existing work contract. Adequacy of the rules of the company to new labour legislation. Elaboration of the current labour risk. Study and prediction of judgements after

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### BRAZIL

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the new labour law. Labour lecture series for human resources managers and directors. Validation of internal regulations.

### Social Security Law:

General Social Security Scheme (RGPS - INSS), Municipal, State and Federal Public Servants Private Pension Scheme (RPPS) and Supplementary Pension Scheme. Administrative and Judicial Performance. Analysis of the requirements in order to obtain benefits. Analysis and regularisation of contribution periods. Restitution of Social Security Contributions improperly collected. Benefits application and review. Incorporation of benefits to the benefits of inactivity and Pension for heirs. Accidental benefits. Special time counting.

### Election Law:

Consultancy and legal advice on pre-campaign acts, registration of candidacy, election campaign and accountability. Strategic electoral litigation, with the filing and defense of Electoral Representations, AIRC, AIJE, AIME, RCED and similar actions. Personal performance in Electoral Appeals before the Regional Electoral Court, Superior Electoral Court and Supreme Federal Court.

### Legal Manager on Demand:

With the increase in regulation in the main sectors of industry, we are witnessing a greater demand for temporary specialised professionals, in order to guarantee best practices and supervise organisational change. In addition, there are many reasons why a company considers creating or (re) structuring its legal department, among which, the natural expansion of its activities; the change in direction or management style; or new technologies.

Aware of this panorama, Fonseca Brasil created the area of Legal Manager for Demand & Construction and (re) structuring of Legal Departments, where our clients will be able to benefit from temporary legal professionals with extensive experience in managing the legal departments of large companies, to manage and deal with the mentioned changes. Provisional lawyers can be deployed in a short time and have a broad set of skills with niche knowledge to complement companies' momentary needs. Our interim lawyers can always count on the additional multidisciplinary support of Fonseca Brasil.

# FRAGA & TRIGO ADVOGADOS

**Managing Partners:** Pedro Trigo, Eduardo Fraga

**Senior Partners:** Pedro Trigo, Eduardo Fraga, Paulo Leonardo Soares

Number of partners: 13 Number of other lawyers: 14

## Firm Overview:

Fraga & Trigo Advogados offers comprehensive advice to its clients. The team of well-qualified lawyers is able to offer advice on the following specialities of law: tax, corporate, product liability, environment, compliance, competition, dispute resolution, family and successions, labour and real estate.

The firm frequently works on complex, strategic mandates for a prominent clientele that comes from a variety of industry sectors, including the automobile, communications, mining and steel.

With offices in Salvador and São Paulo, the team is able to represent clients all over the country and is known for its particularly strong presence in the North East and Northern regions of Brazil.

## Main Areas of Practice:

**Dispute Resolution:** 30%

**Product Liability:** 20%

**Tax:** 20%

**Labour:** 20%

**Corporate:** 10%

## Dispute Resolution:

The department offers legal representation in strategic matters before courts and arbitration tribunals in disputes concerning civil law, commercial law, corporate law and administrative law. The team frequently handles high-value matters and is frequently involved in leading cases. It acts on all court spheres in Brazil.

## Product Liability:

The firm offers general advice, legal opinions and covers all matters arising from this subject area. Its experience in the product liability arena spans recalls, consumer rights, legal actions, court representation, administrative proceedings and public civil actions.

## Tax:

Fraga & Trigo Advogados' tax department acts both on tax consultation and tax litigation cases. It covers direct and indirect taxation; municipal, state and federal taxes as well as social security taxation. The department is also able to represent clients on the lower and superior courts of Brazil. Tax planning is a core area of expertise of the team. It is highly qualified to provide advice concerning tax optimisation, which is a much valued service by its clientele.

## Corporate:

The firm is able to cover all corporate issues with outstanding quality. Some of the areas on which the firm can advise include: commercial contracts, board meetings, foreign investment in Brazil, due diligence, restructuring, due diligences, risk management and analysis, joint ventures and corporate restructuring.

## Labour:

The department renders legal assistance on audit procedures, assesses labour routines and presents alternatives for the adjustment of the procedures adopted by clients. It aims at the elimination or reduction of the contingencies. Legal representation in labour disputes is a core area of expertise of the team.

## Languages:

English, Portuguese, Spanish.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Dispute Resolution:** Pedro Trigo

**Product Liability:** Pedro Trigo

**Tax:** Pedro Trigo

**Corporate:** Eduardo Fraga

**Labour:** Paulo Leonardo Soares

## Clients:

The firm represents clients from a wide array of sectors. Its client portfolio includes heavyweight names from the telecommunications, automobile, mining and steel, construction and retail sectors.

FRAGA & TRIGO  
ADVOGADOS

# FREITAS FERRAZ CAPURUÇO BRAICHI RICCIO ADVOGADOS

**Managing Partners:** Bernardo Freitas

**Senior Partners:** Bernardo Freitas, Adriano Ferraz, Guilherme Capuruço, Thiago Braichi, Thiago Riccio

Number of partners: 5 Number of other lawyers: 27

## Firm Overview:

Freitas Ferraz was founded by a group of partners who have been working together for more than 7 years. The firm has been developing at a very fast pace and enjoys strong recognition in the Minas Gerais market, also keeping a very active operation in São Paulo. Freitas Ferraz assists clients with complex matters as well as in crucial day-to-day issues of business activities. With a team of highly qualified professionals and unrivalled hands-on experience, the firm combines legal technical excellence, experience and innovation. Its mission is to demystify the traditional complexity of the legal work, focusing its services on tailor-made and creative solutions for clients. Freitas Ferraz' experience derives from a number of high-profile M&A transactions, corporate litigation, investment structuring, tax planning, corporate restructuring, capital market transactions, in addition to advice on infrastructure and real estate development projects.

## Main Areas of Practice:

### Corporate & M&A

Freitas Ferraz is widely known in Minas Gerais for its successful handling of corporate/M&A matters, representing domestic and foreign clients. In recent years, the department has been particularly active in the energy, mining, technology, financial services and capital markets, and real estate sectors. The team undertakes the full range of corporate matters, contemplating mergers & acquisitions, corporate and equity restructuring and commercial contracts. It is a one stop shop for high quality corporate work delivered from a team of experts working with a multidisciplinary approach.

### Tax

The firm's tax practice has strong experience assisting foreign clients, which places the department in a unique position in Minas Gerais. The team is particularly skilled at developing tax structures for mergers and acquisitions and corporate restructurings. Additionally, the practice is very active advising on tax planning, international tax, foreign investments and family and estate planning matters. It advises clients from a wide range of industries, including fintech, energy, real estate and food and beverage companies.

### Dispute Resolution

Freitas Ferraz' dispute resolution department stands out for its constant work on strategic high-complex corporate disputes, representing both domestic and foreign clients. The team is comprised of highly skilled lawyers who are well-equipped to act on both litigation and arbitration cases regarding a variety of matters such as shareholder lawsuits, M&A agreements, partial dissolution of companies, annulment of general meetings and corporate resolutions, judicial intervention on company's management and affairs, among others. The firm's assistance also covers pre-trial strategies and negotiations, litigation-related due diligence and risk assessments, court litigations, appeals and enforcement of awards.

### Public Law & Regulatory

The firm's public law and regulatory practice has distinguished itself with its work on energy and mining related transactions. It has a solid background in hydroelectric power plant acquisitions, as well as mining asset acquisitions. The department is also particularly recognised for tackling energy and mining related compliance and litigation matters and has closely worked with leading local and international companies on ground-breaking matters.

### Real Estate

The real estate department is known for its ability to present legal solutions to complex real estate structures. The team provides full assistance in all matters related to the real estate industry, including built-to-suit transactions, sale and lease back, buy and lease and real estate developments.

### Startup & Fintech

Keeping up with the disruptive innovation brought out by startups, the firm has assembled a multidisciplinary team to meet the growing demand of technology companies and fintechs. Focusing on long-lasting relationship with clients, the firm's professionals work as genuine strategic partners throughout the startup's stages. From bootstrapping to IPO, and from MVP to final product, the goal is to provide speedy and effective counselling to ensure safe legal conditions to business development.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Corporate/M&A:** Bernardo Freitas, Adriano Ferraz

**Tax:** Thiago Braichi

**Dispute Resolution:** Guilherme Capuruço

**Public Law & Regulatory:** Thiago Riccio

**Capital Markets:** Bernardo Freitas, Adriano Ferraz

**Real Estate:** Thiago Riccio

**Startup & Fintech:** Bernardo Freitas, Adriano Ferraz

## International Work:

Freitas Ferraz assists foreign clients in their entry into Brazil, particularly in the Minas Gerais state, and supports the clients' strategy to increase their presence in the local market.

## Languages:

English, French, Portuguese, Spanish

## Clients:

Freitas Ferraz assists domestic and foreign clients from a wide variety of economic sectors and industries, including energy, mining, steel, oil & gas, technology, financial services, fintech, education, healthcare and life sciences, real estate, construction, automotive, retail, food & beverage and insurance.



**FREITAS  
FERRAZ**

ADVOGADOS



# FYMSA ADVOGADOS

## Firm Overview:

FYMSA Advogados is a law firm whose purpose is to serve with efficiency, commitment and adaptability. The firm's main differential is going beyond legal advice, focusing on business and results, with certainty, agility with ethical and sustainable solutions.

With a team that has deep knowledge on the market scenario at all times, FYMSA is able to present innovative and current strategies to the most complex demands.

The firm's partners have been recognised by the most prestigious international rankings, such as *Chambers and Partners*, *Latin Lawyer*, *LACCA*, *Legal 500*, *Law Reviews*, among others. They are also directly involved in drafting legislation and issuing legal opinions of its impact to the country and sectors.

FYMSA's growth is its client's, always prioritising solid relationships based on trust, transparency and expertise in legal practice. FYMSA believes that its work is never an end in itself, but an important part of the business of its clients, always with a strategic look to assist in better decisions.

FYMSA Advogados is a law firm whose purpose is to serve with efficiency, commitment, and adaptability. Its main differential is going beyond legal advice, focusing on business and results, with certainty, agility with ethical and sustainable solutions.

Formed by a team with deep knowledge on the market scenario at all times, FYMSA is able to present innovative and current strategies to the most complex demands.

## International Practice

FYMSA is an exclusive member of IR Global in Brazil for Foreign Direct Investment.

IR Global is one of the most relevant legal, accounting and financial consultants in the world, with representation in over 155 jurisdictions, covering more than 70 areas of expertise.

## Main Areas of Practice

### Banking:

FYMSA's assist clients in project financing, debt restructuring, acquisitions, lending and structured products, with public and private banks, financial institutions, multinationals and national companies.

### Consumer Law:

Preventive, advisory and litigation aspects of consumer law, in the most diverse sectors.

### Contracts:

FYMSA provides draft and advisory on contracts, always aiming to avoid disputes and resolve issues.

### Corporate and M&A:

FYMSA advises in corporate matters, taking into account the market, sector and regulatory issues, as well as drafts all internal and external documents and relevant issues for the company. In M&A transactions the firm crafts solutions for buyers, sellers or investors. Plinio Ando Yoshiyasu, head of the area, was recognised for his performance by the LACCA Approved, in its 2016, 2017, 2018 and 2021 editions, and by Best Lawyers Brazil in the 2018 and 2019 editions.

### Foreign Investment and Venture Capital:

FYMSA provides solutions and advice foreign investors, investment strategies and procedures and preventive actions to minimise liabilities.

### Gaming and Software:

FYMSA advises, represent and issue legal opinions for gaming, lottery, gambling, software and technology industries and clients. The firm is also able to structure, negotiate and draft complex licensing projects, as well as support agreements and financing.

Luiz Felipe Maia, head of the area, is a member of the International Association of Gaming Advisors, General Member of the International Masters of Gaming Law, and author of the Brazilian chapter of *The Gambling Law Review*, of Gaming Law Chambers and *Partners Practice Guide for Brazil*, of Lexology's *Getting the Deal Through – Gaming 2021* edition and the *Peer Reviewer for Gambling Compliance* in Brazil. He is the only Brazilian gaming lawyer recognized

## LATIN AMERICA OFFICES

### BRAZIL

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as one of the 100 best lawyers in Brazil by Lawyer Monthly.

### Infrastructure | Public and Regulatory Law:

FYMSA assists in public tenders, concessions, public-private partnerships (PPP), bidding processes and financing projects.

### Intellectual Property:

Trademarks, patents, copyrights, software and other intellectual property issues, for national and international clients.

### Labour:

Advice and litigation for all labor aspects, as well as preventing measures and instruments suitable for the size and corporate model of the company.

### Real Estate:

FYMSA works with a wide range of issues in the most various complexities, such as investments, joint ventures, property acquisitions and sales and real estate leases, among others.

### Startups | Fintechs | Internet and Technology:

FYMSA is able to advise on legal and regulatory issues, as well as the best business model for innovative projects.

### Tax:

FYMSA's tax team advises clients on a wide array of issues, working closely with the client in preparing the best tax strategy, as well as defense in litigations of improper collections and tax credits. Luiz Carlos Junqueira Franco Filho, head of the area, was recognized in Tax Law by the Best Lawyers Brazil in its 2019 edition.

## GARBOIS MELO ADVOGADOS

**Managing Partner:** Leonardo Melo

**Senior Partners:** Breno Garbois e Leonardo Melo

Number of partners: 4 Number of other fee-earners: 12

### Firm Overview:

Garbois Melo Advogados is a Brazilian law firm based in Rio de Janeiro, specialising in maritime law, tax law, and dispute resolution. Founded amidst the pandemic, their goal is to establish an efficient relationship with their clients, combining technical rigour, practicality, intelligence and creativity.

Their team is formed by experienced lawyers with a relevant background at major law firms. They are connected 24/7 and ready to assist clients either in their daily issues or in their biggest challenges, either in person or online.

Partners are ranked amongst the best lawyers in their practice areas in Brazil by the most important legal guides, being recognised nationally and internationally for their expertise and excellence.

### Main Areas of Practice:

#### Shipping

The firm's shipping practice is led by partners Breno Garbois and Flavia Melo, both very competent lawyers recognised for their vast experience in the area. The team is ready to assist its clients in all legal matters related to shipping, such as:

- Accidents and emergency response
- Ship arrest and other emergency measures
- Cargo claims
- Private investigations and inquiries
- Building, financing and acquisition of vessels or maritime units
- Mortgages and securities
- Registration and flag
- Charter parties and carriage contracts
- Crew
- Tourism
- Regulation
- Litigation and arbitration

The shipping team has solid crisis management experience, being able to deal with the various authorities involved, lead private investigations, and represent clients in inquiries conducted by the Brazilian and foreign authorities.

Its clients' list includes shipowners, charterers, carriers, maritime agents, cargo owners, service providers to the maritime and oil and gas industry, port operators, terminals, shipyards, insurance companies and financial institutions.

#### Tax

The tax law practice is led by partner Leonardo Melo, counting on a highly qualified and experienced team to assist clients on tax, customs, and social security matters, as follows:

- Consultancy and planning: the tax consultancy and planning activities are focused on indicating all risk scenarios to provide clients with safe alternatives, despite the complexity and volatility of the Brazilian tax system.
- Prevention: the tax team is focused on prevention through close collaboration with clients, by keeping clients updated on the potential impacts that frequent changes in legislation and precedents might cause to their businesses. The team is trained to advise clients from the start of inspection procedures, aiming at preventing infractions and reducing fines.
- Litigation: On tax litigation, the team focuses on gathering evidence combined with a rigorous discussion of clients' rights.
- Special services: The tax team is also ready to advise on special tax and customs regimes, such as Repetro; to assist in due-diligences and in obtaining compliance certificates; to review liabilities and instalment programs; to survey for credit recovery opportunities, etc.

### LATIN AMERICA OFFICES

#### BRAZIL

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### Dispute Resolution

The litigation and arbitration practice counts on the experience of partner Clarissa Damiani in leadership, together with a team of multidisciplinary lawyers, specialized in solving disputes in an agile and efficient manner.

The team acts on complex civil litigation and arbitration to shipping, logistics, real estate, infrastructure and healthcare clients, and is also strong on corporate, environmental and strategic consumer litigation, acting in collective actions.

The dispute resolution team also provides transactional and pre-litigation advice to its clients, working with a transactional mindset balanced with the best cost-effective solution for its clients.



# GASPARINI, NOGUEIRA DE LIMA E BARBOSA ADVOGADOS

Number of Managing Partners: 4 Number of senior partners: 7  
Number of partners: 11 Number of other lawyers: 37

## Firm Overview:

Founded in 2004, GASPARINI, NOGUEIRA DE LIMA E BARBOSA ADVOGADOS is a Brazilian full-service law firm committed to excellence in rendering high-quality, creative and effective legal services.

The in-depth legal expertise has led the firm to become a reference in the country, thus demonstrating the solid foundations of its corporate structure. The firm's multidisciplinary team provides comprehensive legal services to national and foreign companies.

The firm works in diversified business sectors, such as manufacturing, industrial and services; education; energy; retail and consumer goods; agribusiness; life sciences, pharmaceutical and healthcare; technology; food and beverages; and third sector.

Although providing legal advice on many different areas of practice, the firm's professionals are constantly interacting and exchanging information with each other, which contributes to the high standard of excellence throughout the years.

## Main Areas of Practice:

Mergers and Acquisitions  
Sustainability and Environmental, Social and Governance  
Compliance and Anti-Corruption  
Concessions and Bids  
Civil Litigation, Arbitration and Mediation  
Contractual  
Family and Successions Law  
Capital Markets  
Real Estate  
Regulatory and Infrastructure  
Corporate  
Technology and Innovation  
Third Sector  
Labour, Employment and Benefits  
Estate Planning and Private Clients  
Tax

## Languages:

Portuguese, English, Italian, French, Spanish.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Mergers and Acquisitions:** Marcus Phelipe Barbosa de Souza, Felipe Mavignier and Paula Taira Horiuti

**Dispute Resolution:** Arbitration and Mediation: Pedro Paulo Wendel Gasparini and Maysa Abrahão Tavares Verzola

**Civil and Commercial Litigation:** Pedro Paulo Wendel Gasparini, Maysa Abrahão Tavares Verzola and Ana Lygia Tannus Giacometti

**Tax:** Francisco Nogueira de Lima Neto and Fernando Grasseschi Machado Mourão

**Labour, Employment and Benefits:** Ricardo Christophe da Rocha Freire

**Regulatory and Infrastructure:** Maysa Abrahão Tavares Verzola

**Technology and Innovation:** Jorge Miguel Arruda da Veiga

**Sustainability and Environmental, Social and Governance:** Lourdes de Alcantara Machado

**Agribusiness:** Marcus Phelipe Barbosa de Souza and Paula Taira Horiuti

**Family and Successions Law:** Ana Lygia Tannus Giacometti

**Estate Planning and Private Clients:** Francisco Nogueira de Lima Neto and Marcus Phelipe Barbosa de Souza

**Corporate:** Marcus Phelipe Barbosa de Souza, Felipe Mavignier and Paula Taira Horiuti

**Real Estate:** Paula Taira Horiuti

GASPARINI  
NOGUEIRA DE LIMA  
BARBOSA  
ADVOGADOS

# GIAMUNDO NETO ADVOGADOS

Number of partners: 5 Number of other lawyers: 21 Number of trainees: 14

## Firm Overview:

Giamundo Neto Advogados is one of the most admired law firms in Brazil for its work in civil, infrastructure and regulatory matters. The law firm is composed by highly experienced public law, projects, labour, corporate, finance and litigation lawyers, who are recognized for their business vision. One of the major features of the firm is the provision of bespoke service to its clients, besides its ongoing concern with the technical quality of the services provided. The team of lawyers is trained to assist its heavyweight clientele with dedication, agility, proactivity and reliability.

## Main Areas of Practice:

### Public Law:

The firm is highly specialised in public law issues and its overlapping areas. It is able to cover the full gamut of public law services, including matters relating to the Federal Court of Accounts, public biddings, PPPs, contractual management, administrative improbity, large infrastructure projects, regulations and enforcement bodies. When it comes to litigation matters, it is able to act at all court levels and in both administrative and judicial proceedings. Its impressive clients roster features heavyweight names from the construction and regulated sectors (water and sanitation services, health, logistics, oil & gas, energy, transportation, for example).

### Projects:

The team is able to rely on the related expertise of the firm's other team members and can work in a multidisciplinary fashion when needed. The bulk of the department's workload comes from the sanitation and waste management, motorways and social infrastructure sectors. It is also notably active handling matters from clients coming from the airports and energy arenas. It provides advice on all phases of projects, from the structuring to the divestment phases, including dispute resolution, PPPs, and bid-dings.

### Litigation:

The team is best known for its seamless work in strategic litigation cases concerning large infrastructure contracts. It has in-depth, expert knowledge of, and often acts on, the regulated sectors in Brazil, such as the energy, utilities and transports sectors. The team is equally strong and well equipped to handle construction-related matters. It frequently undertakes mandates involving indemnifications, concessions, repossessions and administrative improbity. The team also provides pre-litigation and preventative litigation advice.

### International Work:

In 2019, the firm, headed by Giuseppe Giamundo Neto, represented a French group in a class action filed against it and Petrobras in order to suspend the acquisition of the TAG gas transporter. Deal value: BRL 32,000,000,000

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Public Law:** Giuseppe Giamundo Neto  
**Projects:** Luiz Felipe Pinto Lima Graziano  
**Litigation:** Philippe Ambrosio Castro e Silva  
**Arbitration:** Camillo Giamundo  
**Labour Law:** Luiz Fernando Plens de Quevedo

## Languages

English, Italian, Spanish, Portuguese

## Clients

Firm's clients roster features heavyweight names from the construction and regulated sectors (water and sanitation services, energy, oil & gas, health, logistics, transportation etc).

**GIAMUNDONETO**  
— A D V O G A D O S —



# HAPNER KROETZ ADVOGADOS

**Senior Partners:** Carlos Eduardo Manfredini Hapner and Tarcísio Araújo Kroetz

**Partners:** Fabio Artigas Grillo, Fabiola Polatti Cordeiro and Rodrigo Costenaro Cavali

Number of lawyers: 40

## Firm Overview:

Hapner Kroetz Advogados was established in 1994 in Curitiba, South Brazil, with the goal of managing all the legal problems faced by national and international clients – because of its wide range practice areas and the ability to carry out multidisciplinary projects, it has developed, throughout its history, the skills required to align a contemporary understanding of new business needs to rigid ethical and legal requirements, obtaining, on behalf of its clients, efficiency in results with maximum legal security. HK is a notable law firm with highly experience lawyers, and it is well known for advising its clients in matters related to M&A projects, corporate restructuring, international investments, real estate, timberland investment, agribusiness, infrastructure, and construction.

## Main Areas of Practice:

The firm is organised in four practice groups.

### Corporate:

Specialised in corporate and business law, M&A and legal due diligence, financing and investments, venture capital and private equity, corporate restructuring, real estate, timberland investments and environmental, agribusiness, antitrust, infrastructure, and construction.

### Litigation:

Experience in corporate and commercial arbitration and mediation, and litigation on corporate, commercial, construction and consumer matters.

### Tax:

Legal advice and litigation on corporate and business transactions and domestic and international investments, international trade, and customs.

### Labour:

HK provides guidance on litigation and counselling matters for companies, as well as legal support on M&A transactions.

### Languages:

English, French, German, Italian, Portuguese, Spanish.

### Clients:

Hapner Kroetz Advogados' main clients are local and foreign investors and leading companies of a wide range of industries, such as agribusiness, automotive, chemical, construction, consumer goods, educational, energy, healthcare, investment management, pulp and paper, media and telecommunication, and real estate development. The firm's clients include, among others, Klabin, Alta-Rail Technology, Becton Dickinson, BO Paper, Berneck, Carrefour, CCR, Clear Channel, Compagas, Electrolux, Georgia-Pacific, Global Forest Partners, GRPCOM, Keytrade, Louisiana - Pacific, Tradener, Unimed, Uninter, Trane Technologies, Agres, Votorantim and Volvo.

## LATIN AMERICA OFFICES

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## CONTACTS

**Corporate/M&A:** Tarcísio Araújo Kroetz, Rodrigo Costenaro Cavali

**Arbitration/Litigation:** Carlos Eduardo, Manfredini Hapner, Fabiola Polatti Cordeiro

**Tax:** Fabio Artigas Grillo

**Labour:** Gustavo Barby Pavani



**Hapner  
Kroetz**

# JULIAO COELHO ADVOCACIA

**Founding Partners:** Julião Silveira Coelho

**Managing Partners:** Julião Coelho and Camila Alves

**Senior Partners:** Camila Alves and Pedro Henrique Maciel Fonseca

**Other Key Partners:** Marcos Serejo de Paula Pessoa, Guilherme Leite Chamum Aguiar

## Firm Overview:

Julião Coelho Advocacia is an energy law boutique. The firm was founded in 2006 and is based in Brasília. It has a modern and results-driven approach to issues. The team is well equipped to handle all questions arising from the energy sector. Julião Coelho, its founding partner, used to be Federal Attorney and, after that, a Commissioner at the Brazilian Electricity Regulatory Agency – ANEEL, which lends the firm first-hand experience when it comes to regulatory matters in the energy sector.

Partner Julião Coelho is seen as a reference point in this market and works closely with partner Camila Alves. The whole team is highly experienced in the energy field and holds excellent academic qualifications.

Julião Coelho Advocacia is the go-to firm for all complex, ground-breaking matters concerning the energy field in Brazil.

## Main Areas of Practice:

### Energy:

The firm is able to cover all matters related to the energy sector. It has notable strength in handling complex regulatory cases before the federal courts of Brazil, including the superior courts.

The firm has been involved in all leading cases in the energy field for the past few years, being it by providing legal opinions or litigating complex matters. The team is highly specialised and has a strong academic background, with international expertise.

## Work Highlights:

### Client:

Central Geradora Termelétrica Fortaleza S.A. (group ENEL Brasil S.A.)

### Highlight Summary:

Julião Coelho Advocacia represented CGTF (Central Geradora Termelétrica Fortaleza) in this highly complex issue that involved PETROBRAS and natural gas supply issues. Within a Federal Government Programme called Priority Programme for Thermoelectricity (PPT) the client was entitled to receive twenty years of natural gas supply, guaranteed by the Federal Government and delivered by the state-owned company Petróleo Brasileiro S.A. – PETROBRAS.

However, in 2018, before the completion of the twenty-year period, PETROBRAS, for commercial reasons, decided to abruptly interrupt the supply of fuel, leading to the plant's shutdown. Due to the large size of the power plant and because of the competitive price of the energy it produces, its shutdown harmed the whole Northeast region of Brazil. On 25.10.2018, the First Region Federal Court of Appeals ruled in favour of CGTF, the client, in order to determine PETROBRAS to re-establish the natural gas supply.

This highlight represented a tariff impact for users of over R\$ 1.000.000.000,00 in only one year.

### Client:

Associação Brasileira dos Produtores Independentes de Energia Elétrica (APINE)

### Highlight Summary:

Through unilateral acts, the Government changed the factual and legal conditions based on which APINE associates, represented by the firm, have made hydroelectric generation investment decisions. Hydroelectric power companies, which cannot control the amount of power they produce, have seen the Government's decision to prioritise thermoelectric sources, which were only supposed to be activated as an emergency resource. APINE associates thus suffered heavy losses due to the reduced generation. In this scenario, a lawsuit was filed with the objective of safeguarding the economic-financial balance of the contract with the companies.

In short, it is argued that the law does not cover the frustration and the companies suffering losses have the right to economic and financial contractual re-balancing.

On May 4th 2018, it was reestablished the preliminary injunction originally granted in favour of APINE's associates.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

### Energy:

Julião Coelho  
Camila Alves e Fontes  
Pedro Henrique Maciel Fonseca

### Client:

Brookfield Renewable

### Highlight Summary:

Brookfield holds the concession of the Itiquira Hydroelectric Power Plant, which has four power generating units. As a result of a single accident, the generation structure of the four units was damaged. The Regulatory Agency, even acknowledging the existence of the accident, did not modify the operational situation of two generating units, which caused great financial loss to Brookfield. In this scenario, a lawsuit was filed against the Regulatory Agency in order to recognise the change in the operational situation of all generating units.

On April 13th 2018, preliminary injunction was issued by the Federal Court determining the alteration in the operational

### Languages:

English, Portuguese, Spanish.

### Clients:

Among its prominent clients are Brookfield Renewable, Engie, China Three Gorges – CTG – Brazil, APINE, ABRACE, ABIAPE, ABRACEEL, ABRAGEL.



# JUSTEN, PEREIRA, OLIVEIRA & TALAMINI ADVOGADOS

**Senior Partners:** Marçal Justen Filho, Cesar Pereira, Fernão Justen de Oliveira, Eduardo Talamini

**Junior Partners:** André Guskow Cardoso, Alexandre Wagner Nester, Marçal Justen Neto, Rafael Wallbach Schwind

Number of partners: 8 Number of other lawyers: 24

## Firm Overview:

Justen, Pereira, Oliveira & Talamini Advogados is a leading Brazilian law firm in the fields of infrastructure, regulated services and public procurement. It provides expert legal services to private enterprises and government entities, with a special focus on government contracts, concessions and administrative and regulatory law. The firm was created by Marçal Justen Filho in 1986. Today it has thirty-two lawyers in its three offices in Curitiba, Sao Paulo and Brasilia.

## Main Areas of Practice:

- Administrative Law
- Arbitration & Mediation
- Communications Regulation
- Competition Law
- Corporate Law
- Energy Regulation
- Environment Regulation
- Government Concessions & Franchises
- Government Contracts
- Government Litigation
- Litigation
- Network Regulation
- Oil & Gas Regulation
- Pharmaceutical Products Regulation
- Ports Regulation
- Public Procurement
- Public Services
- Public Utilities
- Public – Private Partnerships (PPP)
- Rail Regulation
- Regulated Industries
- Regulation
- Toll Roads Concession
- Transportation Regulation
- Waste Management Regulation
- Water Supply & Sewerage Regulation

## Public Law:

Justen, Pereira, Oliveira & Talamini is best known for its strong practice in public law, especially in matters such as regulation, infrastructure projects, government concessions and public-private partnerships, public procurement and government contracts, and related dispute resolution and litigation. Its team of partners and associates features an unmatched combination of specialised knowledge, experience amassed from the firm's 30-year practice in the Brazilian public law environment and ability to handle complex dispute resolution cases nationwide. It is a primary choice in this field for international and domestic clients from the private and public sectors.

## International Work:

The firm's areas of practice go beyond public law and encompass a wide range of consulting, litigation and arbitration services in the areas of business and corporate law. It regularly handles complex corporate disputes and negotiations, and it is active in advising clients in domestic and international commercial contracts.

## Languages:

English, French, German, Italian, Portuguese, Spanish.

## Clients:

Government entities, private companies or business associations for administrative or judicial disputes.

## LATIN AMERICA OFFICES

### BRAZIL

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Justen, Pereira  
Oliveira & Talamini  
advogados

# KASZNAR LEONARDOS

**Managing Partner:** Ronaldo Varella

Number of partners: 24 Number of lawyers: 25 (including partners)

## Firm Overview:

With a century of professional experience, Kasznar Leonardos is recognised for its experience and excellence in the provision of services in all areas of intellectual property to clients of any size. The firm acts as attorneys in the prosecution of applications; as legal advisors in licensing and other contract matters; as lawyers in litigation and arbitration; and as neutrals in arbitration and mediation. The team works in a unique and personalised way, creating innovative solutions for its clients. The firm's qualifications and experience combined with its work ethics and multidisciplinary approach lead to its greatest differential advantage.

## Main Areas of Practice:

- Trademarks
- Unfair Competition
- Patents Regulatory
- Health Care
- Life Sciences
- Domain Names
- Privacy & Data Protection
- Copyrights
- Fashion
- Anti-Piracy & Compliance
- Transfer of Technology & Licensing of Rights
- Marketing & Entertainment

## Patents:

9 partners

Successfully represented one of the largest independent producers of high-quality metallurgical coke in the Americas, in a lawsuit involving the infringement of two of its Brazilian patents in the field of heat recovery cokemaking technology by a company that was responsible for the construction of coke batteries located in the largest steel mill plant in the country. Represented an important European pharmaceutical producer of several drugs for dermatological diseases. The Brazilian FDA Agency (ANVISA) denied the prior consent of one of the firm's client's patent application based on the understanding that said invention did not comply with patentability requirements. In order to challenge ANVISA's decision the firm filed before the Federal Courts of Brasília a writ arguing that the Brazilian Patent and Trademark Office is the sole authority entitled to assess patentability requirements. The firm was very successful in obtaining an ex parte injunction that ordered ANVISA to annul its previous decision and to render a new one in 30 days, this time limited to public health issues.

**Contacts:** Gustavo Barbosa, João Vianna

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**Email:** gustavo.barbosa@kasznarleonardos.com,

joao.vianna@kasznarleonardos.com

## Trademarks:

7 partners

Represented a multinational beverage corporation owner of one of the world's strongest and most recognised trademark and trade dress in an infringement lawsuit involving the imitation of the client's

label and the possible confusion and/or undue association of the products, against a solid manufacturer of soft drinks headquartered in the city of Manaus (Amazonia). The firm's office was able to achieve a successful result, having been granted an ex parte injunction to, among other things, prevent the defendant from using the trade dress under dispute. Represented an important company responsible for electronic payments in Brazil. A small editor in the South of Brazil filed a trademark infringement lawsuit stressing that the use of an identical trademark represented infringement and dilution, obtaining a comprehensive injunction. The firm was able to reverse the injunction after obtaining the suspension of effects of the trademark register from an injunction granted in a validity lawsuit, as the company did not meet all legal requirements when registered its trademark.

**Contact:** Rafael Lacaz Amaral

Tel: +55 21 2113 1919 ext 1898

**Email:** rafael.lacaz@kasznarleonardos.com

## Copyrights:

5 partners

Represented a huge Brazilian jewelry store chain, in an infringement lawsuit filed by the heirs of Paul Landowski, a French-Polish artist who passed away in 1962, against the firm's client, seeking damages for the alleged unauthorised sale of pendants reproducing the 'Christ, the Redeemer' one of Rio de Janeiro's landmarks, and claiming that Landowski was the author, and sole owner of the copyright of such work. With evidence, gathered by the firm, that the Christ, the Redeemer' was a work made for hire, and idealised by the Archdiocese of Rio de Janeiro as a celebration of the 100 years of Brazilian Independence in 1922, the Court decided in the client's favour, stating that the sole owner of the copyright over 'Christ, the Redeemer' is the Archdiocese of Rio de Janeiro. Another important case was the discussion of how to assess database ownership and the right of a company over the database in a misappropriation case. The firm represented an important Brazilian retailer, which identified a database breach and verified that the data was being sold online. It was filed a lawsuit in order to assert the ownership of the database and, grounded on the ownership, it was obtained an injunction enjoying multiple defendants to identify the parties responsible for the unlawful commercialisation of the database and also to cease further commercialisation.

**Contact:** Claudio Barbosa

Tel: +55 11 2122 6600

**Email:** claudio.barbosa@kasznarleonardos.com

## Licensing:

5 partners

Represented one of the global leaders in products and solutions for improving foundry performance and the quality of castings, in an administrative proceeding before the Brazilian Patent and Trademark Office. The firm's client's royalty-bearing trademark license agreement with its subsidiary providing for the payment of 1% of royalties on the sales of prod-

## LATIN AMERICA OFFICES

### BRAZIL

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Email: mail@kasznarleonardos.com

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ucts covered by licensed trademarks was rejected by the BPTO, under the allegation that it was not possible to authorise royalty payments in this situation, when the licensed trademarks were being used by the subsidiary prior to December 31st, 1991. In the firm's appeal to the BPTO's Attorney General the firm called his attention to the accurate interpretation of article 50 and its sole paragraph of Law 8383/91, according to which the remittance and deductibility of trademark royalties between a mother company and its subsidiary become licit and possible, provided the trademark royalties are duly established through a trademark license agreement executed as from January 1st, 1992. The Attorney General accepted the firm's appeal and reverted the previous decision.

**Contact:** Gabriel Leonardos

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**Email:** gabriel.leonardos@kasznarleonardos.com

## Regulatory:

1 partner

The regulatory practice deals with the interplay of the regulations with compliance, transactional, competition law and IP issues within the life sciences industries. Kasznar's team has a proactive role helping clients to understand and navigate the idiosyncrasies of the Brazilian legal and regulatory environment being a reference on niches such as rare diseases, specialised drugs, clinical trials, nutraceuticals quality and safety.

**Contact:** Anderson Ribeiro

Tel: +55 11 2122 6600 ext 6613

**Email:** anderson.ribeiro@kasznarleonardos.com

## Languages:

English, French, German, Portuguese, Spanish.

**Kasznar** **Leonardos** 1919



# KESTENER, GRANJA & VIEIRA ADVOGADOS

**Managing Partners:** Beatriz Kestener, Rubens Granja, Fabio Vieira

Number of partners: 3 Number of other lawyers: 14

## Firm Overview:

KGV is a Brazilian law firm composed of partners with vast experience and knowledge in their practice areas. Technology and innovation are elements that are part of KGV's essence and the expertise of its professionals, combined with a young, talented and innovative team, has led to high productivity since the firm's inception. KGV has extensive knowledge in highly regulated fields, such as life sciences, food and drug, internet and information technology, cyber law, e-commerce, data privacy, startups and innovation enabling KGV to offer full and excellent legal services to clients active in these industries. Established on a solid foundation of ethics, transparency, and integrity, KGV's mission is to establish long-term, unique and trusting relationships with its clients. The firm places a high value on understanding the needs and particularities of each client in order to provide customised and exceptional service.

## Main Areas of Practice:

**Data Protection and Privacy:** 8%

**Corporate, M&A & Contracts:** 23%

**Life Sciences:** 35%

**Litigation & Alternative Dispute Resolution:** 20%

**Public Law:** 10%

**Startups & Innovation:** 3%

**Tax:** 1%

## Data Protection and Privacy:

KGV advises clients in the life sciences, food, technology and automotive sectors on all aspects of data protection and privacy, from the structuring and implementation of data protection compliance programs, and the elaboration of policies, procedures, training, and contracts, to impact assessments, incident analysis, and support in responses to data subjects and performance with regulatory bodies.

## Corporate, M&A & Contracts:

KGV's corporate team provides legal counsel for all types of corporate structure in their day-to-day activities, the firm plays an active role in many deals in Brazil assisting in a wide range of projects related to mergers and acquisitions transactions, complex deals involving private equity and venture capital, purchase and sale of corporate holdings, assets and goodwill, planning and implementation of corporate reorganisations, corporate governance matters, finance transactions, such as offshore loans for working capital of companies.

## Life Sciences:

The KGV team is a pioneer in the health, biotechnology, drug, food, agriculture and biodiversity areas, representing clients in all related sectors: pharmaceutical ingredients, drugs, biotechnology products, fresh and processed foods, food supplements, beverages, cosmetic and hygiene products, medical devices, sanitising products, animal health and crop farming products, including pesticides and fertilisers. The firm also advises many of the corresponding industry associations.

## Litigation & Alternative Dispute Resolution:

KGV's civil litigation practice represents clients in disputes involving corporate, contract, civil liability and family and estate law. KGV also offers extensive advisory services, assurance and technical support to represent foreign and domestic clients' interests in institutional or 'ad-hoc' arbitral proceedings in Brazil or abroad. KGV also holds a consumer law and product liability practice area, providing services on consumer law issues and representing clients in court cases and at the National Consumer Protection System hearings.

## Public Law:

KGV's Bidding Tenders and Public Contracts team supports clients involved in government tenders, contracts and agreements with the Public Administration, as well as Public Private Partnerships (PPPs).

## Startups & Innovation:

KGV provides a broad range of services focused on the development of innovative projects and in the creation of a safe and stimulating environment for Startups, individually or in cooperation with accelerators, venture capital funds, angel investors, regulatory agencies and other companies. Providing services with the involvement of many practice areas such as IP, tax, labour, compliance, consumer, civil, corporate, regulatory, etc.

## Tax:

The KGV team advises major Brazilian and foreign companies, as well as individuals, on a wide range of tax issues, offering consultation and litigation services on administrative and judicial matters. The tax area professionals have a solid academic and professional background, both in Brazil and abroad, specialising in direct and indirect taxes, social security, customs, international taxation, Universal Basis Taxation rules, Transfer Pricing and thin capitalisation issues.

## International Work:

KGV attorneys have long-time experience in working in cross-border matters as well as dealing with foreign companies doing business in Brazil.

## LATIN AMERICA OFFICES

### BRAZIL

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Email: [contato@kgvlaw.com.br](mailto:contato@kgvlaw.com.br)

## CONTACTS

### Administrative & Regulatory Law:

Beatriz Kestener, Rubens Granja

**Consumer Law & Product Liability:** Beatriz Kestener, Rubens Granja

**Corporate, M&A & Contracts:** Fabio Alonso Vieira

**Data Protection and Privacy:** Fabio Alonso Vieira

**Government Relations & Interaction with**

**Regulatory Agencies:** Beatriz Kestener, Rubens Granja

**Infrastructure:** Fabio Alonso Vieira

**Internet & Information Technology:** Rubens Granja, Fabio Alonso Vieira

**Life Sciences:** Beatriz Kestener, Rubens Granja

**Litigation & Alternative Dispute Resolution:** Beatriz Kestener

**Startups & Innovation:** Fabio Alonso Vieira, Rubens Granja

**Tax:** Aline Arruda Figueiredo

**Other Matters:** Beatriz Kestener, Rubens Granja, Fabio Alonso Vieira

## Languages:

English, French, Spanish, Portuguese.

 Kestener,  
Granja & Vieira  
A D V O G A D O S

# KINCAID | MENDES VIANNA ADVOGADOS

**Partners:** Godofredo Mendes Vianna, Camila Mendes Vianna Cardoso, Márcio Luís Malta, Iwam Jaeger, Lucas Leite Marques, Pedro Neiva de Santana Neto, Juliana Pizzolato Senna, Rodrigo Figueiredo da Silva Cotta and Roberto Kurtz Queiroz.

Number of partners: 9 Size of legal team: 65 Number of total staff: 115

Languages: *English, French, Portuguese, Spanish, Chinese (Mandarin), Hebrew*

## Firm Overview:

Established in 1932, Kincaid | Mendes Vianna Advogados has longstanding experience in providing legal services to domestic and international clients. The firm operates in several areas, with emphasis on maritime and port law, corporate, contractual law, compliance, tax, customs, oil and gas, litigation, arbitration, infrastructure, energy, labour law, aviation and railway, insurance and reinsurance, real estate and environmental.

Based in Rio de Janeiro and with branches in São Paulo, Brasília and Vitória, Kincaid | Mendes Vianna Advogados operates through a network of correspondents and associate offices located in all major cities of the country. The firm also provides services to and work in close cooperation with several foreign law-firms, mainly in Europe, Asia and America.

## Main Areas of Practice:

### Shipping:

Longstanding experience in shipping, including sea carriage of cargo and foreign trade in general, rendering sound legal advice to shipowners, charterers, carriers, P&I clubs, insurers, maritime agents, terminals and port operators, shipyards, trading companies, shippers and consignees, among others.

### Aviation:

Broad experience in providing legal advice to aviation companies, both related to aeronautical law per se and related areas, such as corporate, contracts, infrastructure, regulatory, tax, litigation, arbitration, among others.

### Oil & Gas:

Structuring and contractual negotiations; concessions, production sharing agreements; joint ventures, consortium, farm-in/out, JOAs; service contracts; infrastructure; due diligence; regulatory and governmental matters; licensing; engagement with stakeholders; new business; bidding rounds qualification; administrative and judicial proceedings; compliance; operational risk assessment; incident prevention; crisis management; decommissioning; divestments.

### Infrastructure:

Assistance to Brazilian and foreign investors interested in participating in infrastructure projects, analysing tax, financial, environmental, contractual and corporate impacts, and regulatory issues involving public tenders, bids, concessions, permits or authorisations, especially in those involving transport, roads, railroads, ports, terminals, airports, shipyards, basic sanitation and water distribution.

### Insurance & Reinsurance:

Legal consultancy and assistance on insurance and reinsurance legislation and administrative acts by SUSEP and related government agencies; analysis

of insurance and reinsurance policies; insurance investigations, monitoring of loss adjustments and recoveries; incorporation of insurance and reinsurance companies; administrative and judicial litigation, and with the assistance of loss adjusters, experts and specialised law firms abroad.

### Tax:

Legal counsel in the general consultancy and tax planning area, with presentation of legal alternatives to maximise tax economy in the structuring, foreign investments, restructuring transactions and operations, acquisitions, mergers, split-offs and company takeovers.

### Corporate:

Assistance in setting up companies in general, especially corporations and limited liability companies, tailored to meet clients specific needs, establishing the most appropriate type of company, particularly in relation to the power structure and administration.

### Contracts:

Drafting and analysing commercial and civil contracts, including purchase agreements, commercial representation, agency and distribution, concession agreements, franchise and transfer of know-how operational agreements, charter parties, vessel building agreements, contracts of carriage, leases, mortgages, pledges and guarantees.

### Arbitration:

Actively involved in domestic and international arbitration, with extensive experience in applying arbitration rules, such as CBMA, UNCITRAL, ICC and FGV, and in enforcing foreign arbitration awards in Brazil.

### Litigation:

Tradition in litigation proceedings of complex nature before courts all around Brazil, court of appeals, Superior Court of Justice and Supreme Federal Court, as well as all administrative instances of the several government bodies.

### Real Estate:

Legal assistance relating to several types of real estate transactions, including sale, purchase, swap, ownership transfer due to corporate transactions, real estate incorporation, rental, payment in kind and satisfaction, and mortgage.

### Labour:

Legal consultancy in all facets of human resources and employment relationships in general, with special emphasis on measure to avoid contingencies. The firm also has a strong presence in the defence of interests of companies in individual and collective labour actions, in all administrative spheres and labour court instances, as well as in negotiations and drafting of collective bargaining agreements.

## OFFICES

### BRAZIL

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**SÃO PAULO:** Av. Brigadeiro Faria Lima, 3729 - 5º andar - Itaim Bibi, SP, 04538-905

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**BRASÍLIA:** SHN - Quadra 01, Conjunto A, Bloco A, salas 1025 e 1026 - Ed. Le Quartier - Asa Norte, 70701-010

Tel: +55 61 3542 9232

**VITÓRIA:** Avenida Professor Almeida Cousin, 125, Ed. Enseada Trade Center, Sala: 1204 Enseada do Suá - Vitória - ES 29050-565

Tel: +55 27 3019 2633

Website: [www.kincaid.com.br](http://www.kincaid.com.br)

## Environment:

Legal consultancy; legal opinions; defence work in court and administrative proceedings; processing of conduct Adjustment Terms before the environmental authorities and the Public Attorney; emergency legal support relating to accidents; due diligence; legal assistance in preparing environmental impact reports (EIA and RIMA) and obtaining environmental certificates and licenses.

## Governance Corporate/Compliance &

### Anticorruption:

Legal counsel to companies in the creation, implementation, maintenance and continuous improvement of compliance and anticorruption programs, seeking to prevent, detect and counter frauds and violations to company's rules.

### Railway:

General consultancy, incorporation of companies targeting the business of independent railroad operator; Actions within the legislative sphere regarding railway law regulations, including bilateral agreements; compliance with registration and formalities within the ambit of the Regulatory Agency, ANTT, for the purposes of railroad operator authorisation.

## Restructuring & Insolvency:

The firm's restructuring and insolvency team has lawyers from different practice areas, such as litigation, corporate, labour and tax, to assist clients in the most complete and effective way. The team has extensive experience in providing legal advice or court assistance for debtors, creditors and interested parties. The firm has assisted its clients in cases related to the recovery and restructuring of companies, bankruptcy and insolvency, including the main judicial recovery proceedings in Brazil.

## China Desk:

The China Desk has the purpose of advising Chinese companies in the promotion of business in Brazil. The firm counts on a lawyer who is fluent in Mandarin and specialized in Chinese Law.



MENDES VIANNA ADVOGADOS

## KLA ADVOGADOS

Number of partners worldwide: 23 Number of other lawyers worldwide: 70

### Firm Overview:

KLA is a young and dynamic full-service law firm, established in 2002. What makes the firm different and places it among the most modern law firms in Brazil is its way of applying legal knowledge to the business of its clients. The firm works not only with transactional and complex operations, but also dedicates the same effort to daily matters, offering full time support. It aims to understand the business of the clients and respond with the necessary agility, clarity in communications and practicality. The firm tries constantly to anticipate relevant trends and novelties, aggregating value to its legal services. The partners participate or personally manage all steps of the work and do not distance themselves from the client, since long-lasting relationships are part of the firm's philosophy. The right professionals are allocated for each work, with the purpose of obtaining the maximum efficiency in the formation of the teams dedicated to each client and matter, assuring effectiveness and cost control. A top level team of motivated professionals is located in its São Paulo and Brasília offices, many with academic and professional experience abroad.

### Main Areas of Practice:

- Antitrust/Competition
- Banking & Finance
- Bankruptcy & Recovery
- Compliance, Investigation & White Collar
- Contracts
- Corporate/M&A
- Environmental
- Family Law, Wills & Estates
- Healthcare & Life Sciences
- Infrastructure, Administrative & Public Law
- Insurance & Reinsurance
- Intellectual Property
- Labour & Employment
- Litigation & Dispute Resolution
- Media & Entertainment
- Real Estate
- Tax
- Telecommunications
- Wealth Management

### International Work:

Advises and represents a broad range of international clients operating in Brazil and some of the most important Brazilian companies in their local and international dealings and operations. KLA also conducts large scale litigation and arbitration cases.

### LATIN AMERICA OFFICES

#### BRAZIL

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Website: [www.klalaw.com.br](http://www.klalaw.com.br)

#### Clients:

KLA's client basis is essentially international (80% of the clients are multinational corporations) and includes food, automotive, technology and innovation, infrastructure, education, pharmaceutical, insurance, entertainment, energy and advertising companies. The firm also represents international private equity funds investing in Brazil. KLA currently represents international clients from more than 40 countries.

#### Languages:

Portuguese, English, French, German, Italian, Spanish.



# LEFOSSE ADVOGADOS

**Managing Partner:** Carlos Barbosa Mello

Number of partners: 45 Number of other lawyers: 300+ Number of counsels: 10

## Firm Overview:

Lefosse Advogados is a full-service law firm that offers specialised advice and superior technical quality on a variety of legal areas. Every day, the firm handles complex cases for clients that demand efficiency and broad expertise and that allow them to compete in today's fast-paced business environment. Lefosse Advogados offers a careful approach to support clients' on their decisions with timeliness and precision in developing their assignments. The long-term partnership with the firm's clients affords the firm a better understanding of their business and allows the firm to offer tailor-made, elegant and simple solutions to complex problems. The firm has an unmatched organisation with unique processes, an efficient structure and exceptional standards for extraordinary cases.

## Main Areas of Practice:

### Banking & Finance:

With solid reputation in the market, the team acts for arranging banks, lenders, credit enhancers and borrowers, on a wide range of industrial and financial sectors.

### Capital Markets:

As a leader in capital markets and securities law, the team assists clients with debt and equity transactions, derivatives and structured products, securitisations and structured finance, IPOs and rights offerings, convertible and exchangeable bonds, MTN programs and DIPs, high-yield offerings, structured products and derivatives.

### Corporate & M&A:

The highly qualified team with expertise in mergers, acquisitions, reorganisations, private equity, business organisation, corporate and commercial law, projects and venture capital.

### Competition & Regulation:

The practice is recognised for being objective, straightforward and focused on real world useful business advice. The team advises clients on cross-border and domestic mergers, investigations of anticompetitive practices, due diligences and compliance programs. The experience includes handling economic, competition and consumer protection disputes before judicial courts.

### Environmental:

The practice represents clients' interests in a holistic manner and on a wide variety of environmental work, such as legal due diligence, environment litigation, environment advice, ethical investment, climate change and renewables.

### Investment Funds:

The team represents local and international administrators, managers, financial institutions and investors in the structuring and formation of investment funds and other vehicles as well as regulatory matters pertaining to investment funds and asset management. Expertise includes public and private distributions of quotas, purchase and sales of assets and financing structures.

### Labour:

The team explores the strategy for each case to find the best solution to the client and offer secure guidance on daily employment practices, including hiring and termination of high-level executives, transfer of employees, review of employment aspects of M&A transactions and draft of agreements and incentive plans. They defend the client's interests in judicial and administrative labor proceedings within the Brazilian jurisdiction in all court levels.

### Dispute Resolutions:

The team is trial-ready, but the work includes advising clients on how to avoid lengthy and costly disputes. The team has expertise in alternative dispute resolutions, arbitration, banking litigation, collection/enforcement, commercial litigation, due diligence, environmental/energy litigation, product liability litigation, regulatory investigations and restructuring and insolvency litigation.

### Oil & Gas:

The oil and gas practice has experience in M&A transactions in the O&G industry and acts in the preparation and negotiation of all contracts typical to the industry. The regulatory expertise enables the team to assist companies in a variety of issues, including bid round processes, arbitrations and representation in administrative proceedings before the ANP.

### Projects & Infrastructure:

Beyond the solid legal specialisation, the team is familiar with the practices, standards of highly complex projects, and provides objective and agile guidance, advising financial institutions, government entities, multilateral agencies, suppliers, infrastructure developers and foreign investors.

### Public Law & Regulation:

A team with solid experience in privatisation projects in the most diverse sectors who are well equipped to assist Brazilian and foreign clients from the beginning of due diligence through the privatisation process and post-privatisation measures to implement the project. The experts in the practice are also qualified to assist clients operating in regulated markets and represent their interests with federal, district, state and municipal regulators.

### Real Estate:

The breadth of the practice work is sophisticated. The team advises on direct investment, corporate structures, real estate development, sale and lease back transactions, negotiations for the acquisition of large amounts of land. It also provides support in connection with investment funds, bond offerings, securitisation involving real estate, and due diligence, in support of corporate and capital markets transactions that feature real estate assets.

### Restructuring & Insolvency:

The team acts for creditors, insolvency practitioners, corporate debtors and directors and officers in relation to debt rescheduling; debt and equity restructuring, judicial and extra-judicial restructuring and insolvency proceedings, banking litigation, incorpo-

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### BRAZIL

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Website: www.lefosse.com

ration of non-standardised credit rights investment funds (FIDC-NP).

### Tax:

As trusted advisor of major domestic and international companies in Brazil, the team advises on all aspects of direct and indirect taxation, tax aspects in connection with M&A, joint ventures, and capital markets, including cross-border transactions. Expertise includes value-added tax issues, international taxation, transfer pricing, tax planning and litigation.

### Technology, Data Protection & Intellectual Property:

Through a customised, sophisticated and a service fully adapted to the client's demands, the firm advises on matters relating to technology, data protection and intellectual property, such as: analysis and structuring of new digital business models; counsel on matters related to the internet, digital platforms and applications; advice on projects to adapt to the new Brazilian General Law on Protection of Personal Data (LGPD).

### Wealth Planning:

The competitive edge of this team is being a onestop-shop practice area with partners and lawyers with expertise in succession, tax and corporate matters. The work includes asset reorganisation plans, preparation of prenuptial agreements, cohabitation contracts, wills and other testamentary instruments, and changes in property regimes, explanation, to the family, of the effects of death and the rules applicable to each regime for marital assets, including by reason of succession.

### White-Collar Crime, Anticorruption,

### Compliance & Regulatory Investigations:

The multidisciplinary team offers reliable, proactive and sophisticated solutions to all white-collar crimes, compliance and anticorruption matters, assisting Brazilian and international companies in meeting all corporate governance needs. Expertise includes clients from a variety of sectors.

### Languages:

Lawyers fluently speak English, German, French, Spanish and Portuguese is their native tongue.

LEFOSSE  
ADVOGADOS



# LICKS ATTORNEYS

**Managing Partner:** Otto Licks

Number of partners worldwide: 17 Number of professionals: 290+

## Firm Overview:

Licks Attorneys is one of Brazil's most respected litigation law firms, having unparalleled commitment to clients worldwide. It focuses on complex litigation and its lawyers boast an outstanding track record in handling the highest-profile IP and regulatory disputes. The firm's practice shapes the development and direction of IP, technology and regulatory law.

With offices in Rio de Janeiro, Sao Paulo, Brasilia, Curitiba and Tokyo, the team combines industry knowledge with legal expertise to assist a wide variety of clients – from Fortune 500 companies to high-tech start-ups making their break in the Brazilian market.

The firm's multidisciplinary attorneys have handled complex commercial and corporate claims over the past 20 years in major sectors, including technology, the internet, telecommunications, life sciences, medical devices and finance.

Licks Attorneys, doesn't just solve problems; it anticipates and helps clients plan accordingly. This carefully crafted approach is why it is Brazil's leading firm in litigation and patent matters. The firm puts its client's interests at the forefront of every operation, always seeking the quickest and most cost-effective solutions. The firm also relies on the strengths of a multicultural team which not only speaks its clients' language, but also understands their legal and business cultures.

Employing a litigation practice which combines legal expertise, technical industry knowledge and a pragmatic approach to dispute resolution, the firm has an overall success rate of 82.6% and has been engaged in most of Brazil's highest-profile IP, life sciences and technology cases.

The firm has the most extensive patent litigation practice in the country. It is involved in almost every high-profile case concerning complex technologies in Brazil. With outstanding results, Licks Attorneys has the most successful telecom practice working for both patent owners and implementers.

Licks Attorneys' patent prosecution group consists of professionals with a technical background and well-experienced lawyers. This combination has produced a 100% success rate in expediting patent prosecution before federal courts and 88% of allowance before the Brazil Patent and Trademark Office. Challenging established practices and pushing the boundaries of patentability in Brazil, the firm develops strategies to move Brazilian patent practice to the next level, ensuring high standards of protection for its clients.

## ISO certifications and security ratings

Protecting client information and ensuring the highest standards of services, the firm's management system is based on ISO 27001 and ISO 9001. Licks Attorneys is rated "A98" by Secure ScoreCard and rank 98.39% at the Microsoft Secure Score Center.

## Main Areas of Practice:

- Patent Litigation
- Strategic Patent Prosecution
- Policy Making & Government Relations
- Unfair Competition
- Trademark
- Copyright
- Food & Drug
- Life Science
- Cyber Law, E-commerce & Software
- Cyber Security, Privacy
- Counselling & Transactional
- Regulatory
- Complex Business Litigation

## Languages:

Portuguese, English, French, Japanese, Mandarin, Italian, German, Spanish

## LATIN AMERICA OFFICES

### BRAZIL

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**Curitiba:** Rua da Glória, 251, #601, Centro Cívico, 80030-060

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Website: www.lickslegal.com

## INTERNATIONAL OFFICES

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## CONTACTS

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# LOBO DE RIZZO ADVOGADOS

**Managing Partners:** Rodrigo Delboni Teixeira  
Number of partners: 31 Number of other lawyers: 120

## Firm Overview:

Lobo de Rizzo Advogados is a law firm frequently involved in transactions and disputes, representing companies from various business sectors, whether they are already operating in Brazil or exploring opportunities in the country.

It is rooted in a team of 120 lawyers whose main focus is to deliver a premium service.

The continuing praise received in the most renowned legal publications reflects the opinion of the market on the excellence of its service, the quality of its lawyers and the friendly approach with its clients.

## Quotes about Lobo de Rizzo Advogados

*'We chose the firm for the business acumen of its lawyers, their quick responses and the hands-on approach from partners.'*

*'The partners are 100% hands-on and the team as a whole is sharp, and works extremely well as a unit.'*

*'The lawyers' strengths are their proactivity, teamwork and comprehension of the clients' needs — they understand business and can act beyond strict legal advice.'*

## Main Areas of Practice:

- Antitrust
- Corporate, Mergers & Acquisitions
- Dispute Resolution
- Environmental
- Finance & Capital Markets
- Infrastructure
- Intellectual Property
- Labour
- Listed Companies
- Public Law
- Real Estate
- Tax

## Languages:

English, French, German, Korean, Italian, Portuguese, Spanish.

## Clients:

Lobo de Rizzo's main clients include foreign investors and local leading companies of various industry sectors, such as the agribusiness, automotive, banking, food and beverage, chemical, petrochemical, construction, educational, energy, pulp and paper, fashion, telecommunications and private equity firms, among others.

## LATIN AMERICA OFFICES

### BRAZIL

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Tel: +55 21 3299 7100

Email: ldr@ldr.com.br

Website: www.ldr.com.br /

LinkedIn: /company/loboderizzoadvogados

## Social Responsibility:

The firm carries out campaigns that aim to make members aware of their choices, attitudes, habits and consumption patterns.



# LOLLATO LOPES RANGEL RIBEIRO

**Partners:** Felipe Lollato, Tiago Lopes, Francisco Rangel and Aguinaldo Ribeiro Jr.

## Firm Overview:

A boutique firm with a sole focus on restructuring and insolvency areas, Lollato Lopes Rangel Ribeiro provides a high level of attention in delivering strategic and innovative solutions for its clients.

Well-established for 30 years, the firm has offices in different regions of Brazil and has gathered experience on cross-border matters and litigation insolvency-related matters, in both middle-market and high-profile cases.

The firm has a strong story representing companies in the bankruptcy process, with more than 200 restructuring cases on behalf of debtors. It is proud that the majority of its clients negotiated their debts and began to be profitable institutions again. Recent ongoing cases involve "Grupo Thá", established in 1895 and one of the oldest and most important construction groups in Brazil, as well as the Brazilian branch of a multinational pharmaceutical group.

The firm has worked with clients of several economic sectors, such as banking institutions, telecom, real estate, agribusiness, among others. It also advises local and international investors, shareholders and creditors in bankruptcy proceedings and distressed transactions.

The team is highly specialised in insolvency, judicial/extrajudicial reorganisation, as well as strategic litigation and arbitration. The firm has a solid reputation in being always ready to seek the best strategy for the client based on efficiency and personalised service. It is the firm's view that all cases should be personally handled by the partners so that their experience is applied to all aspects of the cases. This allows Lollato Lopes Rangel Ribeiro to treat clients with a strategic approach that goes beyond just the normal legal handling of a typical restructuring case, meaning being involved in transactions that run parallel, not just to the legal work but to the business itself, such as securing new money, assets sales, and corporate restructuring.

## Main Areas Of Practice:

### Judicial/Extrajudicial reorganisation and Insolvency:

- Full assistance of companies in a situation of financial or economic crisis, that includes, through judicial/extrajudicial reorganisation procedure;
- Diagnosis and definition of the best strategy to be adopted, considering the indebtedness profile of each client;
- Judicial or extrajudicial representation of the company in negotiations with creditors or in cases of judicial/extrajudicial reorganisation, as well as drawing up restructuring plans and conducting creditors assembly;
- Advice in all phases of the reorganisation procedure, with the preparation of the necessary instruments for its implementation;
- Conduct of legal proceedings involving creditors of all kinds

### Judicial and Arbitral Litigation:

- Experience in conducting the phase that precedes the lawsuit of disputes, either in advising negotiations or in defining the judicial strategy to be adopted.
- Litigation related to credits and debts with the debtor or the creditor acting in all aspects of banking law. The firm also represents companies, co-operatives and individuals from the most diverse segments in litigation related to credit recovery.
- Judicial disputes and strategic arbitrations related to commercial contracts, corporate and capital market discussions, in particular: dissolution of companies, accountability of directors, breach of agreements and corporate contracts, defense of the interests of investment funders and accountability, defense of capital market agents (managers and custodians).

### Special credit situations:

- Consultative action in the analysis of opportunities in the credit segment, such as: precatory, non-performing credits and judicial / arbitrators credit rights. Elaboration of audit reports, consul-

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### BRAZIL

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Saco Grande CEP 88032-005  
Tel: +55 48 3036 0476  
Email: rangel@lollato.com.br

tancy, legal opinions on lawsuits and legal issues discussed to demonstrate the feasibility and risks of operations. Elaboration of instruments to formalise the purchase and sale of this type of asset.

- Representation of funds and investment banks after the acquisition of the assets, in order to obtain a settlement of the credits acquired in the judicial, arbitral or administrative scope.

# LP LAW | LOPES PINTO ADVOGADOS ASSOCIADOS

**Senior Partner:** Alessander Lopes Pinto

Total number of lawyers: 8

## Firm Overview:

LP LAW is a firm that combines experience and dynamism, focusing on the specialisation in each of its partners, associates and professionals in their areas of expertise, with direct contact between the main partners of the firm and its clients.

Founded in 2001 and with the head office in Rio de Janeiro - RJ, the firm has a large network of correspondent firms in the major cities of Brazil and gives legal assistance to its clients in all Brazilian territory.

LP LAW adopts the boutique office concept and stands out in the legal scene with outstanding performances in the shipping and offshore oil and gas areas. The firm gives significant focus and expertise in shipping, regulatory, litigation and corporate issues.

Labour claims related to seafarers and port terminal employees are also an important area of the firm; including immigration services related to work permits and visas for crew-members of foreign vessels and oil platforms operating in Brazil.

The firm acts for Brazilians and foreign ship-owners, charterers, the offshore oil and gas industry, agents, logistics operators, port terminals and shipyards. The firm's senior partner Alessander Lopes Pinto has participated in almost all major offshore navigation contracts and the establishment of several shipping companies in Brazil.

LP LAW's teams of lawyers are organised and allocated in order to better meet the needs of its clients according to the areas of knowledge, experience and expertise of each involved professional.

The dedication and commitment of the firm, with full involvement of its partners, associates and professionals in defending the interests of each of its clients, is the most important principle that guides the work of the firm.

The constant search for quality through the highest standards of excellence in the legal assistance and services offered, makes LP Law a unique and personalised law firm. One where each client is unique.

## Main Areas of Practice:

The firm has a multidisciplinary approach, technical expertise and dedicated service. With a client oriented perspective it creates an effective partnership, one offering security and full support in all legal aspects of the clients' business and its operations.

### Regulatory & Administrative:

The firm has wide experience in regulatory matters, assisting and representing its clients in the administrative proceedings before the National Agency for Waterway Transportation - ANTAQ, Special Secretariat of Ports (SEP), Brazilian Customs, Brazilian Maritime Authority and Admiralty Court. It gives legal assistance in the obtaining of authorisation to operate as a Brazilian Shipping Company, to charter foreign vessels to Brazil and to explore Private Port Terminals. The charter parties, sale and purchase agreements, and shipbuilding contracts enrollment are also part of the firm's expertise in this area.

### Offshore Oil & Gas:

LP Law provides legal assistance in all aspects of the offshore oil and gas industry. For example: bidding processes, Petrobras and other IOCs contracts (i.e. charter parties, services agreements), Vessel's and oil rig's temporary importation and special customs regime REPETRO and their clearance to operate in Brazilian Waters.

### Labour & Immigration:

LP Law has an important area of practice in specialised shipping and port labour litigation and the prevention of demands on Brazilian labour courts. The firm also offers important legal assistance in obtaining work permits and visas for foreigners in Brazil. It has a broad list of related services and specialised legal assistance in immigration matters to foreign companies and their expatriates, foreign crew of their vessels and offshore oil rigs operating in Brazil.

## LATIN AMERICA OFFICES

### BRAZIL

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20031-141, RJ  
Tel: +55 21 2532 7202  
Email: contato@lpaw.com.br  
Website: www.lpaw.com.br

### Litigation:

The firm represents clients in different kinds of disputes connected with shipping and offshore oil and gas contracts; such as controversies over commercial agreements, personal injury claims, civil liabilities and arrest of vessels.

### Arbitration:

The firm participated in several important domestic Arbitration Panels. With relevant results to the sector as the precedent imposing to the Brazilian Federal Government its obligation to comply with the Arbitration Clause in its contracts.

### International Work:

The firm has clients from all over the world, such as several international shipping owners. The firm and its partners are fully involved with the Ibero American Maritime Law Institute (IIDM), with a firm wide network in all Latin and Ibero American countries. Alessander Lopes Pinto is the former vice president to Brazil of the IIDM (2016-2018).

### Languages:

English, Portuguese, Spanish.

### Clients:

Tsakos Group, Wilson Sons Offshore, V. Ships Group, Enauta Energia, Jumbo Offshore, Dommo Energia





# LUIZ LEONARDOS E ADVOGADOS

**Managing Partner:** Gustavo Leonardos

Number of partners: 14

## Firm Overview:

LUIZ LEONARDOS E ADVOGADOS mixes the expertise and resourcefulness over 100 years of work devoted to intellectual property in Brazil with the advantages of a newly created framework, one that is more effective and personal in the interaction with clients. The firm was created as a direct result of the split of Momen Leonardos & Cia. on April 30, 2012. Luiz Leonardos E Advogados has 16 partners and over 60 experienced professionals dedicated to all areas related to IP. The experience acquired by the Senior Partners with over 50 years of distinguished practice in IP enabled the creation of a highly specialised team of attorneys, engineers, biologists and industrial property agents. Luiz Leonardos E Advogados provides all the assistance necessary to obtaining, maintaining and protecting intellectual property rights in the administrative sphere and before the Brazilian Courts.

## Main Areas of Practice:

### Patents:

The firm is involved with the entire patent prosecution, both in Brazil and abroad. The professionals are skilled in performing patent searches including FTO, prior art searches, among others, as well as patentability analysis and drafting patent applications.

### Trademarks, Trade Names & Domain Names:

The firm is a reference in the management of trademark portfolios, in Brazil and abroad, both for small and big companies.

### Designs:

The firm is in a position to provide legal advice in all matters related to designs.

### Geographical Indications:

The firm performs all the prosecution work to protect the clients' geographical indications - human or natural factors capable of attributing values and characteristics to a determined product.

### Copyrights:

The firm provides consultancy services and obtaining registration to client's works, also performing infringement analyses and implementing legal strategies to enforce copyrights.

### Software, Integrated Circuit, Topography:

The firm also handles prosecution of software and integrated circuit topography applications, filing and monitoring all prosecution thereof until registration.

### Plant Varieties:

The firm has highly skilled professionals to undertake the process of obtaining the respective registration and to enforce such intellectual property rights.

### Trade Secrets & Confidential Data:

The firm offers specific services to protect trade secrets, drafting and enforcing confidentiality agreements, and enforcing clients' data package exclusivity rights.

### Contracts, Technology Transfer, Licensing &

#### Franchising:

The firm's licensing team is skilled in drafting opinions, contracts and non-compete clauses, creating the best tax strategies and establishing the best way to remit royalties to foreign countries.

### Food & Drug:

The team advises clients on regulatory matters and enforces their data package exclusivity rights, which are especially relevant to the research-based pharmaceutical companies.

### Antitrust & Competition:

The firm provides advice on the prevention and combat of offenses against the economic order and represents them before the Administrative Council for the Defense of the Economy (CADE) and other antitrust agencies.

### Entertainment & Advertising:

The firm advises clients on contracts related to production, licensing and assignment of copyrights, also representing them before the National Advertising Self Regulating Council (CONAR).

### Unfair Competition & Anti-Counterfeiting

#### Measures:

The firm's clients are advised in all matters related to unfair competition, preventing liability and enforcing the protection provided for by the unfair competition legal provisions, also implementing anti-counterfeiting and border measures, performing investigations, among other services.

### Litigation:

The firm has great experience handling all kinds of litigation related to intellectual property rights. In particular, representing clients in invalidity lawsuits filed before federal courts, and in enforcement lawsuits filed with local state courts, as well as unfair competition lawsuits.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Patents:** Ana Paula Jardim

**Trademarks:** Patrícia Aragão Lusoli

**IP:** Gustavo Leonardos

**Trade Names & Domain Names:** Daniele Dias Carneiro Machado

**Designs:** Herminia Mendes

**Geographical Indications:** Luiz Leonardos

**Copyrights:** Constanza Woltzenlogel

**Plant Varieties:** Andrea Granthon

**Trade Secrets & Confidential Data:** Rodrigo Bonan de Aguiar

**Food & Drug Law:** Rodrigo Bonan de Aguiar

**Antitrust & Competition Law:** Gustavo Leonardos

**Entertainment & Advertising Law:** Constanza Woltzenlogel

**Unfair Competition & Anti-Counterfeiting**

**Measures:** Gustavo Leonardos

**Litigation:** Rodrigo Bonan de Aguiar

## Languages:

English, French, German, Portuguese, Spanish.

## International Work:

The firm handles intellectual property matters worldwide, including patent and trademark filing and prosecution, through local trusted associated law firms in the desired jurisdiction.

## Clients:

The firm handles IP matters on behalf of national and foreign companies and multinational corporations predominantly in the sectors of global consumer, biotechnology, consumer healthcare, entertainment, and information technology.



# MACHADO ASSOCIADOS

**Managing & Founding Partner:** José Maurício Machado

Number of partners worldwide: 33

## Firm Overview:

Machado Associados is a leading Brazilian law firm, highly respected in the demanding international scenario.

Machado Associados specialises in the main Corporate Law areas, providing services to national and international clients of all sizes and economic sectors. Since the onset, Machado Associados is acknowledged in the Market as one of the leading firms in the tax area by its clients, peers and the most renowned international publications. The firm's excellence in the tax segment was extended to its other practice areas, which enjoy equal recognition and reputation.

Based on this distinguished profile, the firm renders high quality, comprehensive, and differentiated services to domestic and foreign clients of all sizes, operating in virtually all industries, such as civil construction, cosmetics, chemical and petrochemical, energy, technology, pharmaceutical, finance market, foodstuffs, automotive, transportation and logistics, and regulated markets. Seeing much market recognition since its foundation, the firm and many of its partners hold some significant national and international industry awards, and have been highly ranked in several areas.

## Main Areas of Practice:

### Tax:

Consulting related to all taxes levied in Brazil, transfer pricing rules, structuring of mergers and acquisitions transactions from the tax standpoint, international tax planning for the structuring of investments of global companies (including assistance for Brazilian companies to expand overseas), international treaties to prevent double taxation, and tax compliance review.

### Tax Litigation:

Judicial and administrative tax litigation at all levels and involving all types of tax matters, including defences against tax assessments and lawsuits to challenge tax liabilities or aiming at the recovery of unduly paid taxes.

### Corporate:

Advisory on all legal aspects relating to foreign investors operating in Brazil and Brazilian companies investing abroad; incorporation of all types of legal entities; advisory on matters relating to shareholders' rights, corporate governance, corporate disputes; assistance in corporate reorganisations.

### M&A:

Participation in the negotiation and implementation of transactions involving the purchase and sale of companies, assets, establishments and/or lines of business, joint ventures, consortium agreements, silent partnerships, shareholders' agreements, performance of due diligences in all practice areas.

## Compliance:

Advisory in the structuring of compliance programs; advisory in the interpretation of Brazilian laws and regulations about compliance and anti-corruption; preparation of policies and codes of conduct; internal training courses; review and customisation to compliance policies used abroad to adapt them to the Brazilian laws; due diligence of suppliers; drafting, review and negotiation of agreements, and documents about compliance and anti-corruption.

## Contracts:

Preparation, review and negotiation of contracts in general, involving Brazilian and foreign companies and/or individuals.

## Foreign Investments:

Assistance with the registration of foreign investments and loans with the Central Bank of Brazil, matters involving international transfers of funds, and interpretation of regulatory acts from the Central Bank.

## Regulatory:

Advice on compliance with rules of regulatory agencies; assistance with matters related to invitations to bid, administrative contracts, concessions and permits for construction work and public services, as well as public-private partnerships.

## Real Estate:

Preparation, analysis, and negotiation of agreements for the purchase and sale, lease and free loan of real estate, business condominiums, among others; full assistance with real estate collaterals.

## Labour & Employment:

Advice on the hiring, management, compensation and termination of professionals; compensation and benefits; equalisation of benefits; confidentiality and labour-related intellectual property covenants; unions; relocation of employees; foreign workers; international work; labour and employment compliance reviews; social security counselling; and labour and social security litigation.

## Import & Export:

Advice in the customs area, encompassing taxes and duties, anti-dumping rights, special customs regimes, import and export control rules, international treaties and tax incentives. Litigation on customs matters. Advisory on the application of transfer pricing rules and on the inflow or outflow of funds from Brazil for the payment of imports and exports, including the analysis of the Central Bank of Brazil rules and requirements.

## Civil Litigation:

Representation of clients in civil and commercial litigation cases before State and Federal Courts, as well as before the Superior and Supreme Courts.

## LATIN AMERICA OFFICES

### BRAZIL

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Other offices in Brasília and Rio de Janeiro.

Email: machado@machadoassociados.com.br

Website: www.machadoassociados.com.br

## Global Presence:

Machado Associados represents several multinationals and their Brazilian subsidiaries, as well as many of the largest Brazilian companies with global activities, in cross-border transactions and in the structuring and implementation of their investments in Brazil and abroad. The firm is a founding-member of the Latin America Tax and Legal Network — LATAXNET ([www.lataxnet.net](http://www.lataxnet.net)), an alliance of top ranked law firms that covers the Latin America. Machado Associados is in a unique position to assist clients interested in doing business in Latin America. Machado Associados is also the Brazilian firm member of the renowned international tax network WTS Global ([www.wts.com](http://www.wts.com)). Focused on the tax and corporate areas and one of the worldwide leaders in this field, WTS Global is based in Germany and composed of selected consulting firms in more than 100 countries.

## Languages:

Portuguese, English and Spanish



# MACHADO MEYER ADVOGADOS

**Managing Partner:** Tito Amaral de Andrade  
Number of partners: 88 Number of lawyers: 450

## Firm Overview:

Machado Meyer has been building its history for more than 48 years, inspired by sound ethical principles, the technical skills of its professionals, and a close relationship with its clients. The firm is ranked as one of the major law firms in Brazil, with over 800 professionals.

## The Firm's Focus:

Machado Meyer provides innovative legal solutions, anticipates scenarios and makes business possible. Combining expertise in various areas of law, broad knowledge of legislation and a thorough understanding of the matter, the firm's professionals go beyond simple problem-solving to create and preserve value for companies. Because of the significant flow of today's existing investment, the firm has organised professionals specialised in advising clients abroad, creating multidisciplinary groups, especially in Germany, Latin America, Iberia, and Asia, which have special desks.

## Main Areas of Practice:

### Banking, Insurance & Finance:

Legal advice on structuring complex financial transactions, creating and implementing various types of sector-related products and services, and support to the relationship of its clients with regulators.

### Capital Markets:

Machado Meyer participates in public offerings of shares and other securities, initial public offerings (IPOs), issuance of debt securities abroad, corporate restructuring, M&A transactions involving public companies, as well as going public, listing and de-listing procedures.

### Competition & Antitrust:

Conducting mergers related to transactions between large Brazilian companies, cross-border transactions notified simultaneously in several countries and transactions involving regulated markets that require articulation and coordination with CADE and other regulatory agencies involved.

### Compliance & Integrity:

Consulting on corporate governance, risk management and compliance, due diligence focusing on M&A projects, and corporate investigations and crisis management.

### Corporate:

Assistance in all procedures related to business law and strengthening of corporate governance systems to reduce exposure to risks, ensure legal compliance and help boost business.

### Crisis Management:

Experience in complex cases and a multidisciplinary approach are Machado Meyer's greatest assets to help businesses through any given tribulation as quickly and as safely as possible. The focus is to deter the crises' impacts, preserve the company's reputation, minimise losses, and safeguard and accelerate the client's business.

## Environmental:

The firm provides legal advice to clients throughout the implementation, environmental licensing process and state supervision of business ventures and projects, establishing a strong dialogue with investors, decision-makers, and stakeholders in order to negotiate terms, mitigate potential risks and develop business-oriented solutions.

## Projects & Project Financing:

The firm assists investors with public bidding processes and the development of regulated activities through public-private partnerships, concessions, permissions, or authorisations, as well as risk-assessment and structuring of complex projects, always aiming at maximising the clients' return on investment and implementing innovative solutions in relation to project financing, derivatives, investment funds, securitisations, issuance of debt and other securities.

## Labour & Employment:

The firm provides guidance on all aspects of the legislation for companies and organisations. It seeks to keep clients always up to date on changes in labour laws and rules that may affect labour relations, so that they may have the necessary elements to make the best decisions possible. The firm also has strong transactional and litigation teams in this field of law, often assisting clients with the labour aspects of major M&A transactions and strategic litigation.

## Litigation, Arbitration & Dispute Resolution:

Advises on litigation and preventive matters in several forms of business disputes, such as acting before the courts, administrative authorities, and regulatory agencies, participating in arbitration and assisting clients in preliminary discussions to prevent or reduce the use and impact of litigation.

## M&A & Private Equity:

Machado Meyer advises domestic and international companies of all sizes in strategic M&A transactions for the expansion, development or sale of their business, presenting innovative solutions in relation to deal-structuring and providing advice to ensure legal certainty over the transactions.

## Real Estate:

The firm advises clients on the development of real estate projects, preparing for any acquisition, financing, construction, partnerships and joint ventures, as well as on the structuring real estate collateral, leases, 'built to-suit' contracts, leasing, regularisation of rural and urban property, among other transactions, including deals that involve international partners and sophisticated financial mechanisms.

## Restructuring & Insolvency:

As one of the most traditional debt restructuring and insolvency practices in Brazil, Machado Meyer mainly represents the interests of creditors and investors, exploring alternative agreements and maximising opportunities.

## LATIN AMERICA OFFICES

### BRAZIL

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**Rio de Janeiro:** Rua Lauro Müller, 116, 23rd Floor, Rio Sul Tower  
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**Belo Horizonte:** Av. Brasil, 1666, Room 601  
Tel: +55 31 3194 1700 Fax: +55 31 3194 1718  
Website: [www.machadomeyer.com](http://www.machadomeyer.com)

## INTERNATIONAL OFFICES

### USA

**New York:** 1350 Avenue of the Americas, Suite 1715, NY 10019, USA  
Tel: +212 784 8802 Fax: +212 758 1028

## Tax:

The firm provides advice on the interpretation and application of tax rules and regulations stemming from all spheres of the public administration. It supports clients in structuring new projects and in financial operations, customs regulations, transfer pricing, direct and indirect taxes, interpretation of international treaties, obtaining of tax incentives, and taxation of expatriates.

## Technology:

Legal advice to tech companies with disruptive business models to help them understand the Brazilian legal framework, assess and mitigate risks, and allow their business to thrive. The firm provides support in analysing the business models proposed by clients and in finding a legal framework that is safe and effective from a contractual, tax, and regulatory perspective.

## White-Collar Crime:

Consulting services in criminal matters in order to assist clients in complying with the strict legal requirements related to environmental, tax, consumer, commercial, labour, and issues of any other kind that may result in criminal consequences that could affect the clients' business.

## Languages:

English, Spanish, Japanese, German, Italian, Portuguese.

**Machado  
Meyer**  
ADVOGADOS

# MADRONA ADVOGADOS

**Partners:** Ricardo Madrona, José Luis Camargo Jr., Juliano Rotoli Okawa, Igor Nascimento de Souza, Rosane Menezes Lohbauer, Marcelo Cosac, Milena Coimbra Mazzini, Danilo Mininel, Tiago Espellet Dockhorn, João Carlos Toledo, Leonardo Di Cola Nunes, Eduardo Tristão, Nair Veras Saldanha, Luciana Renouard, Priscilla Carbone, Rodrigo Machado, Luciano Velasque Rocha, Rodolfo Tamanaha.  
Number of other lawyers: 89

## Firm Overview:

Madrona Advogados started its activities in 2015 with a group of seven highly experienced partners, all recommended by several national and international publications. It currently has 18 partners who have received recognition for their achievements in their practice areas by Chambers and Partners throughout the years, in both the Global and the Latin American editions. The firm focuses on corporate law, mergers and acquisitions, capital markets, financial law, and infrastructure, and have a strong performance in tax, real estate, civil litigation, and labour law. The firm's motivation is to understand our times, invest in people, and work so that clients reach their goals, always ethically and responsibly. With a team of more than 90 legal professionals with great experience, the members of Madrona Advogados are aligned with the principles and objectives that it has set out to achieve.

## Main Areas of Practice:

### Corporate & M&A:

Advice on general corporate and M&A transactions including complex local and cross-border deals, listings on the Brazilian stock exchanges, joint ventures, restructuring, leveraged buyouts involving public or private entities and privatisations.

### Banking & Finance:

Comprehensive background on the areas of banking and finance, advising banks and other financial institutions, issuers and governments on local and cross-border finance transactions across all sectors, including leveraged finance, bilateral and syndicated loans, regulatory and financial structuring, real estate finance, high yield, trade finance, debt restructuring and asset finance.

### Capital Markets:

The firm's capital markets team represents clients, including issuers, underwriters, investors, broker dealer and asset firms, banks and portfolio managers, in (i) debt and equity transactions, including issuance of corporate bonds such as promissory notes and debentures in the local market and notes in the international markets, issuance of debts securities in banking, real estate and agribusiness, securitization transactions such as debentures, mortgage backed and agribusiness backed securities; (ii) fund formation and private and public offerings of share of funds; (iii) regulatory matters; (iv) capital, alternative capital, high yield, tender and exchange offers; (v) IPO and follow on of shares issued by publicly traded companies; and (vi) derivatives and other structured financings.

### Infrastructure, Regulatory & Public Law:

Advice on the contractual relation of private entities with government authorities, legal issues related to the business activities in regulated environments, structuring of infrastructure projects, acting in the modeling of public service concessions, public-private partnerships (PPPs), permits, licenses, authorisations and other appropriate contractual structures.

## Energy:

Legal counsel on energy requires a high level of professional specialization, with a team that must master the different contractual, legal, and regulatory aspects and particularities of various activities related to these sectors. With that in mind, Madrona Advogados' energy team seeks continuous improvement and constantly monitors the most relevant topics of the energy sector. Working with other practice areas of the firm, this team provides the most complete and targeted solutions to the sector agents' business.

## Tax:

The tax team has extensive expertise across all tax aspects of corporate transactional, finance, capital markets, international tax planning, mergers, acquisitions, structuring of inward and cross-border investments, litigation, estate planning, establishment of investment funds, joint ventures, restructurings.

## Real Estate:

Expertise in all aspects of real estate sector work, including M&A, real estate investments, capital markets (issue of mortgage-backed securities and shares of real estate funds), development and leasing advice, built to suit, sale and leasebacks, joint ventures, financing and tax, construction, planning and zoning advice and real estate-related disputes.

## Dispute Resolution:

The firm team has extensive experience in commercial contracts, private and treaty arbitrations and civil litigation involving a range of local and international clients and complex disputes, as well as in the review of potential liabilities in commercial, M&A, finance, real estate, infrastructure and regulatory matters in transactions where the firm acts for its clients to safeguard them from potential liabilities.

## Restructuring & Insolvency:

The restructuring and insolvency team has extensive experience in debt restructuring and rescheduling, debt in possession (DIP) finance, equity capital raising, sale of distressed assets and M&A activity, formal insolvency procedures and contingency planning and insolvency litigation.

## Labour:

With a deep understanding of its clients' needs, Madrona Advogados assists in the resolution of everyday occurrences. The team maintains a close relationship with human resources departments to draft contracts, notices and policies, and conduct administrative and judicial defenses. The specialized team is also prepared to give legal advice and general consulting on strategic issues related to collective bargaining with unions, compensations and benefits, drawing up employment and executive contracts.

## Clients:

The firm's clients include national and foreign companies in a broad range of sectors, including private equity and venture capital, banks and financial services, energy and natural resources, agribusiness,

## LATIN AMERICA OFFICES

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**Brasília:** SHIS QL 24, conjunto 01 Casa 01 - Lago Sul - 71665-015 - Brasília, DF  
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## CONTACTS

**Corporate & M&A:** Ricardo Madrona, José Luis Camargo Jr., Milena Coimbra Mazzini, Danilo Mininel, Nair Veras Saldanha, Luciana Renouard

**Banking & Finance:** Marcelo Cosac, Leonardo Di Cola Nunes

**Capital Markets:** Marcelo Cosac, Nair Veras Saldanha, Leonardo Di Cola Nunes

**Project Finance:** José Luis Camargo Jr., Rosane Menezes Lohbauer, Marcelo Cosac, Rodrigo Machado, Leonardo Di Cola Nunes

**Infrastructure, Regulatory & Public Law:** Rosane Menezes Lohbauer, Rodrigo Machado

**Energy:** Rodrigo Machado

**Tax:** Juliano Rotoli Okawa, Igor Nascimento de Souza, Tiago Espellet Dockhorn, Rodolfo Tamanaha

**Dispute Resolution:** João Carlos Toledo, Luciano Velasque Rocha

**International Trade:** Juliano Rotoli Okawa, Igor Nascimento de Souza, Tiago Espellet Dockhorn, Rodolfo Tamanaha

**Real Estate:** Eduardo Tristão

**Compliance:** Milena Coimbra Mazzini

**Corporate Governance:** Milena Coimbra Mazzini, Nair Veras Saldanha, Danilo Mininel, Ricardo Madrona, José Luis Camargo Jr.

**Debt Restructuring:** João Carlos Toledo, Luciano Velasque Rocha, Marcelo Cosac, Leonardo Di Cola Nunes

**Labour:** Priscilla Carbone

**Consumer:** João Carlos Toledo

**Agribusiness:** José Luis Camargo Jr., Marcelo Cosac

**Antitrust & Competition:** Danilo Mininel

**Estate Planning:** Ricardo Madrona, Milena Coimbra Mazzini, Danilo Mininel, Igor Nascimento de Souza, Juliano Rotoli Okawa, Luciana Renouard, Tiago Espellet Dockhorn

**Environment:** Rosane Menezes Lohbauer

**Real Estate Finance:** Marcelo Cosac

**Securitisation:** Marcelo Cosac

**Intellectual Property:** Luciana Renouard

**Digital Law:** Luciana Renouard and Rodolfo Tamanaha

food and beverage, healthcare, mining, oil and gas, real estate, third sector, transport and logistics, among others.

## Languages:

English, French, German, Italian, Portuguese, Spanish.

**madrona**  
A D V O G A D O S



# MAGALHÃES, REIS & ZAGATTO ADVOGADOS

**Managing Partner:** Gerusa Magalhães

Number of Managing and senior partners: 4 Number of other lawyers: 1

## Firm Overview:

Magalhães, Reis & Zagatto is a law firm based on the partnership among female professionals who developed their careers on energy sector. The team has a solid background and deep knowledge on power and natural gas regulation acquired through the years. The professionals are known for its technical expertise, multidisciplinary approach, innovative and sustainable solutions for complex demands.

In the last year, the firm expanded its activities, bringing Marcela Figueiró to be the head of corporate M&A. Marcela has nearly 20 years of experience in M&A, corporate law and energy projects. Renan Torres has also recently joined the team. Renan worked at the Brazilian Transmission System Operator/ONS over the last 10 years and has depth knowledge in transmission regulation and litigation.

## Main Areas of Practice:

Magalhães, Reis & Zagatto has been advising stakeholders, traders, utilities (transmission/distribution companies) and power producers (wind, photovoltaic, hydroelectric, thermoelectric power plants) in the following areas:

- Advice and consultancy in power and natural gas regulation.
- Dispute resolution and administrative processes involving sector institutions – ANEEL, EPE, MME, ONS, CCEE.
- Consultancy related to the elaboration, review and analysis of regulatory frameworks for public

policies (legislative processes, consultations and public hearings).

- Advice in tenders and bidding processes.
- Legal assistance in the structuring and implementation of infrastructure projects, including corporate aspects (constitution of companies, consortia and joint ventures, negotiation of investment agreements, shareholder agreements, among others), regulatory and contractual aspects.
- Drafting, review and negotiation of energy sector contracts (PPA CUST, CUSD, CCT, CCD, O&M; lease agreements).
- Advice in the purchase and sale of projects, assets, and equity interests, including the performance of due diligence, the preparation and negotiation of preliminary and definitive documents and compliance with precedent conditions of the transaction.
- Expertise in structuring and implementing corporate reorganization operations, including mergers, spin-offs and mergers of companies and shares.

## Clients:

Associação Brasileira de Energia Eólica – Abeeólica, Santo Antônio Energia S.A, Jirau Energia, Grupo ENEL, Rio Energy, Valtalia, Minas PCH, Sunco Capital, Libra Comercializadora, Engie, Associação Brasileira dos Produtores Independentes de Energia Elétrica – Apine, Eletrogóes, Omega, Argo Energia, Cocal Termoeletrica, Companhia Energética Petrolina – CEP.

## LATIN AMERICA OFFICES

### BRAZIL

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Website: www.mrzadv.com.br

# MANDALITI ADVOGADOS

**Chairman:** Renato Mandaliti

Number of partners: 64 Number of other attorneys: 173

## Firm Overview:

Founded in 1997, Mandaliti Advogados adopts an industry-approach concept. This model adds value to clients, ensuring that the firm's professionals understand not only applicable laws and jurisprudence, but also the dynamics of the clients' markets. Additionally, Mandaliti Advogados always pursues long-term relationships with its clients, with the objective of becoming an extension of its clients' legal departments.

Currently, the firm manages insurance-related cases throughout Brazil, providing a distinctive set of data that ultimately builds-up an extensive insurance content base that helps clients in two major ways:

- to identify the latest insurance legal trends
- to design new operations and contracts, and to orientate legal issues for regulatory purpose

These skills have made Mandaliti Advogados the go-to firm for solving legal issues that other law offices have been unable to unravel.

In addition, the firm has introduced a new service aimed at providing clients with a unique advantage in setting up their legal strategy. Legal Analytics consists of collecting and analysing data, such as fact patterns and precedents, in order to predict the most likely result of litigation, and thus be able to craft optimum legal strategies to litigate or reach a settlement.

## Main Areas of Practice:

### Insurance, Reinsurance, Pensions & Health Plans:

Mandaliti Advogados is widely recognised for its work in these fields, which includes high-end litigation and consultancy on several areas, such as regulatory, tax, commercial and labour. It has also advised numerous class association entities in new issues and bill proposals.

### Regulatory & Government Relations:

Work includes assisting clients with governmental agencies and entities, such as SUSEP (Superintendence of Private Insurance), ANS (National Health Agency), PREVIC (National Superintendence of Pension Funds) and ANEEL (National Electricity Agency), to name a few.

### Consumer Relations:

Besides preventive and advisory practice, work also includes litigation and assistance before Consumer Protection Entities and Public Attorneys.

### Commercial:

The firm offers a heavy experience in handling negotiations, drafting and litigations of distributions and reps agreements.

### Sports & Entertainment:

The firm has expertise in the contractual organisation of large sports and entertainment events, having participated in substantial projects involving arenas, F&B, ticketing, rodeo rides and broadcasting operations. Such projects total over US\$400 Million.

### Labour:

Litigation, preventive and advisory works throughout all labour matters.

### Tax:

The firm handles all kinds of tax issues on municipal, state and federal levels.

### Contact:

**International Queries:** Eduardo Lyon

**Tel:** +55 11 3093 4041

**Email:** elyon@mandaliti.com.br

### Languages:

English, Portuguese, Spanish.

### Clients:

Grupo Telefonica, Seguradora Líder/DPVAT, Braskem S.A., COSESP

## LATIN AMERICA OFFICES

### BRAZIL

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São Paulo: Av. Brig. Faria Lima, 1485, 16TN, 01452-002, SP

Tel: +55 11 3093-4000

**Mandaliti**  
Advogados

# MANESCO, RAMIRES, PEREZ, AZEVEDO MARQUES SOCIEDADE DE ADVOGADOS

Number of partners: 13 Number of other lawyers: 49 Number of trainees: 29

## Firm Overview:

Manesco was established in 1991 and currently has approximately 40 lawyers, including 15 partners. The firm played a central role in Brazil's institutional transformations after the 1988 Brazilian Constitution and has participated in major infrastructure projects since the 1990s. Manesco offers advice to both public and private players, specialising in legal assistance in public and business law.

## Main Areas of Practice:

### Infrastructure & Project Finance:

The firm has been present in virtually all important infrastructure bids carried out in the country in the last few years by the federal government, states and large cities. It has also participated in the design of large business ventures, whether in the public area (concessions and public-private partnerships) or in the private sector (EPC contracts). It has also helped constantly the government in reviewing different regulatory frameworks so as to enable investments in a modern and safe institutional environment. The firm provides services on the structuring and financing of public infrastructure projects (ports, airports, roads, railroads, sport arenas, public buildings, technological and industrial parks, logistic complexes, street lighting, among others). Manesco also advises companies in government procurement and contracts' execution.

### Arbitration & Litigation:

Conflict resolution is a key issue in private and public relations. The firm has expertise in closing disputes for the main economic national and international actors, through arbitration, mediation or judicial litigation. It must be noted that the use of arbitration clauses is growing increasingly in government contracts. The firm provides services on public civil actions and administrative improbity actions, and on Courts of Auditors procedures, as well as legal assistance on administrative procedures and interaction with public entities (including Regulatory Agencies).

### Corporate:

Privatisations, public concessions, PPPs and consortia are a few of the agreements that have become part of the daily life of Brazil's economy. The firm's engagement in this institutional modernisation has naturally led it to its participation on the process of setting up new businesses, such as joint ventures, technology transfer, mergers and acquisitions, state-owned company regulations, institutional modernisation, and litigation involving shareholders in corporate conflicts.

### Compliance & Corporate Integrity:

Significant progress in building a compliance mindset has been observed since the law 12,846 was enacted, in 2013, and the relevance of compliance in government contracts has reached a point of no return. The firm provides assistance on structuring, implementing and monitoring compliance programs and procedures of corporate integrity. Manesco also supports clients in leniency agreements and in improbity claims.

### Public Transportation:

In a continent-sized country going through a development process, public transportation has been receiving investments from both public and private sectors. The firm provides legal assistance and litigation support for governmental entities, regulatory agencies, public transportation concessionaries, as well as other companies of the sector.

### Sanitation:

This area has undergone important institutional changes in the past few years. This allowed the firm to provide legal service drafting the sanitation legislation and regulation. The firm also has experience in structuring and renegotiating public contracts. The firm also offers litigation services for various players in areas such as sewage and waste management, water supply and treatment, river depollution, public cleaning services and waste destination.

### Healthcare & Education:

Within the healthcare sector, the federal government, states, and cities have been making a great effort to improve the public healthcare system to encourage private investments in the sector. The government has recently encouraged private investments in the education sector with regards to the public education system both in the construction of new public schools and the improvement of educational public services. Relevant experience in this field includes the legal and institutional structuring of PPPs in the healthcare sector and in the education sector.

### Telecommunications & Information Technology:

This sector has taken the lead in the process of institutional changes in Brazil in the 1990's, and Manesco has had a close connection with the theme since the very beginning of such changes. The firm was engaged in the elaboration of the General Telecommunications Act of 1997 and in the first telecommunications services regulations, including the creation and operation of its regulatory body, ANATEL. Such regulation has become a reference for other areas.

## LATIN AMERICA OFFICES

### BRAZIL

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Tel: +55 21 2263 6041

Email: manesco@manesco.com.br

Website: www.manesco.com.br

### Oil & Gas:

After the discovery of the pre-salt deposits there was a steep increase in the number of both public and private players in the sector. In this context, the firm has provided legal advice on the revaluation of the regulatory framework after the discovery of pre-salt deposits. It has also provided consulting services to several O&G companies regarding public legislation, contracts, development of new business opportunities, as well as to procurement with Petrobras — including contract financial balance claims.

### Electric Power:

This area involves both non-renewable and renewable resources (hydropower, biomass, wind and solar energy). The firm is considered a reference in this sector for its dedication to regulatory issues since the electric power reforms made in the 1990's and 2000's.

### Tax:

Well-planned projects and businesses consider the impacts (and alternatives) of taxation, in order to ensure its economic viability. For that reason, strategic counselling must recognise the impact of taxes regulations to projects and business. The firm provides support for strategic taxing planning for both public and private institutions, as well as assistance on administrative and judicial litigations concerning taxing issues.

**MANESCO,  
RAMIRES,  
PEREZ,  
AZEVEDO  
MARQUES**

SOCIEDADE DE ADVOGADOS

## MARTINELLI ADVOGADOS

**CEO:** Juliana Martinelli

Number of partners worldwide: 73 Number of other lawyers worldwide: 247

### Firm Overview:

Martinelli Advogados is one of the most distinguished and innovative full-service law firms in Brazil, driven by excellence in services and reputation with a business perspective. Founded in 1997, the firm has expanded throughout strategic Brazilian cities, with a highly qualified technical excellence and quality legal services to satisfy its client's needs. Different clients, different solutions, and because of that the firm always plays on the client's side providing personalised services.

The firm believes that its greatest asset is its people. That is the reason why the firm focuses on constant training, development, and evolution, employing its best efforts to qualify its professionals, assuring that they have the skills to make things happen with efficiency, excellence, speed and compliance. The firm's daily purpose is to surpass its clients' expectations. Martinelli Advogados seeks to be long-term business partners to its clients, since intelligent and innovative solutions enable the firm and clients both to grow together. What especially binds the firm to its clients is a close, personal, and permanent relationship with them.

The firm has also global reach, being part of an international network of independent firms and also having best friend alliances with worldwide local and global law firms, advising domestic and foreign clients in Brazil and also giving support to Brazilian companies in foreign jurisdictions.

### Main Areas of Practice:

Agribusiness, antitrust, aviation, banking and finance, biotechnology, capital markets, civil, compliance, contracts, communications and telecommunications, consumer relations, constitutional law and government relations, corporate, corporate criminal defence, copyrights, credit recovery, due diligence, energy, oil and gas, environmental, family and successions, foreign capital, health and sanitation, industrial and intellectual property, information technology and the internet, insurance and reinsurance, international contracts, international trade and commercial defence, labour and social security, life science, litigation and arbitration, maritime law, mergers and acquisitions, mining law, non-profitable organisations and pro bono, real estate, regulatory and administrative law, tax and tax planning, third sector, timberland investment, tourism, sports and entertainment and transportation.

### SOCIAL RESPONSIBILITY:

Martinelli has also a strong commitment to citizenship actions, demonstrated by its pro bono activities and by its Instituto Martinelli Solidariedade, the social branch of the firm, that recently completed 10 years of work, supporting countless entities and helping people to improve education, health conditions and social justice.

### LATIN AMERICA OFFICES

#### BRAZIL

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- Joinville Santa Catarina  
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Website: [www.martinelli.adv.br](http://www.martinelli.adv.br)

### OTHER OFFICES

The firm has Brazilian offices in São Paulo, Rio de Janeiro, Belo Horizonte, Porto Alegre, Curitiba, Brasília, Florianópolis, Joinville, Maringá, Caxias do Sul, Campinas, Criciúma, Chapecó, Cascavel and Passo Fundo.

### LANGUAGES:

English, French, German, Spanish, Italian and Portuguese

**MARTINELLI**  
A D V O G A D O S



# MATTOS FILHO, VEIGA FILHO, MARREY JR. E QUIROGA ADVOGADOS

**Managing Partner:** Roberto Quiroga Mosquera

Number of partners: 117 Number of lawyers worldwide: 711

## Firm Overview:

Mattos Filho provides services to clients in different legal areas in a coordinated and integrated manner, working in multidisciplinary teams whenever necessary. Mattos Filho is a leader in more than 20 different practice areas and work continuously to ensure that all these practices are benchmarks for the market. The firm represents domestic and foreign companies, financial institutions, investors, multilateral agencies, private clients and family offices, investment funds, pension funds, insurers and reinsurers and non-profit organisations.

## Main Areas of Practice:

### Administrative Law:

Representation for administrative improbity acts, conduct adjustment agreements, and public civil actions.

### Antitrust:

Representation before Brazil's competition authority (CADE); risk analysis; transaction structuring; investigations; settlements; compliance audits.

### Asset Management Services & Investment Funds:

Regulatory/tax advice; fund modelling/ formation, fundraising; asset acquisition/ transfers, financing and disposition; litigation.

### Aviation:

Transaction modelling; airport concessions and use, authorisations/certifications; purchase/ sale, lease/ finance agreements; regulatory assistance.

### Banking & Financial Services:

Regulatory advice for Brazilian Central Bank/ Securities Commission-supervised entities; advice on financial/payment sectors and capital markets.

### Capital Markets:

Stock markets; financial transactions; investment funds; regulatory assistance; transaction structuring; debt and financing; securitisations.

### Charities, Social Business & Human Rights:

Guidance for non-profits and companies with social investments; structuring advice.

### Compliance & Corporate Ethics:

Investigations; prosecutions and enforcement; settlements; compliance; due diligence.

### Corporate Investigations:

Internal investigations, litigation and corporate defence, regulatory/criminal law matters.

### Corporate/M&A:

Corporate transactions, reorganisations; corporate governance and general advice.

### Data Protection & Cybersecurity:

Data protection/cybersecurity matters; involved in debates linked to the approval of the Brazilian Data Protection Act.

### Election Laws for Companies:

Representation before Brazilian electoral courts; electoral compliance; risk analysis and electoral crime matters.

### Environmental Law & Climate Change:

Due diligence; licensing; administrative/court proceedings; liability matters; contamination; environmental asset markets.

### ESG:

Brazil's only full-service law firm with expertise in all areas of corporate sustainability.

### Forestry Investments:

Purchase and sale of rural properties/forests; land use rights; lease/partnership agreements; development programs.

### Infrastructure & Energy:

Project development and financing; contracts; administrative/regulatory law; oil and gas; energy; mining; logistics; sanitation; telecommunications.

### Insurance, Reinsurance & Pensions:

Broker and (re)insurer incorporation/licensing; M&A; portfolio sales; policy wordings; reinsurance contracts; distribution agreements.

### Intellectual Property:

Copyrights; IP licensing and litigation; transfer and franchise agreements; trademarks; domain names.

### Labour, Employment & Executive Compensation:

Compensation plans; trade unions; immigration; work safety issues; due diligence.

### Life Sciences & Healthcare:

Regulatory matters; commercial, IP and technology agreements; administrative/court proceedings.

### Litigation & Arbitration:

Commercial disputes involving various industries; domestic and international arbitrations.

### Private Client:

Advice for individuals, family-controlled businesses and groups; best governance practices; estate, succession and emigration planning; tax.

### Real Estate:

Due diligence/external audit supervision for acquiring properties; construction/project management contracts.

## LATIN AMERICA OFFICES

### BRAZIL

São Paulo  
Rio de Janeiro  
Brasília  
Campinas

## INTERNATIONAL OFFICES

### USA

New York

### UK

London

### Restructuring & Insolvency:

Representation for investors, creditors and debtors in restructurings; distressed asset M&A; financing for distressed companies.

### Tax:

Representation in administrative and court proceedings; private pensions; direct and indirect taxes.

### Technology, Innovation & Digital Business:

Advice on the Internet Act, digital law enforcement; liability, structuring and digital strategies for technology companies.

### Telecommunications:

Transactional and regulatory advice, strategic agreements, representation before Brazil's telecommunications agency (ANATEL).

### White Collar Crime:

Corporate crime; criminal investigations and cases before state and federal courts; crossborder matters.

### Languages:

English, French, German, Italian, Japanese, Spanish, Portuguese

**MATTOS FILHO** >

Mattos Filho, Veiga Filho,  
Marrey Jr e Quiroga Advogados

# MELLO PIMENTEL ADVOCACIA

**Managing Partners:** Marcus Mello, Roberto Pimentel, Márcio Blanc, Manoel França, Taciana Bradley, and César Caúla

Number of partners: 6 Number of other lawyers: 40

## Firm Overview:

MELLO PIMENTEL is a leading business law firm serving clients locally, nationally and internationally from its Brazilian Northeast base. The firm counsels clients on complex legal issues in several areas of legal practice.

The firm is proud for understanding its clients' businesses and being exceptionally responsive to their business goals and needs. Since its foundation, MELLO PIMENTEL has been repeatedly commended by peers and clients for exceptional performance.

MELLO PIMENTEL ADVOCACIA maintains its focus on the legal assistance of its clients through its personal and agile delivery. It is on the forefront of developing new approaches to add value to its client service.

With its innovative quality and administrative approach, and project management skills, the firm's attorneys are able to work proactively with clients to deliver outstanding service and results.

## Main Areas of Practice:

**Administrative & Public Law:** 25%

**Tax:** 15%

**Banking & Finance:** 10%

**M&A & International Transactions:** 20%

**Labour:** 8%

**Real Estate Transactions:** 7%

**Environmental Law:** 5%

**Civil Litigation:** 10%

The extraordinary proficiency of the attorneys and staff, the firm's client service ethic and Northeast structure allow MELLO PIMENTEL to successfully compete with some of the Brazil's largest law firms. The firm draws on the capabilities of its lawyers to address client challenges in seven main areas of practice:

### Administrative Law & Public Law:

MELLO PIMENTEL has an advisory and litigation group in administrative and public law. Attorneys have broad experience in bidding procedures and administrative contracts, concession of public services and PPPs, concession of the right of use and sale over public areas, Malfeasance in Office Law, Fiscal Responsibility Law, among other related matters.

### Tax:

The tax group provides creative and practical tax advice to individuals and entrepreneurs, investors, partnerships and corporations on all corporate, partnership, compensation, and federal, state and local tax issues affecting their assets. The firm provides litigation services as well as advisory services on this regard.

### Banking & Finance:

Effective financing arrangements are an essential foundation for any successful enterprise. Whether acting for borrowers or funders MELLO PIMENTEL aims to play its part in placing the customer's financing on a firm footing and provide the foundations for future success and a strong working relationship between borrower and funders.

### M&A & International Transactions:

The M&A and international transactions team advises on a diverse range of corporate transactions: from complex-global deals for multi-national corporations to sales and disposals of owner managed businesses for private individuals. In all the work the firm does, it prides itself on using small, partner led, transaction focused teams in order to deliver the highest standards in transaction management and client service.

### Labour Law:

The firm practice focuses on labor law, with emphasis on litigation (judicial and administrative) and preventive advisory services, focusing on permanent support to personal departments of its clients and direct assistance in strategic planning, having litigation prevention and liability reduction as main objective, as well as annulment of issued by supervisory bodies.

The labor area still stands out in the advising of companies in demands of Collective Law, involving advice in negotiations between companies and unions, elaboration and revision of Collective Instruments, Profit Sharing and Results Plan and Collective Agreements.

### Real Estate Transactions:

From office buildings to shopping centers and mixed-use developments, attorneys represent owners, developers, investors and lenders in different projects, from real estate legalisation through development and construction.

### Environmental Law:

MELLO PIMENTEL is able to participate in the structuring of projects involving the potential of causing pollution or environmental impact. The firm provides legal advice to clients from the time of the legal audit during the project implementation and environmental licensing process all the way to the actual operation of the project. The firm also represents clients in high-stakes and complex judicial and administrative proceedings.

### Civil Litigation:

With the depth of skills provided by the litigation team the firm has the capacity to handle the largest cases. MELLO PIMENTEL has focus on providing its clients with the most cost efficient staffing, and it has successfully represented a broad spectrum of clients, from individuals to major multinational companies. The firm has litigated and tried cases in courts throughout Brazil, not only in the Northeast.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

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**Tax:** Taciana Bradley (taciana.bradley@mellopimentel.com.br)

**Banking & Finance:** Márcio Blanc (marcio.blanc@mellopimentel.com.br)

**M&A & International Transactions:** Márcio Blanc (marcio.blanc@mellopimentel.com.br)

**Labour:** César Caúla (cesar.caula@mellopimentel.com.br)

**Real Estate Transactions:** Manoel França (manoel.franca@mellopimentel.com.br)

**Environmental Law:** Manoel França (manoel.franca@mellopimentel.com.br)

**Civil Litigation:** Roberto Pimentel (roberto.pimentel@mellopimentel.com.br)

## International Work:

MELLO PIMENTEL's international transactions team has a cross-disciplinary professionals with a broad range of capabilities and experience tailored to meet the particular needs of clients in cross-border and multi-national transactions and related matters.

MELLO PIMENTEL also has access to global networks of attorneys to provide service to clients on cross-border transactions, as well as access to sister law firms in the main cities of the US and Europe.

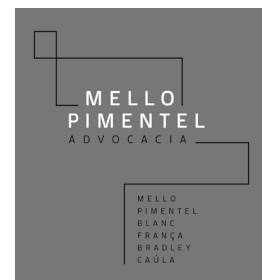
The team comprises experienced business lawyers who are fluent in English and Spanish, and many have pursued LLMs abroad to increase their education on domestic and international matters.

## Languages:

English, Portuguese, Spanish.

## Clients:

Energy, international transactions, fintechs, water and sanitation, structured finance, project finance, infrastructure, government relations, corporate, banking and finance, capital markets, arbitration and mediation, construction, compliance and internal investigations, it and start-ups, mergers and acquisitions, labour, environment, civil and commercial litigation, private equity and venture capital, tax.



# MENDES ADVOCACIA E CONSULTORIA

**Partners:** Lucca Darwich Mendes, Felipe Prata Mendes and João Paulo Mendes Neto

**Managing Partner:** Lucca Darwich Mendes

Number of other fee-earners: 13

## Firm Overview:

Mendes Advocacia & Consultoria are a young general business law firm, which believes in personalising the provision of legal services based on a high degree of specialisation and a focus on the clients and their business. The firm's main asset is its team, always attentive and available to adapt to the firm's needs, in order to contribute to the resolution of specific legal issues or to explore segments and new markets demanded by clients.

The firm's work is guided and best known for the constant pursue for excellence, base on the need to be relevant to all those who trust in the project. Mendes Advocacia speak the 'same language' as its clients, so that, in addition to traditional deliverables, it can contribute to clients' strategic decision-making.

The firm relies on the need for specialisation also in the management of the firm, choosing a participatory model to integrate and retain talent. The firm assembles teams with diverse backgrounds and encourage entrepreneurship, attentive to new ideas, aiming at continuous improvement. The team recognises the importance of technology to adapt to an era in which information speed is paramount, holding the firm's relationship and transparent communication with clients as the main priority.

## Areas of Expertise:

### Contracts:

Efficient solutions in all phases of commercial contracts, starting from an understanding of the client's business and the particularities that impact its results.

The firm participates in the preparation, analysis, interpretation and negotiation of the most varied commercial ties, seeking to mitigate risks and ensure dynamic, secure and simplified relations.

### Business Civil:

The firm represents clients in court proceedings in the first and second levels, in the state and federal jurisdictions, as well as in the Superior Courts.

It elaborates opinions and consultations on the applicability and interpretation of Brazilian laws, offering support to organisations from the most diverse industries and sectors.

## Corporate:

The firm's expert advisory on corporate matters assists organisations in implementing strategies and in managing and mitigating risks involving individuals and legal entities.

The team accompanies clients in scenarios of both instability and growth, working with the most varied corporate operations and corporate governance issues, always with legal certainty and business intelligence.

The firm specialists advise companies and their shareholders to build a compatible corporate structure for implementing their business plan.

## Labour:

The firm's lawyers have a multidisciplinary view of labour law, with services integrated with other areas of law, such as tax and contract law, offering innovative and personalised solutions to clients.

The firm helps its clients to remain competitive and mitigate business risks, in view of complex and constantly changing labour laws. The firm's advisory focuses on preventive conduct, structuring documents and internal and compliance policies, intermediating collective bargaining with the Unions and strategic planning to reduce labor liabilities.

The firm also operates in the litigation area, both administrative and judicial, elaborating defenses, appeals and manifestations in labour disputes, also related to union matters.

## Tax:

The tax practice has specialised professionals to meet the companies needs in view of the complex and sophisticated tax legislation and inspection system.

The team advises clients in making strategic decisions about tax litigations and the tax regime that best suits their business.

The firm also works to structure businesses with tax optimisation, so that clients have safe and legal tax planning, adding value and providing concrete results.

## LATIN AMERICA OFFICES

### BRAZIL

**Belem:** Avenida Visconde de Souza Franco, n. 5, unit 1901, Umarizal, 66055-005

## Public-Business:

The firm experience involves following-up contracts with governments, bidding processes, issues related to public-private partnerships, regulatory issues, as well as services rendered in concession agreements and legal structuring of projects in the various types of industry. The team provides advisory related to the administrative misconduct law, fiscal responsibility law and related matters.

The firm is often working in administrative and judicial litigation, guiding and representing clients in litigation brought before all the government agencies.

## Main Areas of Practice & Industries:

Mendes Advocacia address a variety of matters of its clients in different industries, such as consumer and retail, healthcare, international business, logistics and transportation, sports, education and engineering and construction. Some of the firm's key types of work are the collection and recovery of credits through extrajudicial negotiation and judicial enforcement of securities, the preparation, analysis, interpretation and negotiation of contractual ties with clients, suppliers and third parties, the creation of internal policies, bylaws and compliance programs, the tax planning, crisis management, corporate consulting and the labour advisory and consulting.

# MOSIMANN-HORN ADVOGADOS

**Founding Partners:** Oswaldo Horn, Hélio Mosimann and Rafael Horn

**Managing Partners:** Rafael Horn, Douglas Dal Monte, and Rodrigo Horn

**Other Partners:** Luana Tomasi, Janaína Silveira, Lucas Silva, Clarissa Cardoso, Bruno Silva, Henrique Motta, Fábio Soito, Pedro Sousa, Thays Tumelero, Ivan Remor, Eduardo Moraes

Number of partners: 19 Number of other lawyers: 32

Number of support staff: 31

## Firm Overview:

Backed by more than 50 years of experience, Mosimann-Horn constantly evolves to stay in the limelight, firmly believing that the best relationships are built on collaboration, trust, and communication.

The firm is proud of its many achievements across a full spectrum of transactional and contentious practices, fighting for victories, helping new businesses, and setting precedents.

Mosimann-Horn was founded on the same bedrock values that hold true today. Hard work, mutual respect, cooperation, integrity, and a strong dedication to client service are as integral now as when its doors first opened, in 1969.

## Main Areas of Practice:

- **Administrative Law:** experience in cases involving the relationship of corporations and individuals with the government and issues interconnected to the development of undertakings related to the construction and infrastructure sectors
- **Compliance:** state-of-the-art assistance to companies in their regulatory risk assessment, and liability prevention and remediation
- **Corporate:** sophisticated advice across a broad range of transactions for a variety of clients, ranging from big companies to middle-market and emerging companies, to family businesses
- **Criminal Law:** representation of individuals and corporations in complex criminal prosecutions and internal investigations concerning a large number of crimes
- **Data Privacy & Cybersecurity:** Mosimann-Horn has assisted a large number of organisations to develop a secure and practical legal framework for the data that they collect, use, analyse, and share
- **Environmental Law:** combining extensive trial experience with broad substantive experience, Mosimann-Horn provides sophisticated, cost-effective representation and counseling in the evolving intersection of federal, state, and local environmental laws

■ **ESG:** with environmental, social, and governance (ESG) considerations influencing the flow of capital in today's marketplace, Mosimann-Horn provides clients with multidisciplinary and sophisticated advice as they navigate the opportunities and challenges related

■ **Labour & Employment:** substantial experience in counseling clients on a wide range of labor matters and handling subjects related to the compensation of executives, talents, and athletes

■ **Litigation & Arbitration:** whether in the courtroom, at the bargaining table, or by helping clients avoid risks without litigation, Mosimann-Horn has a long and proven track record of generating successful results for clients in their most high-stakes cases

■ **Mergers & Acquisitions:** assistance in all aspects of M&A transactions – from front-end strategic planning and structuring to managing the deal process through successful execution and closing

■ **Real Estate Law:** deep knowledge of the market and a consolidated experience advising construction companies, developers, and investors in the evaluation and structuring of real estate developments

■ **Family, Succession & Estate Planning:** in approximately five decades, Mosimann-Horn has worked on several cases involving family and succession law. The experience has made the firm specialised in helping families plan for their futures

■ **Tax:** tax advice on a wide variety of issues, as well as experienced representation in obtaining rulings and other guidance from tax authorities and in resolving tax controversies.

■ **Technology & Innovation:** Mosimann-Horn has dedicated its knowledge in the areas of corporate, contracts, tax, and administrative law assisting investors, big and middle-market companies, and startups on the understanding (and survival!) of the complicated characteristics of Brazilian legislation

## LATIN AMERICA OFFICES

### BRAZIL

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Email: contato@mh.adv.br

Website: www.mh.adv.br

## Mosimann-Horn's Social Commitment:

The firm created in the year 2014 a permanent program to support initiatives, pro bono activities and apply resources to projects and institutions that help transform people's lives. It has triggered the social protagonism of its team and it has sought to create opportunities to build a better society.

**MOSIMANN-HORN**

A D V O G A D O S



## MILARÉ ADVOGADOS

**Partners:** Édís Milaré, Lucas Tamer Milaré  
 Number of lawyers: 17

**Firm Overview:**

As a response to the new demands of contemporary society, Milaré Advogados began in 1996 and is now considered the pioneer law firm in Brazil dedicated solely to environmental advocacy. The firm established itself in the market because of its high expertise in providing preventive and litigation legal advice.

The firm is widely respected in environmental matters, both in word and action, in relation to judicial and administrative procedures. Milaré Advogados is a boutique law firm, exclusively focused on aspects of environmental law.

With a team of highly qualified professionals of great prestige, both in law and in environmental management, the firm's lawyers are experts in environmental law (focusing on administrative, civil, criminal or tax), environmental heritage and biosafety, and count on the support of a qualified technical group made up of sociologists, geographers, chemists and biologists.

It is important to highlight that Milaré Advogados handles some of the most significant cases and projects related to environmental law in Brazil. The firm also has extensive experience in obtaining environmental licenses for infrastructure and forestry projects, authorisation to access genetic resources and administrative and court processes related to environmental law.

It is also important to highlight that Milaré Advogados has an important role in the doctrine of environmental law. *The Law of Environment*, written by Professor Milaré, is the most important book in the area and is now in its 11<sup>th</sup> edition. Another important book, coordinated by Professor Milaré, with the support of Milaré Advogados, is the first book about the new Brazilian Forestry Law (Código Florestal – Law 12.651/2012); this law established a completely new regime for the protection of forestry in Brazil, presenting important changes especially for agribusiness and also the book related to civil public action. The main publication in the field.

**Main Areas of Practice:****Environmental Law:**

The advisory consulting and litigation provided include all matters related to environmental law; specifically in the following sectors:

- Energy
- Mining & Banking
- Agribusiness
- Real Estate
- Natural & Genetic Resources
- Biosafety & Forestry
- Contaminated Areas
- Allotments & Solid Waste
- Transport Infrastructure & Audits
- Gas
- Construction & Engineering
- Carbon & Retail Market
- Criminal Law & Cultural Heritage

**Languages:**

English, French, German, Italian, Spanish

**LATIN AMERICA OFFICES****BRAZIL**

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 Website: www.milare.adv.br

**CONTACTS**

**Agribusiness:** Roberta Jardim de Moraes

**Allotments:** Rita Maria Borges Franco

**Audits:** Rita Maria Borges Franco

**Banking:** Priscila Santos Artigas

**Biosafety:** Roberta Jardim de Moraes

**Construction & Engineering:**

Juliana Flávia Mattei

**Contaminated Areas:** Rita Maria Borges Franco,

Roberta Jardim de Moraes

**Criminal Law:** Édís Milaré

**Cultural Heritage:** Édís Milaré

**Due Diligence:** Dra Roberta Jardim de Moraes

**Energy & Mining:** Priscila Santos Artigas

**Forestry:** Roberta Jardim de Moraes

**Gas:** Juliana Flávia Mattei

**Natural & Genetic Resources:**

Roberta Jardim de Moraes

**Real Estate:** Roberta Jardim de Moraes

**Retail Market:** Juliana Flávia Mattei

**Solid Waste:** Rita Maria Borges Franco

**Transport & Infrastructure:**

Roberta Jardim de Moraes



**MILARÉ**  
 ADVOGADOS

# MOTTA FERNANDES - ADVOGADOS

**Founding Partners:** Alaor de Lima Filho, Eduardo Garcia de Araújo Jorge, Horacio Bernardes Neto, Roberto Liesegang.

**Senior Partners:** Denise de Sousa e Silva Alvarenga, Delvio Denardi, Diogo Dias, Fernando Lobo, Luis Augusto Roux Azevedo, Maria Regina Mangabeira Albernaz Lynch, Marcio Marçal de Souza, Márcio Monteiro Gea, Maria Alice Doria, Rodrigo Jacobina, Oswaldo de Moraes Bastos Sobrinho  
Number of partners: 37

## Firm Overview:

Motta Fernandes Advogados, founded in 1956, is a full-service firm with a long term history of assisting national and international clients in a very personal and tailor made approach. The firm has built a solid reputation on main areas of legal practice and aligns its tradition to a dynamic approach, proposing solutions to aggregate value accordingly to the client's particularities and industry. All practice areas count with well-known and recognised partners and associates, making Motta Fernandes a distinct law firm. The teams are organised to meet client's specific needs, focusing multidisciplinary, efficient and cost-effective response. Long relationships are a firm's core value, so that partners are personally involved and work close to the client. Innovative thinking, knowledge of different cultures and diversity enable Motta Fernandes to provide top-notch and modern legal advice to its clients in a wide range of circumstances and cultural environments.

## Main Areas of Practice:

### Arbitration & Litigation:

Experienced in handling disputes nationwide for the largest industries, including those arising from commercial, infrastructure, insurance, M&A, technology and real estate. Acting for clients in arbitration and litigation on a full range of complex disputes. Risk evaluation on the litigious aspects of deals. Preventive advice in prelitigation negotiations to enhance strengths in a future dispute scenario. Acting in close cooperation with international firms on cross-border and multi-jurisdictional cases.

### Aviation & Maritime:

Financing and leasing, aircraft registration and deregistration, tax driven structures, repossession and foreclosure and air transport regulations.

### Compliance:

Advice on Brazilian anti-corruption legislation, elaboration of compliance programs, conducting internal investigations and evaluations of compliance programs. Assistance to committees and compliance officers.

### Contracts:

Preparation and negotiation of complex contracts in all sectors of the economy. Qualified team with expertise and capability to reduce client's exposure and to draft, revise and negotiate, among others (i) commercial contracts, including supply, distribution, agency and services contracts, (ii) real estate contracts, including construction, built-to-suit and lease contracts, (iii) turn-key contracts; and (iv) technology and intellectual property contracts, including transfer of technology, copyright, trademark, patents, trade secrets and software contracts.

### Corporate:

Creation and implementation of corporate structures. Advice to foreign corporations that wish to invest in Brazil. Advice on corporate restructuring. Incorporation of joint ventures, associations and consortia and

drafting of related documents (bylaws, articles of incorporation, shareholder agreements, general meeting minutes and other corporate documents). Advice on tender offers, offerings or swap offers for shares, listing and delisting of publicly traded companies. Preparation of legal opinions on corporate law. Representation in administrative proceedings and hearings before the Brazilian SEC. Legal representation at shareholder or debenture holder general meetings. Assistance on divestment, dissolution and liquidation of companies.

### Environmental:

Obtaining and regularization of environmental licenses and grants, registration, review of studies and support in public hearings. Environmental auditing. Assessment of environmental liabilities in M&A processes. Negotiation with environmental agencies and Public Prosecutor's Office. Assistance on terms of commitment for adjustment of conduct. Representation before administrative and judicial authorities in proceedings resulting from infraction notices or civil investigations of the Public Prosecutor's Office. Assistance in management of contaminated areas.

### Financial, Banking & Capital Markets:

Issuance of securities, securitisation, project finance, trade finance, banking products and services, structuring and incorporation of financial institutions and investment funds, IPOs, tender offers, regulatory legal assistance (Brazilian SEC and Brazilian Central Bank), negotiation and preparation of debt restructuring related agreements; and legal assistance in cross boarder financial transactions.

### Projects & Infrastructure:

Expertise in advising on legal issues related to power generation, basic sanitation, ports, mining, and oil & gas projects. Negotiation and preparation of infrastructure-related contracts such as EPCs, EPCMs, O&M, among others, as well as of financing instruments (12.431 debentures and project finance documents). Review of RFQs, public biddings and PPPs. Multidisciplinary team experienced on project-related legal matters such as environmental licensing, administrative law, and regulated services, tax, insurance and dispute resolution.

### Insurance & Reinsurance:

Assistance to Brazilian and foreign insurance and reinsurance companies on Brazilian regulatory affairs. Advice to Brazilian and international companies in relation with interpretation of regulatory policies, claims and national legal procedures. Legal support on loss adjustment. Assistance in asset reinstitution/recovery, elaboration and negotiation of insurance policies, counter warranty and subrogation rights. Consultancy on tax affairs and issuing of legal opinion. Experience in acting for insurance and reinsurance companies on judicial and arbitration disputes.

### Intellectual Property, Technology & Digital Law:

Consulting on the legal aspects of Intellectual property and internet in Brazil, especially in connection with

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e-commerce, e-payments, privacy and data protection and assistance to companies interested in investing in the information technology sector in Brazil.

### Labour & Employment:

Assistance in all matters related to labour law, ongoing consulting, judicial and administrative litigation. Objective and cost-efficient practice in all fields of employment law. Guidance on compliance regarding corporate executives and employees and on investigations and audits to assess employees' conduct, expatriate employees, hiring and termination/dismissal of executives and employees in management and strategic positions. Negotiations with labour unions. Strategic and preventive monitoring of labour complaints. Support on corporate transactions/agreements.

### Mergers & Acquisitions:

Assistance in important M&A transactions, including public and private acquisitions, tender offers, joint ventures, asset deals, disinvestments, private equity investments and other strategic transactions to international or national vendors or buyers. Creation of corporate governance structures prior to acquisition or sale. Performance of legal due diligences. Guidance/legal assistance on M&A deals within regulatory bodies such as the Brazilian SEC and the Economic Defense Administrative Council.

### Regulatory:

Advice on administrative rules applicable to industrial activities. Obtaining and regular follow ups on permits and licenses related to controlled chemical products, and authorizations of regulatory agencies. Judicial and administrative defenses. Analysis of draft bills and resolutions and evaluation of regulatory risks that may impact client's activities.

### Restructuring & Insolvency:

Strong practice in complex reorganization cases, providing advice to court-appointed trustees, debtors, creditors, investors, and shareholders. Development of liquidation strategies to maximize assets value and identify opportunities of acquisition of distressed assets and/or providing funding. Assistance to financial institutions, insurance and reinsurance companies under intervention and entities subject to specific regulatory rules.

### Tax:

Advice to domestic and foreign clients on the application of the tax law. Legal support on financing and capital markets transactions and other inbound investments. Focus on maximization of economic efficiency and intense support on administrative and judicial tax litigation.

### Languages:

Portuguese, English, French, Spanish, German, Italian.

# MUNDIE ADVOGADOS

**Managing Partners:** Elinor Cotait, Rodolpho Protasio and Eduardo Zobaran

Number of partners: 14 Number of lawyers: 40

## Firm Overview:

With more than 25 years, Mundie is a go-to destination for national and international companies seeking cutting-edge legal assistance in Brazil. The firm's very agile, dynamic and creative approaches, the client-oriented philosophy, and the integration among the practice groups and lawyers are appraised by clients and enable Mundie to deliver the highest quality in legal services. The firm has offices in São Paulo, Rio de Janeiro and Brasília, and can provide services nationally throughout a network of correspondents.

Mundie is recognised by clients and peers as leader in numbers of areas including TMT, corporate transactions, M&A, private equity, regulation and competition, electric energy, tax, international trade and customs, litigation, and labour. Its clientele is diversified and covers different sectors of the economy, such as telecommunications, technology, the Big Data ecosystem, computer hardware and software, e-business, media vehicles and content providers, social medias, entertainment companies, credit, financial and banking services, institutional investors, commodity traders, contractors, service providers, private equity funds, hedge funds, investment banks, infrastructure companies etc.

Mundie has long been frontrunner in Brazil in promoting diversity in the legal profession. The firm has been deeply committed to diversity and inclusion since 1996, when Mundie was founded by 3 (three) men and 2 (two) women. This culture has been promoted and practiced over the years and currently 7 (seven) of Mundie's 14 (fourteen) partners are women, which represents one of the highest levels of woman presence in law-firm partnerships in Brazil. The firm's diversity and inclusion culture is also reflected in all levels of professionals of the firm, from lawyers and law clerks to employees of the administrative team.

## Main Areas of Practice:

### Telecommunications:

The firm has a very strong regulatory practice, with in-depth knowledge of administrative law and related matters. They advise on all aspects (transactional, contractual, regulatory and project implementation) of the telecommunications industry. Mundie's team has been involved in almost every relevant project in Brazil and has contributed to proposed rulemakings for the regulation of telecom services. Mundie's telecom clients include carriers, broadcasters, satellite companies, sharing companies, ISPs, OTT providers, content distributors, equipment providers, and other organizations who operate in the internet, telecommunications, and media sectors.

### Media & Entertainment:

Mundie is regarded in Brazil as a go-to destination for legal advices regarding entertainment and media subjects. The team represents several clients who produce, license, acquire, use and invest in film, television, music and digital content for distribution in Brazil. They regularly assist companies with the acquisition of broadcasting rights involving sports-events (football, the national passion, in particular). The team has helped clients to solve blockers and minimize the risk of costly

litigation, offering creative solutions.

### Technology:

The firm offers comprehensive legal services in the areas of Internet and technology, providing detailed legal support in all aspects of the so-called digital economy, such as IoT, marketplaces, social medias and data protection, among others. Mundie has extensive experience in the area and has been involved in several relevant TMT projects in Brazil. In the last years, they have developed a strong data protection practice, which assists relevant players of several industries and is widely recognized by national and international legal directories.

### Competition/Antitrust:

The firm has a consolidated and strong antitrust practice, and is very active in all Competition Law aspects. Mundie has been advising clients in complex matters, including merger control cases, cartel and unilateral conducts investigations in myriad of economic sectors. Finally, the competition team also advises clients in antitrust compliance matters, including the preparation of tailor-made programs and training.

### M&A/Corporate & Private Equity:

The firm has a very strong M&A and corporate practice, periodically representing clients (sector players, investors, including PE and VC investors and owners) in transactions in virtually all areas and industries. The firm advises on every aspect of corporate activity, including the drafting and negotiation of all types of agreements, structuring of foreign and local investments, organisation of companies, funds and joint ventures, mergers and acquisitions, due diligence, real estate, as well as technology transfer and technical assistance arrangements. Given the enhanced regulatory capabilities of the firm, the M&A/corporate group of the firm has extensive experience in M&A/corporate transactions in regulated sectors.

### Tax:

Mundie's tax practice group has an extensive experience in providing tax consultancy services involving all Brazilian taxes, as well as with respect to tax litigation matters. Our firm has also large experience in Mergers and Acquisitions (M&A) deals, particularly in relation to the structuring and implementation of tax-efficient structures and it is specialized in taxation on TMT sectors. In recent years we have also assisted and increased the portfolio of individual clients (e.g. high net worth individuals and expatriates) with tax planning and family succession matters.

### Dispute Resolution:

The Dispute Resolution department has a notable performance in judicial lawsuits, in strategic business arbitrations, as well as in bankruptcies and corporate reorganization under court supervision. The team has frequently assisted clients in lawsuits involving contractual disputes between companies, as well as in collective actions filed by associations and governmental entities, as the Government Attorneys Office, regarding regulatory, consumer and civil matters, especially on the areas of Telecommunications, Energy Resources, Public Bidding & Procurement, Privacy, Consumer & Data Protection, Antitrust, International procedures

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Email: central@mundie.com.br

and cross-border litigation.

### Labour:

Mundie's labour practice assists our clients strategically focused in complex litigation and counseling matters of particular concern our clients, such as employment agreements, internal policies, variable compensation, global mobility, collective bargaining issues, among others day-to-day matters.

### International Trade:

The firm assists Brazilian and foreign clients in matters related to international trade and customs in Brazil and abroad, including complex trade remedies investigations, sunset reviews and WTO disputes. The team has expertise in handling customs matters such as tariff reduction, special customs regimes as well as assisting with public interest proceedings.

### International Work:

During the last 25 years, Mundie has become a leading provider of legal services in several of its practice areas. It has acted in a wide number of important acquisitions and other transactions, privatisations and public bids. Major transactions handled include the structuring of joint ventures, public bids for the granting of concessions and licenses, public-private partnerships; the acquisition and disposition of equity interests in various companies or projects, including private equity deals, in several different industries, including infrastructure, beverages, ceramics, plastics, chemicals, auto-parts, aircraft components, minerals, construction, sugar, electric energy, ethanol and biodiesel, credit information, financial and payment services, telecommunications, ports, logistics and transportation; and the structuring and implementation of several large cross-border and local secured and non-secured facilities, syndicated loans and project finance. It has also advised clients on several international cartel investigations and cross-border merger control cases.

### Languages:

English, French, German, Italian, Spanish, Portuguese

**MUNDIE**  
A D V O G A D O S

# PASSOS E STICCA ADVOGADOS ASSOCIADOS

**Managing Partner:** André Ricardo Passos de Souza, Ralph Melles Sticca

**Senior Partner:** Filipe Casellato Scabora

Number of partners: 3 Number of other lawyers: 10

## Firm Overview:

Specialised in business law, the firm provides legal counsel to both Brazilian and foreign companies, amongst which are industries and agro-industrial groups, trading companies and importers, e-commerce, luxury brands, and high added-value services companies, besides financial institutions and investment funds, conducting its services directly by the Partners, a new generation of attorneys with multidisciplinary formation and connected with today's global economic and structural changes, who works with business law areas as means in the search for results, committed to punctuality and assistance quality.

## Main Areas of Practice:

### Tax Advisory & Litigation:

The firm's practice in this area includes consulting of direct and indirect taxes, duties and contributions, legal opinions on tax assessment on financial and trading operations, as well as tax consulting and planning in spin-off, merger and acquisition operations, and in those carried out in the financial and capital markets; consulting in corporate law's application regarding bookkeeping, commercial accounting and disclosure of financial statements of Brazilian companies, as well as international tax planning and tax consulting related to foreign trade operations and international income tax treaties; tax litigation (administrative and judicial) involving defense before the federal, state and municipal courts; tax due diligence and strategic management of tax liabilities.

### Commercial & Civil Litigation:

The firm's practice in this area comprehends legal assistance in judicial and administrative proceedings related to civil, commercial, banking, corporate, bankruptcy, and labour law, as well as issues regarding the capital markets; legal advice on credit recovery related to agribusiness financing instruments and export prepayment transactions, as well as assistance in extrajudicial and judicial reorganisation procedures (Chapter 11), advising creditors, investors and trading companies; and legal counsel on conflicts resolution, through alternative mechanisms, such as mediation and arbitration, with due diligence and strategic management of civil and labour liabilities.

### Corporate & Contracts Law:

The firm's practice in this field involves incorporation of companies nationally or abroad, drafting of corporate acts in general and in connection with corporate restructurings, mergers and acquisitions transactions, and the structuring of private equity and venture capital transactions; drafting and negotiation of corporate instruments related to purchase and sales of shares or quotas, shareholders' agreements, cooperation agreements, investment agreements, debentures deeds, hold harmless agreements, among others; legal due diligences proceedings and counseling in connection with civil liability of company managers, succession planning and corporate governance planning; drafting and execution of contracts in general, such as lease, partnership, free-lease, deposit and real estate, agency, and distribution, franchise, license and technology transference, domestic and foreign logistics agreements.

### Banking & Finance:

The firm's practice in this area includes structuring either offshore or domestic financial transactions, along with the formalisation of the guarantees thereof; legal opinions relating to financial transactions, including export prepayment and project finance transactions; structuring of new agribusiness instruments-based transactions, securitisation, securities' issuance and distribution; assistance in stock and commodities exchanges transactions, as well as in over-the-counter markets; consultancy on assets' custody, trading, clearing and registration systems.

### INTERNATIONAL WORK:

The firm is specialised in either providing background and advisory to foreign company aiming to initiate in the Brazilian market, by structuring and implementing the most adequate vehicle before local corporate and tax laws (doing business in Brazil), as well as in providing international support for Brazilian companies willing to expand their businesses to other countries, applying the correspondent Brazilian international ruling and the local one through selected law firms' partnerships.

## LATIN AMERICA OFFICES

### BRAZIL

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## LANGUAGES:

English, Portuguese, Spanish

## CLIENTS:

Brazilian and foreign companies, such as industries and agro-industrial groups, trading companies and importers, e-commerce, luxury brands, and high added-value services companies, besides financial institutions and investment funds.

## CONTACTS

### Tax Advisory & Litigation:

André Ricardo Passos de Souza

**Banking & Finance:** Ralph Melles Sticca

### Commercial & Civil Litigation:

André Morais Bachur Silva

**Corporate & Contracts:** Filipe Casellato Scabora



# PINHEIRO NETO ADVOGADOS

**Managing Partners:** Alexandre Bertoldi and Fernando Meira

Number of partners worldwide: 108 Number of other lawyers worldwide: 341

## Firm Overview:

Pinheiro Neto Advogados is a Brazilian, independent and full-service firm specialising in multi-disciplinary deals, and was the first Brazilian law firm to specialise in corporate clients. Over more than 75 years, the firm translates the Brazilian legal environment for the benefit of local and foreign clients.

With clients in almost 80 countries, the firm has grown organically, and developed a distinctive, tight-knit culture, with a low associate-to-partner ratio. Its unique, democratic governance structure promotes transparency and consensusbuilding among the partners.

## Innovation:

With a focus on innovation, the firm has kept its competitive edge throughout the years, and is widely hailed as a beacon of the Brazilian legal market. Also, Pinheiro Neto is an affiliate of Stanford Law School's Program in Law, Science & Technology (LST), which supports cutting-edge research, teaching and programme development.

## Professionals:

To remain as a valued strategic partner for its clients, the firm invests heavily in professional development, not only through strong on-the-job training, but also by means of the highly structured Pinheiro Neto Professional Development Programme, the first of its kind in Brazil. Pinheiro Neto encourages its attorneys to pursue international associate programmes and postgraduate studies (LLM, etc.) abroad. In addition, the firm's lawyers can tap into the largest and most complete private legal library in Brazil.

## Social Responsibility:

Pinheiro Neto Advogados was the first Brazilian law firm to be certified as carbon neutral; the first Brazilian law firm to join the country's largest social investors in the Group of Outreach Institutions, Foundations and Companies (GIFE); and the first Brazilian law firm to be recognised by the state of São Paulo diversity accreditation body (Selo Paulista da Diversidade). The firm's pioneering pro bono programme has compensated professionals for their involvement in social causes since 2009.

## Clients:

The firm advises and represents both local and international clients in a broad range of sectors, including automotive, banking and financial services, construction and materials, energy and natural resources, environment and waste management, health care, oil and gas, real estate and technology.

## Geographical Reach:

The firm has correspondents throughout Brazil, and has developed close and solid working relationships with first-tier law firms around the world.

## Selected awards:

- *Chambers Latin America Awards*: Latin America Law Firm of the Year 2020
- *LatinFinance Deals of the Year Awards*: Brazil firm of the Year 2020

Pinheiro Neto is recognised among Latin America's most renowned firms in *Latin Lawyer Elite 2020*. The firm has more individual lawyer recommendations than any other Brazilian firm in *Chambers and Partners Latin America 2021*, *IFLR1000 2021*, and *The Legal 500 Latin America 2021*.

## Main Areas of Practice:

### Corporate:

Includes general corporate, M&A, compliance, banking and finance, capital markets, derivatives, structured finance, information technology, real estate, infrastructure, project finance, insurance and reinsurance, regulatory (energy, mining, oil and gas, power, telecommunications), aviation and agribusiness.

### Tax:

Includes litigation and tax-related advice on corporate transactions and foreign investments; international trade and customs, pensions.

### Labour:

Litigation, restructurings, reductions in force, M&A and capital market transactions, outsourcing, incentive and benefit plans, pension and insurance plans, cross-border employment matters, development of employment agreements, inbound and outbound expatriates, compliance investigations, preparation of employer policies and manuals, collective bargaining with trade unions and more.

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## INTERNATIONAL OFFICES

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### JAPAN

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Website: [www.pinheironeto.com.br](http://www.pinheironeto.com.br)

## Litigation:

Arbitration, civil and commercial litigation, competition and antitrust, environment, climate change and sustainability, criminal law, consumer relations, family and succession, insolvency and restructuring, intellectual property, life sciences, construction, public and administrative law, sports and entertainment.

## Languages:

Portuguese, English, Spanish, French, German, Italian, Japanese

**PINHEIRONETO**  
A D V O G A D O S

# QUEIROZ CAVALCANTI ADVOCACIA

**Managing Partners:** Carlos Antônio Harten Filho, Bruno Novaes Bezerra Cavalcanti, Manuela Moura da Fonte

**Senior Partners:** Camila Oliveira, Emília Belo, Ingrid Gadelha, Ricardo Varejão, Tiago Andrade Lima, Ingrid Zanella, Umberto Lucas, Milena Gila  
Number of partners: 258

## Firm Overview:

Queiroz Cavalcanti Advocacia has presented solid and structured growth, since its foundation in 1998, as a result of the combination of enhanced legal skills, management strategy and ethical values. Since 2006, Queiroz Cavalcanti Advocacia has been ranked by specialised magazines as the largest law firm in the North and Northeast region of Brazil, in addition to the recognition for its national and international coverage in 13 specific areas of practice; all, without giving up on the knowledge of the local activities and entrepreneurial culture of the market in which Queiroz Cavalcanti is inserted.

## Main Areas of Practice:

### Bankruptcy/Restructuring:

The firm has a broad advisory and litigation experience with the complex issues that arise in reorganisations, restructurings, workouts, liquidations, and distressed acquisitions and sales. The firm utilises its network to offer critical advice and counsel to multiple constituencies in insolvency situations.

### Banking & Finance:

The firm defends banking institutions in high-risk, strategic demands and class actions with the goal of consolidating favorable jurisprudence and legitimising practices adopted by the banking segment. The firm defends banks in large scale litigation proposed by individuals and in the credit recovery of large debtors, by monitoring judicial reorganisation proceedings and filing collection suits.

### Compliance:

With a multidisciplinary approach, the team offers advisory work in matters related to the prevention, discovery and response to operational non-conformities or related to subjects such as anticorruption, information security, antifraud and regulations. The team has expertise in the development and improvement of compliance programs aimed at the conformity with the requirements of the Brazilian legislation.

### Corporate/M&A:

The firm assists clients in the acquisitions and sales of companies, private acquisition of equities and corporate restructuring, in the incorporation of companies or funds, locally or abroad, and structures strategic partnerships through consortiums, joint-ventures or other forms.

### Environment:

The firm's environmental practice has a long-standing commitment to help companies respond to the risks and opportunities of environmental law and regulation. The services include providing expert advice on traditional environmental law and planning matters, as well as clean and renewable energy markets, waste and biodiversity, and related issues in the agricultural, forestry and fishing industries.

### Litigation:

The firm works with client to develop a strategic approach to litigation and our attorneys are prepared to take any case to trial and are experienced at managing litigation at every stage of the process. The firm crafts demand-specific teams from its wide-ranging platform of legal services based on the industry, forum, and stage of litigation involved, to match the teams' experience to the client's specific needs.

### Labour & Employment:

The firm works with multinational businesses to manage all of its employment needs in Brazil, from day-to-day human resources requirements to critical business change projects. It represents employers in collective bargaining and works council negotiations, and also develops robust industrial relations strategies. No matter the employment issue, the firm consistently helps multinationals to overcome their greatest challenges regarding employment claims.

### Maritime, Port & Customs Law:

The firm operates extensively in the areas of maritime, port and customs law. Therefore, it provides full assistance in the national and international waterways sector, in situations involving pollution caused by vessels and port facilities, from prevention measures to the resolution of administrative and judicial litigation.

### Real Estate:

The firm applies its skills to the full cycle of a real estate deal, providing a holistic approach for clients. It handles property acquisition and investment, development, management and leasing, financing, restructuring, and disposition of all asset classes of real estate.

### Tax:

Provides tax planning and advice to clients in a wide range of tax services, including federal, state and local tax advice in connection with both domestic and international mergers, acquisitions, joint ventures, and other corporate transactions, global business structures, fund formation, real estate investment/financing, and dispute resolution and litigation. The firm works closely with its clients, seeking out greater efficiency in tax planning, ensuring compliance with ever-changing tax laws.

### International Work:

The firm's experienced team will guide your company through the process of investing in unfamiliar jurisdictions. The firm's professionals have solid international experience and communicate fluently in Portuguese, Spanish and English, drafting agreements and other legal documents in such languages and following international standards.

## LATIN AMERICA OFFICES

### BRAZIL

Recife (head office), Salvador, Fortaleza, João Pessoa, São Luis, Manaus

QUEIROZ  
CAVALCANTI  
ADVOCACIA

# RAFAEL PANDOLFO ADVOGADOS ASSOCIADOS

**Managing Partner:** Rafael Pandolfo

**Senior Partner:** Rafael Pandolfo

Number of partners: 11 Number of other lawyers: 6

## Firm Overview:

With an intense and exclusive practice in tax and corporate law, the law firm serves clients seeking distinguished services with commitment, dedication, study, quality, and especially, results as goals. Located between the extremes represented by boutique law firms and big law firms, Rafael Pandolfo Advogados Associados is a law firm seeking to embody the virtues of each one of these models, bringing together the high quality of its law practice with a solid and efficient structure that can undertake complex operations and cases. The development of such propositions allows the firm to dedicate itself intensely, in an agile and extremely efficient way, to the practical and operational aspects of each tax question posed by its clients.

## Main Areas of Practice:

**Tax:** 90%

**Corporate:** 10%

With intense activity in tax law, the firm has a strong reputation for legal quality in the resolution of high complexity administrative and judicial conflicts. This derives from the principle developed by the firm that the probabilities of success in a lawsuit are maximized when its management is not limited to the performance of procedural acts (reaction), but when it also follows a previously designed strategy where an active, interventionist, and intense management is essential. It assists clients who also seek exclusive work in tax planning and tax consulting, in which the objectives are commitment, dedication, study, training, and above all, results. The use of modern technological tools has helped support service for every type of litigation or advisory matter, allowing risk assessment, damage control, and a problem-solving attitude capable of attending to the client's expectations.

The firm, used to taking part in very complex administrative and judicial debates with profound social and economic impacts (defending companies as well as business associations and federations), has developed a concept of efficiency, integrity, and in-depth expertise of procedural and substantive law.

Performance indicators measuring the success rate of lawsuits undertaken by the firm evidence the success of this framework.

## Languages:

English, Portuguese.

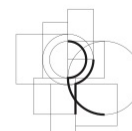
## Clients:

Industry sector: chemical, commercial and professional services, construction and materials, consumer product, manufacturing, education, financial services, food and drink producers, health care, media, mining and metals, private clients, individuals, retail, sports.

## LATIN AMERICA OFFICES

### BRAZIL

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Website: www.rafaelpandolfo.adv.br



**RAFAEL PANDOLFO**

Advogados Associados

# RAMOS E ZUANON ADVOGADOS

**Managing Partner:** Fábio P Zuanon

**Senior Partners:** Christian Ramos, Fábio P Zuanon

Number of partners: 5 Number of other lawyers: 30

## Firm Overview:

Ramos e Zuanon Advogados was created to be a constant and valuable partner for its clients. Focusing on reaching the best results, RZ brings to the table strategic, efficient and personal legal services for its clients' businesses and demands, always combining a high level of specialization with a dynamic and multidisciplinary approach.

Notwithstanding its multiple prizes and accolades in the Brazilian Agribusiness sector, since 2003 the law firm has been representing national and foreign companies, financial institutions, investors, insurers, investment funds, as well as entrepreneurs, from all segments of the economy, from the creation of new business to the negotiation and implementation of solutions to our clients often complex demands.

Having innovation as one of its pillars, RZ is constantly adopting the most advanced technological solutions available in the legal sector and in the market in general, but is also investing substantially in the development of innovative tools for the permanent improvement of its team's efficiency, connection with the best big data suppliers (background check, due diligences, asset recovery and fraud detection), mitigation of risks, predictive analysis and maintenance of the highest standards of information governance.

## Main Areas of Practice:

### Banking & Finance:

Cross border loans, trade finance, commodity finance, issuance of debt and equity securities (public offers and private placements), tender offers, securitisation, mortgage-backed securities, asset-backed securities, investments in private equity funds (FIP), investments in receivables funds (FIDC) and investments in real estate funds (FII).

### Project Finance & Infrastructure:

Structuring and negotiation of project finance transactions, public concessions and public-private partnerships (PPPs), as well as advice on regulatory issues (transportation, energy, oil and gas, telecommunications).

### Corporate & M&A:

Corporate matters involving foreign and local investments in Brazil and Brazilian companies investing abroad, purchase and sale of companies/assets, joint ventures, corporate reorganisations, private equity transactions, consortium agreements and corporate restructurings.

### Tax:

Corporate tax matters, tax impacts on M&A transactions, transfer pricing rules, general tax consulting and administrative and judicial tax litigation.

### Restructuring & Insolvency:

Credit recovery, restructuring and insolvency procedures, corporate, contracts and commercial litigation.

### International Work:

The firm offers legal advice to foreign individuals and legal entities in connection with foreign investments, joint ventures, project finance, M&A, corporate disputes, development of investment structures, reorganisations, financial products, commercial transactions, access to Brazilian capital markets, general tax advice and credit recovery.

### Languages:

English, Spanish, Portuguese.

## LATIN AMERICA OFFICES

### BRAZIL

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## CONTACTS

**Banking & Finance:** Christian de Lima Ramos

**Project Finance & Infrastructure:** Christian de Lima Ramos

**Corporate & M&A:** Christian de Lima Ramos, Maurício Higashino

**Tax:** Eduardo Salgado Felipe

**Restructuring & Insolvency:** Bruno Alexandre Gutierrez, Fábio Pascual Zuanon

## Clients:

RZ represents a number of the leading Brazilian and International financial institutions, investment funds and companies, in transactions across all sectors of the economy, being well recognised for its work in the agribusiness sector.

**RZ** | ADVOGADOS  
ramos e zuanon



# RENNÓ, PENTEADO, REIS & SAMPAIO ADVOGADOS

**Managing Partner:** Fernando de Souza Penteado  
Number of partners: 18 Number of other lawyers: 21

## Firm Overview:

Rennó, Penteado, Reis & Sampaio is a multi-boutique law firm structured to meet the demands of domestic and multinational companies, individuals and family businesses in the legal advisory and litigation areas. The firm has practices in environmental law; regulatory law, antitrust and infrastructure; real estate and urbanistic law; litigation and arbitration; tax law; technology and intellectual property; corporate law and M&A and wealth and succession planning.

## Main Areas of Practice:

### Environmental Law:

The firm acts in environment-related litigation and legal advisory matters, assisting e.g. in environmental legal risk assessment, coordination of environmental licensing proceedings, due diligence, preparation and negotiation of contractual clauses (e.g. M&A, financing, provision of services), conduction of administrative/judicial proceedings in civil, administrative and criminal areas, negotiation of conduct adjustment and compromise agreements with Public Authorities (TACs/TCs), environmental mediation/arbitration and interaction with stakeholders (e.g. Public Prosecution Offices, environmental agencies, NGOs).

### Regulatory Law, Antitrust & Infrastructure:

The firm offers legal advice to companies in both judicial and administrative levels regarding regulation of products and infrastructure, including public bidding proceedings and execution of administrative contracts in general, concessions and public-private partnerships, structuring and implementation of project finance transactions and in any matters related to its clients' activities before direct and indirect Public Administration bodies. The firm has an extensive practice rendering advisory services and assistance on administrative/judicial proceedings for regulated sectors, such as oil and gas, energy, transportation, ports, airports, food and beverage, tobacco, health products, medicines.

The firm also provides legal advice for the submission of transactions before the Brazilian Competition Defense System, as well as in antitrust infringement investigation, disloyal competition matters and illegal market practices.

### Real Estate & Urbanistic Law:

The firm offers legal advice on the negotiation and execution of purchase and sale agreements, engineering and procurement contracts (EPC), among others, due diligences, real estate development and enterprises, land subdivisions, leases, sale and lease-back, surface rights and built to suit. It is also specialised in urbanistic law, assisting in the licensing of works before the Public Administration and in related administrative/judicial proceedings.

### Litigation & Arbitration:

The litigation department handles complex matters before judicial and administrative courts as well as arbitration tribunals and regulatory agencies throughout Brazil. The partners and associates of the litigation department have a wide-ranging experience and specific expertise in litigation in connection with construction, real state, corporate, environmental and regulatory projects, consumer, contracts and insurance, as well as judicial recovery and bankruptcy. The firm's expertise in these segments derives from its close relationship with clients and knowledge of their businesses.

### Tax Law:

The firm provides tax consulting services and assistance on tax litigation matters. It acts in the defense of its clients before judicial/administrative courts against tax assessments, preventing undue taxation, enabling the restitution/compensation of undue tax payments and obtaining tax clearance certificates.

### Technology & Intellectual Property:

The firm advises on technology and intellectual property matters, mainly in copyright and cultural projects and advises companies and organised civil societies in the preparation of privacy policies, terms of use of platforms and information technology and regulation sector contracts.

### Corporate Law & M&A:

The firm provides legal advice in the corporate law area, comprising assistance on daily corporate matters, corporate reorganisations and mergers and acquisitions in general, with emphasis in technology companies, specially start-ups.

### Wealth & Succession Planning:

The firm advises individuals in a personalised manner in wealth and succession planning and in family governance matters. It also has expertise with offshore structures and estate/succession planning instruments such as PICs, partnerships, trusts and wills, working in collaboration with its clients' foreign advisors.

### Lisbon:

The partners are licensed before the Portuguese Bar advise individuals, their families and family offices in immigration and tax matters, with an emphasis on tax benefits, Non-Regular Tax Regime for Non-Regular Residents, real estate legal advice, visas and residence permits, including Golden Visa, legal advice to non-resident clients and filing of lawsuits recognising foreign judgments in Portugal.

## LATIN AMERICA OFFICES

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Website: www.rprsa.com.br

## CONTACTS

**Environmental Law:** Antonio Augusto Rebello Reis, Rômulo Silveira da Rocha Sampaio

**Regulatory Law, Antitrust and Infrastructure:** Marília dos Santos Dias Rennó, Patrícia Regina Pinheiro Sampaio and Carolina Barros Fidalgo

**Real Estate and Urbanistic Law:** Marília dos Santos Dias Rennó, Tatiana Amaral and Joana Costa

**Litigation and Arbitration:** Octávio Fragata Martins de Barros, Luciano Giongo Bresciani and Carlos Gustavo Rodrigues Reis

**Tax Law:** Emmanuel Biar and Rafael Dinoá

**Technology and Intellectual Property:** Carlos Affonso Pereira de Souza

**Corporate Law and M&A:** Fabiana Topini

**Wealth and Succession Planning:** Cândida de Paula Machado

**Lisbon:** Carla Fortes

## Languages:

English, French, Portuguese and Spanish.

## Clients:

The firm provides legal services to different industry segments, such as regulated sectors (e.g. food and beverage, sanitary surveillance, pharmaceutical, tobacco industry, energy, oil and gas, transportation and banking), real estate, malls, technology and culture. The firm also provides personalised assistance to individuals, families and their businesses.

**Rennó, Penteado, Reis & Sampaio**  
ADVOGADOS

# RMS ADVOGADOS - ROCHA, MARINHO E SALES

## Firm Overview:

RMS Advogados – Rocha, Marinho E Sales is a highly qualified corporate law firm with over 900 professionals located in 11 offices across the Brazilian territory, supported by a broad network of corresponding law firms, which enables the firm to currently handle over 250 thousand claims distributed throughout every judicial district of the country.

With a national reputation for legal excellence, the firm represents some of the largest corporations operating in Brazil in banking, telecom, insurance, life sciences and healthcare, retail and other segments, both in large-scale litigation as well as in highly complex and valuable strategic matters.

In this regard, it is worth highlighting the firm's experience and capillarity in the Northeast and in the North of the country, traditionally problematic regions for the big center law firms, and its headquarters in Brasília, with a group of very talented attorneys specialised in advocacy in Superior Courts.

Overcoming the traditional division by practice, RMS Advogados works through cells that are individually customised in order to reflect the internal organisation of its clients, ensuring the best match between workflows. This strategy also empowers communication with the in-house legal team, ensuring a positive workplace and an efficient, client-focused service.

Keeping up with the digital transformation that all industries and companies are currently undergoing, the firm has consistently invested in its knowledge management and technology infrastructure to promote collaboration and increase quality, consistency and efficiency to meet its clients' needs.

To that end, the firm became well respected and known for its attorney-focused technology training models and incorporating practicing attorneys into the process of identifying and developing innovative solutions for the firm and its clients.

To that end, the firm became well respected and known for its attorney-focused technology training models and for incorporating practicing attorneys into the process of identifying and developing innovative solutions for the firm and its clients.

## Main Areas of Practice:

- Advocacy in Superior Courts
- Banking & Finance
- Bankruptcy
- Civil & Commercial Litigation
- Contracts
- Corporate Criminal Defense
- Corporate Law
- Credit Recovery
- Electric Energy
- Environmental Law
- Health
- Insurance & Reinsurance
- Labour & Employment Law
- Large-scale Consumer Litigation
- Public & Regulatory
- Tax Law
- Telecommunications

## Partners:

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- Caio Cesar Rocha  
**Email:** caio@rms.adv.br
- Deborah Sales Belchior  
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- Tiago Asfor Rocha Lima  
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- Wilson Sales Belchior  
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**Brasília - DF**  
**Goânia - GO**  
**João Pessoa - PB**  
**Manaus - AM**  
**Natal - RN**  
**Recife - PE**  
**Salvador - BA**  
**São Luís - MA**  
**Teresina - PI**

# RODOLFO GROPEN ADVOGADOS ASSOCIADOS

**Managing & Senior Partners:** Rodolfo Gropen and João Manoel Rolla

Number of partners: 5 Number of other lawyers: 25

## Firm Overview:

In 1996 the firm was founded by naming partner Rodolfo Gropen, whom brought in a solid experience advising and defending large steel companies mainly in Minas Gerais. Over the years the firm expanded his services to different sectors, such as mining, automotive, logistics and telecom, focusing in litigation, with a sustainable track of success, and also advising foreign investors in Brazil, which allowed us to increase the number of partners and associates in a calculated manner.

## Main Areas of Practice:

Tax (Litigation): 70%

Tax (Consulting): 0%

## Tax:

The firm is a boutique specialized on tax law and prepared to assist on any and all different corporate tax subjects, whether the government level they relate to. Its service range includes consulting over corporate taxation in general and regarding any specific operations, in order to evaluate liabilities or identify tax credits, as well as tax planning. Also, tax litigation has an especial role among the firm practice in view of its large experience both in judicial and administrative courts and the client's singularities approach. Recently, the firm assisted on a relevant leading case before the Supreme Court and obtained favourable ruling to taxpayers in general, involving social contributions over revenue (Cofins and Pis) and its relation with sales tax (ICMS).

## International Work:

On the international scenario, the firm just engaged on preliminary analysis regarding Brazilian tax environment to support China Great Wall Industry Group on a possible acquisition of meat processing company. The project is on hold due to COVID-19 effects.

## Languages:

English, Mandarin, Spanish, Portuguese.

## Clients:

Steel, Mining - Iron, Nickel, Gold - Automotive, Logistics, Telecom, Food Retail, Food Industry and Construction.

## LATIN AMERICA OFFICES

### BRAZIL

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Fax: 55 21 2242 3964

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Fax: 55 31 3262 3243

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## INTERNATIONAL OFFICES

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**RODOLFO GROPEN**  
A D V O C A C I A

# ROLIM, VIOTTI & LEITE CAMPOS ADVOGADOS

**Managing Partner:** João Dácio Rolim

Number of partners: 17 Number of other lawyers: 100

## Firm Overview:

Rolim, Viotti, Goulart, Cardoso Advogados is a law firm with an ongoing commitment to providing excellence in client service. With four branches in Brazil and two in Europe, it has been operating since 1993 in both Brazilian and international markets.

The firm's major focus is on corporate law, and it provides its clients with a broad, diverse and complementary business structure. Staff draw on a strong academic background and extensive market experience, striving to offer continuous business improvement enhanced by a high degree of specialisation and promoting multidisciplinary interaction.

Conducting its business with the resourcefulness, versatility and independence demanded by the market, Rolim, Viotti, Goulart, Cardoso Advogados provides all the legal tools needed for companies to operate in a competitive and safe environment. The training and preparation of staff and the international scope of the firm form a strategic vision that has effectively influenced its approach to business.

## Business Vision:

A full understanding of the client's business focus lies at the core of the services rendered by the firm. Personal and structured services assure the best alternatives to meet its client's challenges. Rolim, Viotti, Goulart, Cardoso Advogados' natural talent to act proactively and deliver efficient performance are evidenced by its ability to integrate technical precision and creativity, specialisation and diversification, local focus and global vision, using a customised multi-skilled approach.

## Culture & Practice:

The firm offers clients an especially skilled, multidisciplinary team composed of professionals that bring together practical experience and sound theoretical training, aiming at providing in-depth knowledge to its business strategies and at identifying innovative and effective legal solutions. A hallmark of the team is its combination of diversity and specialisation that enables the staff to reach opportunities for its clients. The company's tax law operations underlying its business trajectory are a highlight of the firm's business activities and maximise the efficient structuring of the corporate business advisory services provided by the law firm.

## Main Areas of Practice:

### Tax:

Acknowledged for its tradition and expertise, the firm operates jointly and coordinately for comprehensive and complete legal services. Rolim, Viotti, Goulart, Cardoso Advogados represents clients in all aspects of national and international transactions ranging from structuring of tax efficient contracts, business transactions, infrastructure agreements to M&As.

## Corporate/M&A:

Rolim, Viotti, Goulart, Cardoso Advogados provides a wide range of corporate legal services comprising complex mergers and acquisitions, sophisticated corporate reorganisations, legal opinions, business acquisitions and all sorts of corporate transactions. It assists clients in the structuring of businesses in Brazil, Portugal and other countries.

## Environment:

The firm's main focus is on preventive consultancy, seeking to avoid the creation of technical or administrative environmental liabilities, as well as impairments to the development of potentially pollutant activities. The firm deals with negotiation with governmental bodies and administrative and judicial litigation on environmental matters.

## Energy & Natural Resources:

Rolim, Viotti, Goulart, Cardoso Advogados advises clients on structuring projects involving energy and natural resources. It assists several major energy companies and regulators providing legal opinions and conducting complex administrative and judicial litigations as well as arbitrations.

## Oil & Gas:

Rolim, Viotti, Goulart, Cardoso Advogados attorneys have vast experience in advising clients, drafting contracts and handling complex litigation for companies operating in the oil, gas, renewable and thermoelectric sectors.

## Telecommunications:

Rolim, Viotti, Goulart, Cardoso Advogados has been advising the major telecommunications companies in Brazil. The firm has the knowledge to assist clients on litigation and regulatory matters, counseling them on the negotiation of projects and deals and public bids.

## Aviation:

The department has experience in representing aircraft manufacturers and national and foreign air companies, and carries out aircraft leasing and warranties negotiations as well as provides consulting on other matters involving the aviation sector. Infrastructure: Rolim, Viotti, Goulart, Cardoso Advogados provides a wide range of legal services related to infrastructure projects, from PPPs to the construction of complex industrial plants, conducted by a team of experts in green and brown field investments.

## Litigation & Arbitration:

The firm represents clients in commercial, regulatory and complex disputes and handles domestic and international arbitrations concerning business interests around the world.

## LATIN AMERICA OFFICES

### BRAZIL

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Email: rolimvlc@rolimvlc.com

Website: www.rolimvlc.com

## Languages:

English, French, Italian, Spanish, Portuguese.

## Clients:

Rolim, Viotti, Goulart, Cardoso Advogados represents a broad range of clients, from start-up businesses to multinational companies, highlighted players in all industries, such as automotive, consumer products, food and drink, mining, oil and gas, energy, services, banking, steel, aviation, infrastructure, real estate, transportation/logistics and telecommunications.

ROLIM, VIOTTI & LEITE CAMPOS

advogados



# RPZ ADVOGADOS

**Managing Partners:** Dennys Zimmermann and Carla Padilha

**Senior Partners:** Dennys Zimmermann, Carla Padilha, Felipe Reis, Felipe Rosa, Nicole Priuli, Bruno Melo, Fábio Tolmasquim, Leonardo Fiad and Sergio Cavalieri Filho  
Number of partners: 9 Number of other lawyers: 1

## Firm Overview:

RPZ Advogados is a boutique law firm specialized in the Insurance and Reinsurance Practice, which deals with a wide range of insurance and reinsurance matters related to all lines of business and with a large experience in policy wording, regulatory issues and handling of claims carrying from dam ruptures, fires, explosions, machine breakdowns, business interruptions, plane crashes, navigation accidents, cyber-attacks, engineering risks, class actions, judicial proceedings, criminal investigations and inquiries, professional errors, environmental damages, third party accidents, among others.

The RPZ team is formed by Dennys Zimmermann, Carla Padilha, Felipe Reis, Nicole Priuli, Felipe Rosa, Bruno Melo, Fabio Tolmasquim and Paula Abranches, who all provide unique services on the (re)insurance segment globally.

Dennys Zimmermann, the most senior partner, is ranked in Chambers and has more than 20 years of experience in this segment, having worked for some of the biggest players in the world. All the other lawyers have worked for international law firms and are fluent in English.

The RPZ team would not be complete without the expertise derived from our consultants, Professor Sergio Cavalieri Filho, one of the greatest Brazilian minds in Civil Law and Leonardo Fiad who has extensive experience in public law, specially tax issues.

RPZ Advogados operates two offices in Brazil, which are located in Rio de Janeiro and São Paulo, both in conformity with all compliance, data security, social and environmental standards.

## Main Areas of Practice:

**Insurance & Reinsurance:** 100%

- **Financial Lines:** 40%
- **Surety:** 20%
- **Property:** 10%
- **Casualty:** 20%
- **Engineering:** 5%
- **Others (including aviation, cyber, etc):** 5%

## Insurance & Reinsurance:

RPZ Advogados acts on advisory, loss adjustment, litigation, recovery and regulatory matters, with a wide range of experience dealing with all lines of insurance, that is, surety, liability, financial lines, property, cyber, aviation, engineering, transportation, marine, among others.

## International Work:

The RPZ team is regularly requested to provide legal opinions on matters involving insurance and reinsurance, most notably from Latin America and London. Over the past few years, the RPZ team has worked on some of the most complex claims that have occurred abroad, always acting in the interest of national and foreign insurers and reinsurers.

## Languages:

English, Portuguese, Spanish.

## Clients:

RPZ Advogados caters exclusively to the insurance and reinsurance sector, acting entirely on behalf of Insurers, Reinsurers and Brokers (the latter, in matters where there are no conflicts with Insurers and Reinsurers), relying on a client-centric culture combined with the necessary responsibility and technical excellence to provide creative, efficient and tailored solutions.

## LATIN AMERICA OFFICES

### BRAZIL

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## INTERNATIONAL OFFICES

Although RPZ Advogados does not have its own branch overseas, they count on various law firms worldwide to assist on assorted legal endeavours in accordance with the client's needs, with a special emphasis on Europe and Latin America.

## CONTACTS

### Insurance & Reinsurance:

**Financial Lines:** Felipe Reis

**Surety:** Dennys Zimmermann

**Property:** Carla Padilha

**Casualty:** Nicole Priuli

**Engineering:** Fabio Tolmasquim

**Aviation & Marine:** Bruno Melo

**Corporate & Regulatory:** Nicole Priuli

**All lines:** Dennys Zimmermann



## SACHA CALMON - MISABEL DERZI CONSULTORES E ADVOGADOS

**Senior Partners:** Sacha Calmon Navarro Coêlho, Misabel Abreu Machado Derzi, Valter de Souza Lobato, André Mendes Moreira, Juliana Junqueira Coelho, Paula de Abreu Machado Derzi Botelho, Eduardo Junqueira Coelho, João Flávio Machado Derzi

**Partners:** Alice Gontijo, Arnaldo Paiva, Fernando Moura, Frederico Breyner, Gabriel Amarante, Guilherme Quintela, Mônica Barros, Patrícia Gaia, Tiago Conde

**Junior Partners:** Alexandre Baroni, Eduardo Campos, Henrique Napoleão, Letícia Alves, Máira de Britto, Marina Machado, Nayara Atayde, Rafael Caldeira

Number of partners: 25 Number of other lawyers: 30

### Firm Overview:

Founded in 1994, Sacha Calmon – Misabel Derzi Consultores e Advogados (SCMD) is widely regarded as an authority in Brazil in tax law. The firm is a tax boutique with offices in Belo Horizonte (MG), Rio de Janeiro (RJ), São Paulo (SP) and Brasília (DF), offering national coverage through a qualified network of correspondents over the whole Brazilian territory. When a case requires a multidisciplinary approach, SCMD works in partnership with other highly-recommended firms, that are specialised in other fields of law. The firm also works in partnership with top law firms outside of Brazil.

### Main Areas of Practice:

#### Tax:

The guiding light of SCMD is specialisation and it acts in the practice of tax law. The teams are divided by economic sector so that the professionals have broad knowledge of each clients' business specificities.

#### Judicial & Administrative Tax Litigation:

With deep bench strength in this arena, the lawyers are able to provide their clients with solid representation in litigious matters across all judicial and administrative spheres in Brazil. The assistance includes careful assessment of the degree of risk and definition of specific strategy; joint approach of merit (juridical theses) with the questions of fact (evidence); interaction with controller's office and the accountancy department of the companies to ascertain the facts; high quality of the procedural briefs; special attention to the reports, with the appropriate layout, and with the content directed in accordance with the specific points of each client; permanent and personal follow-up of the cases; formation of leading cases and personal and direct action in the Higher Courts – Superior Court of Justice (STJ) and the Federal Supreme Court (STF).

### Tax Consultancy & Preparation of Juridical

#### Opinions:

Legal and juridical opinions; creation and formatting of new products focused on catering to the needs of each client, with the least possible tax impact; tax planning; legal opinions including the identification of possible problems in the litigation process

#### Languages:

Portuguese, English, Spanish, Italian, French, German, Russian.

#### Clients:

SCMD provides legal services to clients within the most diverse sectors of the economy, singling out especially telecommunications, iron and steel, mining, petroleum and petrochemicals, electrical power, the financial market, wholesale trade, civil construction and private pension plans and transportation.

### LATIN AMERICA OFFICES

#### BRAZIL

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**SACHA CALMON**  
**MISABEL DERZI**  
CONSULTORES E ADVOGADOS

[www.sachacalmon.com.br](http://www.sachacalmon.com.br)

# SANTOS NETO ADVOGADOS

## Firm Overview:

Santos Neto Advogados ('SNA') was founded in 1992 and is dedicated mostly to the areas of corporate law, banking and finance, agribusiness, mergers and acquisitions, capital markets, corporate finance, litigation, labour, tax and foreign trade, with a multidisciplinary and multicultural team.

## Offices:

With offices in São Paulo, Brazil and branches in New York City, USA, SNA offers a whole new concept of work called 'lean full service', where lawyers offer specialty services in two or three areas of law. This keeps teams lean and efficient, able to fully understand the client's business need and able to build close and strong relationships.

## Main Areas of Practice:

### Agribusiness:

Leading Brazilian law firm in agribusiness, advising banks, funds, tradings, insurers and industries in all matters related to the agribusiness chain. The firm was invited by the Ministry of Agriculture of Brazil to draft the new 'Agro Law', enacted in April 2020, due its vast experience and knowledge in this practice area.

### Banking & Finance:

Advises clients from structuring and negotiation to documentation and closing of finance transactions, including the drafting of credit agreements, bank guarantees and security instruments. Advises on Brazilian Central Bank's regulations, securitisations, financing by development banks and ECAs, project finance, aviation and shipping.

### Capital Markets:

The firm delivers results in a wide range of matters involving debt securities' capital raising and compliance issues, with participation in a significant volume of issuances throughout the years. It assists financial institutions, publicly-held and privately-held companies in the structuring of securitisation and other capital markets transactions across all industry sectors.

## Corporate/M&A:

Assists clients in all matters of corporate law, including: determining and implementing the best corporate and tax structure for a business; formation of corporations, limited liability companies, partnerships and joint ventures; drafting of articles of association, bylaws, minutes of meetings, shareholder agreements and other corporate instruments; assistance with routine corporate aspects; structuring of M&As, joint-ventures and strategic alliances, including the negotiation and drafting of all required agreements and due diligence reviews; representation before regulatory agencies such as the CVM (Brazilian Securities and Exchange Commission).

## Labour:

The labour and employment team represents multinational and domestic companies in several economic sectors on strategic labour matters. The team act on a broad range of non-contentious and contentious matters. Their assistance includes both complex labour matters and routine queries related to human resources practices or general labour law aiming to assist the day-to-day operations of the client. In addition, the firm provides services related to administrative proceedings on course before the Labour Prosecutor Office (Ministério Público do Trabalho) and the Ministry of Labour (Ministério do Trabalho). The team provides services in all jurisdictions of their country.

## Litigation:

Assists clients in litigation and arbitration proceedings, especially: conflict prevention and negotiation of settlements; representation of clients in lawsuits at all levels of the Brazilian Judiciary System, especially related to disputes on corporate law, commercial contracts, and banking law; enforcement of security interests. The firm works with correspondent law firms in several judicial districts nationwide.

## Reorganisation & Bankruptcy:

Advises creditors and sellers of distressed assets in all legal matters regarding corporate restructurings, reorganisations, and bankruptcy, including: assessment of the debtor's credit status and due diligence covering all its contractual obligations and contingent liabilities; development of a restructuring strategy; drafting of restructuring plans; client representation in judicial and extrajudicial reorganisations and bankruptcy proceedings; distressed M&A activity; and asset tracing.

## LATIN AMERICA OFFICES

### BRAZIL

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Website: www.santosneto.com.br

## Tax, Customs & International Trade Law:

Assists clients in all matters of tax and customs law, including tax and Social Security consultancy, international business tax consulting, judicial and administrative litigation, tax planning, assistance in structuring import and export operations vis-à-vis tax and customs aspects involved, and representation before Brazilian Federal Revenue Service and State and Municipal tax agencies.

## International Work:

In most cases, the firm's clients are international corporates or financial institutions doing business in Brazil. All the firm's lawyers are international specialists with large experience in cross-selling transactions, and speak at least two languages.

## Languages:

Portuguese, English, Spanish, French, German, Italian.

## Clients:

International and local financial institutions, logistics, industries, agribusiness companies, airlines, IT companies, media and entertainment companies, and manufacturers and service companies.

**SANTOS NETO**  
ADVOGADOS

# SCHALCH SOCIEDADE DE ADVOGADOS

**Partners:** Débora Schalch, Denise Schalch

## Firm Overview:

Founded in 1991, Schalch Sociedade de Advogados has a differentiated practice of law as a fundamental principle.

Combining a high degree of organization, quality and updating of the team with an emphasis on relationships with its clients, the firm has achieved solid growth and is currently recognized as one of the most respected in the Insurance Law area.

SSA provides specialized legal advice for local and international companies, including advisory and litigation, for all lines and types of insurance transactions, as well as offering advice on claim adjustment, as well as mediation and arbitration in Brazil and abroad.

Teams dedicated to large claims, as well as working with volume, focusing on a close and individualized relationship with each client.

SSA has its head office in the Itaim region of São Paulo and establishes strategic partnerships with national and international law firms.

By deeply understanding its client's needs and activities and cultivating strong partnerships with them, Schalch can practice law with commitment and results.

Main Areas of Practice:

## Insurance & Reinsurance:

Focused on advisory and litigation, Schalch is particularly notable for:

- Engagement in successful cases of legal advisory in claim adjustment for the most diverse fields, actively participating in joint efforts with experts indicated for each case, assisting in the decisions made by companies and leveraging them for potential demands
- Representation in all Courts of the country, in demands of major technical complexity and financial relevance, covering all insurance lines, especially insurance bonds, engineering risks, civil liability, international transport and agriculture
- Noted involvement among insurance and reinsurance companies in the areas of reimbursement, in the extrajudicial spheres — aimed at reaching amicable settlements, and in the judicial spheres, attaining excellent results and earning an award as N°. 1 Reimbursement Firm, in 2010
- Preventive advisory on the revision of contracts, counter guarantees and guarantees in Project Finance

- Drafting of legal opinions related to the various areas of insurance and reinsurance companies
- Assistance in the analysis and drafting of insurance and reinsurance policies
- Drafting and revision of general conditions of insurance products and reinsurance contracts, requests for prior approval and ratification of corporate acts before the Superintendence of Private Insurance (SUSEP), as well as following up on the respective approval processes with the regulatory bodies

## Arbitration & Mediation:

Schalch is present at the country's most prominent arbitration chambers.

Schalch has been active in the out-of-court dispute resolution area, notably in arbitration and mediation — modalities that have grown in Brazil, due to the speed of processing.

SSA team comprises highly experienced professionals, especially in arbitration and mediation in the area of insurance and reinsurance, and worthy of note is their performance in:

Representation in national and foreign arbitration proceedings before renowned arbitration institutions.

Representation in judicial measures related to arbitration.

Drafting of opinions, legal opinions and advice in preparing arbitration clauses.

Ratification and execution of foreign arbitration awards.

## Business:

Focused on advisory and litigation practices, Schalch is composed by professionals with extensive experience in the areas of Corporate Advisory and Litigation Law, both in corporate and business operations and in administrative or judicial litigation, involving corporate, civil, commercial, banking, corporate, competitive, real estate, regulatory and administrative.

The SSA team is highly qualified to defend the interests of our clients, both in day-to-day matters and in matters of greater complexity and economic importance, in several areas of Business Law, counting on highly trained technical staff, with solid academic and professional training, highlighting the performance in:

## LATIN AMERICA OFFICES

### BRAZIL

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- Prevention and management of conflicts and commercial disputes for small, medium or large companies
- Purchase and sale of tangible or intangible assets
- Drafting contracts and structuring real estate and/or company operations
- Commercial representation and distribution
- Purchase, sale and management of real estate
- Credit recovery and judicial collections
- Real estate regularization, whether documentary or registration
- Disputes arising from the consumption relationship
- Advisory advice by issuing legal opinions and legal advice
- Corporate and/or societal planning
- Disputes with public authorities and administrative processes
- Judicial recovery and bankruptcies
- Civil liability and compensatory actions

Combining expertise, agility, broad performance and close contact with clients has always been a principle of Schalch Sociedade de Advogados, since adding knowledge, teams, experiences and structures, can offer even more comprehensive, agile and precise legal assistance.



# SERGIO BERMUDEZ ADVOGADOS

**Senior Partners:** Sergio Bermudes, Marcio Vieira Souto Costa Ferreira, Marcelo Fontes, Alexandre Sigmaringa Seixas, Guilherme Valdetaro, Marcelo Lamego Carpenter,

Fabiano Robalinho Cavalcanti, André Silveira, Caetano Berenguer, Pedro Marinho Nunes

**Main Partners:** Roberto Sardinha Junior, Antonio Carlos Velloso Filho, Marco Aurélio de Almeida Alves, Eric Cerante Pestre, Vitor Ferreira Alves de Brito, Rodrigo Tannuri, Frederico Ferreira, Antonella Marques Consentino, Marcelo Gonçalves, Ricardo Silva Machado, Carolina Cardoso Francisco, Philip Fletcher Chagas, Luis Felipe Freire Lisboa, Wilson Pimentel, Ricardo Loretto Henrici, Jaime Henrique Porchat Secco, Grissia Ribeiro Venâncio, Marcelo Borja Veiga, Adilson Vieira Macabu Filho, Ana Paula de Paula, Alexandre Fonseca, Pedro Henrique Carvalho, Rafaela Fucci, Henrique Ávila, Renato Resende Beneduzi, Alessandra Martini, Pedro Henrique Nunes, Gabriel Prisco Paraíso, Guiomar Feitosa Lima Mendes, Flávio Jardim, Guilherme Coelho, Livia Ikeda

Number of other partners: 80 Number of consultants: 6

## LATIN AMERICA OFFICES

### BRAZIL

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### Firm Overview:

Sergio Bermudes Advogados, founded in 1969, is nationally and internationally acknowledged as the Brazilian leader in litigation, arbitration and insolvency law. Over the past 5 decades the firm has represented companies operating in a broad range of commercial activities, including telecommunications and media, energy, oil and gas, banking and finance, insurance, intellectual property, airline services, rail, road and maritime transport systems, ports, real estate and public service concessionaires.

### Main Areas of Practice:

#### Litigation:

The firm has, for several years, topped the rankings of specialist law reviews and journals, having, over its 50-years history, handled several major lawsuits with national and transnational significance. The firm's lawyers provide broad ranging representation before Federal and State courts, arbitral tribunals, regulatory agencies and public authorities, as well as the negotiation of settlements and pre-emptive advice and assistance on dispute avoidance.

**Specialist Areas:** Corporate and commercial litigation, energy disputes, tort, contracts, tax, administrative and regulatory issues, financial disputes, intellectual property, antitrust.

#### Alternative Dispute Resolution/Arbitration:

The team has extensive experience in arbitration, having handled several commercial arbitration cases in Brazil since the 1980's, even prior to the enactment of the Arbitration Law (Law nº 9307/96). The firm's ADR team has grown significantly in line with increasing demand for arbitration and is well placed to advise and assist on both international and domestic cases. Key team members hold postgraduate qualifications from leading universities abroad, with several having undergone training in both common law and civil law systems, particularly in relation to arbitration and transnational dispute settlement. Senior partners regularly sit as arbitrators on domestic and international panels.

### Bankruptcy & Reorganisation:

The insolvency law team has over 25 years experience of representing companies, domestic and foreign, in major judicial recovery and bankruptcy proceedings, both prior to and following the enactment of the Brazilian Judicial Recovery and Bankruptcy Law of 2005. Team members have been active in promoting the effective application of the recent legislative provisions, contributing to their interpretation and development via the publication of articles and the giving of lectures at specialist conferences and seminars.

#### Insurance:

The office is one of the most active in the Brazilian insurance market and has participated directly in principal legal disputes in the sector over the last few decades. Since the 1980s Sergio Bermudes Advogados has represented the interests of leading insurance and arbitration proceedings, as well as providing consultancy services to all segments of the insurance business. The firm is widely recognised for specialist legal services in the field of health insurance. Founding Partner Sergio Bermudes is frequently invited to lecture on insurance related issues. The firm has been a major presence in disputes arising out of the opening of the Brazilian reinsurance market, advising, assisting and representing both national and foreign companies on issues regarding the insurance business in Brazil.

#### Energy:

Sergio Bermudes Advogados has a specialist team of 12 lawyers and a consultant with vast experience in the market. The firm represents several companies from the electricity sector in regulatory issues (including the filing of administrative appeals) before the National Electric Energy Regulatory Agency, in relation to, for example, tariff revision, the concession/reduction of the energy ballast of hydroelectric and thermal electricity plants and the securing of approval of projects for small hydroelectric plants, as well as disputes before the Electric Energy Chamber of Commerce. The firm advises, assists and represents its clients in negotiations, lawsuits, administrative procedures and arbitration proceedings involving a broad range of issues in the electric energy sector.

### International Work:

The firm advises and assists several foreign and multinational companies and financial institutions. It represents clients in cross-border and multi-jurisdiction disputes before both national and foreign courts and tribunals. Most of the firm's arbitration case-load involves an international element, with lawyers active in proceedings before tribunals sitting both in Brazil and abroad under the auspices of major international arbitration institutions.

### Languages:

Portuguese, English, French, Spanish, Italian, German.

### Clients:

The firm's client base includes leading national and international financial institutions and insurance companies and domestic, foreign and multinational companies operating in the following areas: energy and natural resources (oil and gas, electricity, mining), aviation and transport, shipping, construction, telecommunications, pharmaceutical, infrastructure, the media (TV, cinema and news organisations), charitable foundations and organisations, real estate and others.

SERGIO BERMUDEZ  
ADVOGADOS

# SILVEIRA, ATHIAS, SORIANO DE MELLO, GUIMARÃES, PINHEIRO & SCAFF - ADVOGADOS

**Managing Partner:** Ricardo Rabello Soriano de Mello, Afonso Vaz Lobato and João Carlos Addario Junior.

**Senior Partners:** Reynaldo Andrade da Silveira, Jorge Alex Athias, Juarez Rabello Soriano de Mello, Ricardo Rabello Soriano de Mello, Pedro Bentes Pinheiro Filho, Fernando Facury Scaff and Afonso Vaz Lobato. Number of partners: 29 Number of other lawyers: 108

## Firm Overview:

Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff - Advogados is a corporate law firm that meets the demands from small companies to large corporations, in various areas of law. The law firm has also extensive experience in the implementation of major economic, mining and environmental projects in the Amazon, attending both national and international investors. Founded in 1981 in Belém (PA), Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff - Advogados has a wide geographical presence and has several units spread across cities in Brazil, that are located in the North, Northeast, Southeast and the Federal District, representing its clients in litigation and legal advisory in areas such as environmental, tax, mining, labor, civil, commercial, corporate and corporate criminal matters.

## Main Areas of Practice:

### Advice for the Implementation of Projects in

#### Amazonia:

The firm has extensive experience in advising on the implementation of economic projects, in addition to having knowledge of the singularities of the region. It has a multidisciplinary team that deals with different areas of law and always with a view to serving the entrepreneur's interests within sustainable development standards.

#### Environmental, Land & Mining Law:

The firm has experience in handling environmental and mining issues in general and in Amazonia in particular, with extensive practice in actions related to the implementation and operation of mining projects, genetic resources, whether or not associated to traditional knowledge, forest management, fishing, agrarian and agroindustrial issues, with the effective participation in the follow-up of administrative procedures, including administrative defenses, environmental licensing processes, public hearings, implementation of mineral easements and mining rights in general, as well as those with judicial nature, always with a focus on the results obtained and the objectives of its clients.

#### Civil, Commercial & Consumer Law:

The civil area has extensive experience in litigation, which includes several other law segments, on the most diverse matters, such as corporate, civil law (notably liability matters), contracts, insurance, banking, bankruptcy and judicial recovery, credit, family and succession, administrative, bids and possessions. Another area of activity includes crisis management. In the family and succession law area, the firm has a qualified team and internationally renowned consultants. The practice can be both in consultative law, including business and estate succession planning, as well as in litigation related to issues such as divorce, custody of minors, alimony and inventory, as well as notary law issues.

## Labour & Trade Union Law:

The labour area is structured to serve companies from any size, including small companies and those with mass demand. It is able to absorb a large number of proceedings simultaneously in issues where a large number of people require its services. Its professionals are qualified to defend the interests of companies in any part of the Legal Amazonia, providing technological support to feed the internal proceeding control programs of its clients, regardless of the control and registration within its own program, which may be accessed online through a password. The experience acquired through audits in the proceedings of large companies emphasizes the preventive activity, which is how the firm seeks to provide services for its clients. It operates in the individual and collective bargaining area by defending various economic categories (in the collective area). It also has a labour settlement unit designed to fight the companies' labour liabilities.

## Tax Law:

The firm is composed of specialised professionals with proven experience in the tax, counseling and/or litigation area in all administrative and judicial spheres, related to federal, state and municipal taxes, notably tax planning, customs consultations, special tax and customs systems, free trade zones, tax and financial incentives, administrative proceedings before Administrative Courts and Council of Taxpayers, legal actions in general, tax recovery, due diligence, and legal opinions to advise its clients.

## Corporate Criminal Law:

The main focus is on the defense and prevention of corporate crimes that may correspondingly affect other areas of Law in which our firm also practices, such as tax, environmental, corporate, consumer, labour, social security and financial law. The firm also practices before State and Federal Courts and Superior Courts.

## Class Actions & Minor Issues Civil Courts:

The area of Mass Lawsuits has as scope to serve clients with a high level of demand involving civil and consumer law, in the office's performance sphere, especially in the north region of the country, through a combative team of lawyers, upon an effective control of lawsuits in the administrative and judicial spheres, with an intense performance before Civil Special Courts. This area has experienced and skilled cores in several business segments, such as telecommunications, large chains of magazine, health plans and insurance, distribution of energy, banking and financial institutions, credit card administrators, education institutions, transportation, tourism, etc. This area has a modern system of database, which offers services of statistical and procedural information analysis, with risk identification to assist managerial decisions. Thereby, the area also has experience to work with the system owned by contracting

## LATIN AMERICA OFFICES

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## CONTACTS

### Advice for the Implementation of Projects in

**Amazonia:** Jorge Alex Athias

### Environmental, Land & Mining Law:

Jorge Alex Athias

### Civil, Commercial & Consumer Law:

Reynaldo Andrade da Silveira,  
Pedro Bentes Pinheiro Filho

### Labour & Trade Union Law:

Juarez Rabello Soriano de Mello,  
Ricardo Rabello Soriano de Mello

### Tax Law:

Fernando Facury Scaff, Afonso Vaz Lobato

### Corporate Criminal Law:

Reynaldo Andrade da Silveira

### Class Actions & Minor Issues Civil Courts:

Reynaldo Andrade da Silveira

## Languages:

Portuguese, English and French

## Clients:

Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff - Advogados represents clients in areas such as Infrastructure, Industry, Commerce and Services.

# SILVEIRO ADVOGADOS

**Managing Partner:** Rodrigo Mutti

**Senior Partners:** André Silveiro, Ricardo Ranzolin, Alberto Martins Brentano, Pedro Dominguez Chagas, Rodrigo Azevedo, Sérgio Grimberg Lewin, Ricardo Leal de Moraes, Guilherme Guimarães, Ricardo Borges Fortes, Fábio Albuquerque Silva, Fernando René Graeff, Eduardo Matzenbacher Zarpelon, Vasco Maestri Trindade, Rodrigo Mutti, Daniel Báril, Leonardo Braga Moura, Igor Bimkowski Rossoni, Vitor de Paula Ramos, Camila Forest

Number of partners: 51 Number of other lawyers: 17

## Main Areas of Practice:

### Corporate/M&A:

The firm has been involved in several cross-border M&As, private equity and venture capital transactions. Providing services to private equity funds since 1981, the firm has carried out more than 20 international joint ventures, notably on the financial services sector. The team advised on a unique transaction between a Brazilian private cooperative bank, the largest financial group in the Netherlands and one of the largest banks in the world.

### Dispute Resolution & Litigation:

For over 60 years Silveiro Advogados has been on the cutting edge of legal practice. The Dispute Resolution department has 28 lawyers based in Sao Paulo and Porto Alegre. The team is specialized in civil procedural law, corporate law, agribusiness, contracts and has a successful track record all over Brazil recognized by peers and clients. The firm has pioneered arbitration practice in South of Brazil. Our attorneys also developed complementary competences in areas such as mediation, negotiation, administration and public sector issues. The practice is business-oriented and geared towards cost-effective strategies that focus on preventing litigation. The portfolio includes substantial flow of strategic corporate and commercial disputes (USD 6 billion); heavy construction issues; class actions; debt collection for banks and judicial restructuring disputes.

### Tax:

Silveiro Advogados has an experienced tax team, composed by lawyers with extensive knowledge not only in tax law but also in corporate law and accounting. Based in São Paulo and Porto Alegre, the team provides clients both with tax consultancy and tax litigation services. Regarding the consultancy practice, it's worth highlight the work carried out with several industries for the correct collection of PIS and COFINS and for compliance with special regimes. The department also has strong expertise in the auto parts sector in relation to the ICMS-ST and also to the differentiated regime of PIS and COFINS. Silveiro is recognized by peers and clients for its successful track record for resolving complex tax matters and for giving every case the special and personal attention it deserves.

### Intellectual Property & Technology:

The firm pioneered online domain name dispute resolution proceedings and is nationally recognized on protection of intangible assets on digital chan-

nels. The team provides crisis management support on cyber incidents and data breaches and is a leading provider of legal support to some of the largest Brazilian companies on compliance with the recent Legal Framework for the Internet (Marco Civil) and especially with the new Brazilian General Data Protection Law (LGPD). Silveiro was the first Brazilian firm to register trademarks on the ICANN Trademark Clearinghouse and represents 3 of the 7 Brazilian brand applications to operate New gTLDs before the ICANN. The team is also known for having strong international credentials (including LL.M., post-graduation studies, working experiences and certifications in the United States, Argentina, Switzerland, Italy, Spain and Netherlands).

### Real Estate:

Silveiro's Real Estate Practice covers a wide range of rural, commercial and residential real estate matters, including developments, investment transactions, and corporate structuring. The department has deep experience in real estate contracts – purchase, lease, built-to-suit, surface, construction and usufruct agreements, due diligence, as well as for settling issues concerning land rights and registry matters. The team is also known for its expertise in financial operations and real estate funds, being recognised in the market for dealing with major projects related to agribusiness and investment funds.

### Labour & Employment:

The firm holds a vast and successful experience with union's negotiations. On litigation, the team is able to deal with massive cases while keeping a tailor-made devotion to each lawsuit and creating precedents in the highest courts. The team also provides legal advice and assistance to human resources departments, including on the restructuring of internal procedures.

### Administrative & Public Law (including Competition & Antitrust):

The department benefits from the experience of a former Attorney General and Chief of Staff for the Federal State of Rio Grande do Sul. The team assists clients on public biddings, before regulatory agencies, and also on litigation in judicial, administrative and control courts, with a high success rate. The team has expertise on anti-trust matters, including M&A transactions and investment funds, and has been advising on compliance and antibribery.

## LATIN AMERICA OFFICES

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## CONTACTS

**Corporate, M&A:** Pedro Chagas

**Dispute Resolution:** Ricardo Ranzolin

**Bankruptcy:** Daniel Báril, Ricardo Borges Fortes

**Tax:** Alberto Brentano, Sérgio Lewin, Maria Angélica Feijó

**Intellectual Property:** Rodrigo Azevedo

**Real Estate:** Rodrigo Mutti

**Labour & Employment:** Guilherme Guimarães

**Administrative & Public Law:** Ricardo Leal de Moraes

**Family/Matrimonial:** Fernando René Graeff

### Family/Matrimonial:

The team is highly specialised and has crafted state-of-the-art precedents in the Brazilian superior courts. Its distinctiveness also stems from a close multidisciplinary work for succession planning, either for individual, companies or family businesses, together with the firm's corporate and tax departments.

### Bankruptcy:

The bankruptcy practise at Silveiro Advogados dates back to the firm's origins and its core corporate practise areas. It has throughout time been part of the firm's long tradition in providing our corporate clients with legal assistance in all their needs. Today, the department relies on a highly specialised team with vast experience and specific education in the topic. Silveiro Advogados bankruptcy team is now known for achieving solutions through a creative approach which ultimately results in the client's turnaround. The approach is multidisciplinary and includes finance advisors. The industries of the firm's clients are broad, including financial institutions, as well as other creditors, debtors and third parties interested in the acquisition of stressed assets.

### Languages:

English, French, German, Hebrew, Italian, Portuguese, Spanish.





# SOUTO CORREA ADVOGADOS

**Senior Partners:** Anderson Cardoso, André Gomes, Anna Paula de Abreu da Costa Carvalho, Carlos Souto, Diogo Squeff Fries, Fernanda Girardi, Fernando Ayres, Fernando Pellenz, Giacomo Paro, Gilberto Corrêa Junior, Guilherme Rizzo Amaral, Henry Lummertz, Joel Gallo, Jorge Cesa, Letícia Provedel, Livia Amorim, Luis Felipe Spinelli, Marcelo Gandelman, Mauricio Paschoal, Paulo Souto, Raquel Stein, Roberta Feiten, Rodrigo Tellechea, Ricardo Quass Duarte.

Number of partners: 24 Number of other lawyers: 95

## Firm Overview:

The team assists clients in Brazil and abroad in all areas of business law. To achieve that, it relies on professionals who are fluent in several foreign languages, which enables them to meet the standards and requests from various countries, especially through its Asian, German and Latin desks.

## Main Areas of Practice:

### Administrative/Regulatory:

The firm has expertise in procurement and government contracts, concessions, permissions and authorisations, expropriation and administrative easements, sanctioning proceedings, misconduct actions, anticorruption law etc. The firm represents clients in infrastructure related matters, particularly regarding energy, oil and gas, sanitation, harbours and airports, railways and mining.

### Consumer & Product Liability:

The firm manages strategic lawsuits involving consumer rights, such as collective actions. Experience includes handling public civil inquiries and strategic administrative cases filed by consumer protection and defense authorities. The team handles product liability lawsuits and recall campaigns. The area advises clients on consumer internal policies.

### Corporate & M&A:

The team handles all matters related to a company's day-to-day corporate and governance routines. Attorneys take part in several transactions including mergers and acquisitions, shareholder agreements, and due diligence procedures. On the contractual side, the team negotiates and drafts commercial, distribution and agency agreements. The corporate team works with related practice areas, such as real estate, timberland investment and agribusiness.

### Corporate Criminal:

The area covers corporate criminal issues from a truly multidisciplinary angle. The team assists natural and legal persons regarding criminal matters during criminal investigations and in lawsuits before federal and state courts. This area's deep involvement in each case and the technical knowledge of the team guarantee quick responses and efficient solutions in all stages of the criminal process.

### Dispute Resolution: Arbitration & Mediation:

The team handles domestic and international mediations and arbitrations, arbitral letters, challenging and annulment of arbitral awards, recognition and enforcement of foreign arbitral awards. Advises clients in the negotiation and drafting of arbitral clauses. Team members also act as arbitrators and mediators.

### Dispute Resolution: Litigation:

The firm has experience in the prevention and resolution of complex litigation in the administrative and judicial spheres, representing clients before all courts. It also cooperates with clients in the definition of strategies to reduce litigation, and advises them in accordance with the needs of their businesses.

### Environmental & Sustainability:

The firm provides consultancy services regarding compliance with environmental legislation, analysing possible opportunities arising from legal benefits. The team also assists with environmental, administrative and legal proceedings, including monitoring civil inquiries and public civil actions, negotiating settlements with public authorities, and providing assistance with licensing.

### Intellectual Property & Entertainment:

The firm advises clients on issues related to trademarks, brands, franchises, copyright law, domain names, industrial design, know-how, business secrets, software, unfair competition, e-commerce, corporate name disputes, trade-dress, biotechnology, cultivation, genetic patrimony access (CGen), and all related areas, including application and protective measures. It assists clients in matters related to the recording and audiovisual industry, events, online content providers, TV broadcasters, advertising agencies, copyrights, image and voice rights, sponsorships, advertisements and branded entertainment.

### Labour:

The team acts in litigation cases and in consultancy. Experience includes managing the relationship with union entities and negotiating collective agreements. The team deals with due diligences and the management of financial liabilities, and reviews HR proceedings. Also in its purview is the drafting of contracts, internal policies and codes of conduct, and conducting in-company training sessions on labour-related matters.

### Restructuring & Insolvency:

Regularly assists and represents debtors and creditors involved in judicial and extrajudicial restructuring, bankruptcies and in the extrajudicial liquidation of companies. Acts in the restructuring of debts, negotiating with debtors and creditors, as well as in the sale or acquisition of companies and/or distressed assets.

## LATIN AMERICA OFFICES

### BRAZIL

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### Tax:

The firm offers a wide range of tax consultancy and litigation services at the federal, state and municipal levels, including issues such as social security contributions, operation restructuring, tax benefits, mergers and acquisitions, tax replacements, transfer pricing and due diligences, as well as the legislative process. The team is recognised for its expertise in customs law, analysing foreign trade taxation, tax classifications, among others.

### Contacts:

**Administrative & Regulatory:** Livia Amorim

**Agribusiness:** Fernando Pellenz

**Compliance:** Carlos Souto

**Consumer & Product Liability:** Roberta Feiten

**Contracts:** Fernanda Girardi

**Corporate & M&A:** Carlos Souto

**Dispute Resolution:** Guilherme Rizzo Amaral

**Environmental & Sustainability:** Fabiana Figueiró

**Financial & Capital Markets:**

Gilberto Deon Corrêa Jr.

**Intellectual Property & Entertainment:**

Letícia Provedel

**Labour:** Patrícia Alves

**Real Estate:** Fábio Baldissera

**Restructuring & Insolvency:** Luis Felipe Spinelli

**Tax:** Giacomo Paro

**Timberland:** Gilberto Deon Corrêa Jr.

**Wealth & Succession Planning:** Daniel Alt

**White-Collar Crimes:** Antonio Tovo

**Asian Desk:** Guilherme Rizzo Amaral

**German Desk:** Jorge Cesa

**Latin Desk:** Raquel Stein

**Startup Hub:** Rodrigo Tellechea



# SOUZA, MELLO E TORRES ADVOGADOS

**Managing Partners:** Luis Souza, Carlos Mello, Clovis Torres and Alexandre Simões Pinto

**Senior Partners:** Sergio Laclau, Fabricio Cardim, Natalia Teixeira, Bruno Sartori, Renata Ribeiro and Vitor Arantes

Number of partners: 10 Number of other lawyers: 35

## Firm Overview:

Souza, Mello e Torres is a multidisciplinary firm that allies the expertise of renowned lawyers in the transactional practice and young lawyers with solid academic background and experience, providing personalised high-standard legal services. The team comprises around 30 attorneys who are closely involved with the clients' most relevant business transactions and most critical disputes in various integrated practice areas through its offices located in São Paulo and Rio de Janeiro.

## Main Areas of Practice:

### M&A & Private Equity:

The firm advises Brazilian and foreign clients on the buy- and sell-side of M&A and private equity transactions. The foreign clients include companies investing in Brazil for the first time and that require guidance to understand the complex Brazilian legal system, as well as those expanding their activities in the country. The firm supports them in all areas and stages of company and asset acquisitions, assisting and coordinating all aspects of the legal due diligence and competitive processes. This includes preparing letters of intent and offers, drafting and negotiating purchase and sale agreements and other related documents, as well as support during closing and other perfection procedures.

### Corporate:

The firm advises clients in complex corporate restructuring transactions (such as mergers, spin-offs, joint ventures, etc.) involving publicly and privately held companies. The firm also develops and improves clients' corporate governance practices, such as internal policies, and draft and negotiate documents like shareholders agreements, articles of association and minutes of shareholders meetings, including support in filing documents with the relevant public authorities such as commercial registry boards.

### Project Finance:

The firm advises clients in the structuring of national and cross-border project finance transactions in various industries, involving funding by direct and indirect financing, including via multilateral organisations, export development agencies, development banks, national and international financial institutions, and capital markets transactions. The firm's advice comprises all stages of project finance, including structuring and implementation, due diligence, drafting and negotiation of applicable documents, and analysis of tax and regulatory aspects.

### Infrastructure:

The firm advises clients in all infrastructure segments, at all stages of the relevant projects, including drafting and negotiating various types of contracts, such as engineering, procurement and construction agreements (EPC and EPCM), operation and maintenance agreements (O&M) and equipment supply agreements, among others. Furthermore, the firm also provides legal support to clients in the modeling and structuring of greenfield and brownfield projects, daily regulatory

requirements, establishment of public-private partnerships and bidding processes.

### Capital Markets:

The firm advises clients in the implementation of financing in the local and international capital markets, by means of public offerings or private placements, tender offers and securitisation transactions, including the issuance of equity and debt instruments locally and internationally. The firm also provides legal advice in registration procedures with the Brazilian Securities Commission (CVM) and in public offerings of investment fund shares in the Brazilian capital market.

### Banking & Finance:

The firm advises clients in local and international financial market transactions, such as financing, structuring and negotiation of derivative instruments (CGD, ISDA and certificates of structured operations), debt restructuring and foreign investments. Furthermore, the firm also advises clients in the incorporation of financial institutions and other entities supervised by the Central Bank of Brazil and the Brazilian Securities Commission, and also in complying with regulatory obligations.

### Tax:

The firm advises and represents clients in administrative and judicial proceedings involving tax matters, direct and indirect taxation consultancy, tax planning and special tax regimes for companies. The practice works in cooperation with the firm's other practice areas to provide accurate legal advice on tax impacts of M&A, banking and capital market transactions, among others.

### Antitrust:

The firm advises clients on strategic matters related to the Brazilian antitrust law, including the representation of national and foreign companies in submitting requests for approval of mergers and acquisitions or oppositions to transactions, as well as in investigations of conducts by the Brazilian competition authority (CADE). The firm also supports clients in structuring corporate transactions and business arrangements as well as in preparing and reviewing internal commercial policies and procedures for companies.

### Litigation & Arbitration:

The firm advises national and foreign clients in legal proceedings conducted by Brazilian courts, as well as in arbitration under the auspices of the main national and international arbitration chambers and courts. The practice has recognised experience with complex and strategic litigation involving matters related to civil, administrative, corporate and financial conflicts, including with respect to financial and capital market transactions involving publicly and privately held companies, investment funds, financial institutions, state-owned companies, as well as consumer and bankruptcy law.

### Mining:

The firm advises clients in demands related to mining sector regulation, as well as in the structuring and development stages of mineral exploration, mine development, extraction and trading. The firm provides a

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## CONTACTS

**M&A & Private Equity:** Carlos Mello, Alexandre Simões Pinto, Clovis Torres and Natalia Teixeira  
**Corporate:** Carlos Mello, Alexandre Simões Pinto and Natalia Teixeira  
**Project Finance:** Luis Souza and Clovis Torres  
**Infrastructure:** Luis Souza and Clovis Torres  
**Capital Markets:** Carlos Mello and Vitor Arantes  
**Banking & Finance:** Luis Souza and Clovis Torres  
**Tax:** Bruno Sartori and Renata Ribeiro  
**Antitrust:** Fabricio Cardim  
**Litigation & Arbitration:** Sergio Laclau  
**Labour:** Matheus Cantarella Vieira  
**Mining:** Clovis Torres  
**Compliance:** Fabricio Cardim  
**Startups & Venture Capital:** Roberto Panucci  
**Environmental:** Clovis Torres  
**Crisis Management:** Clovis Torres e Renata Ribeiro

complete consulting in matters regarding the different segments of the mining industry, especially in demands related to investments, financing, corporate transactions and strategic and commercial agreements involving mining assets and companies.

## International Work:

The firm advises local and foreign clients in several aspects of the Brazilian law and has also been consistently involved in several international cases, including cross border M&A transactions and investments, financing and advice to multinational companies. In each practice area, the firm has highly qualified experts, most of them holding international experience acquired in postgraduate courses in well-known foreign universities or working as international associates in important law firms and institutions of major financial centers in the world.

## Languages:

English, French, Portuguese, Spanish

## Clients:

The firm provides a full range of legal services to satisfy the various demands of its clients, which are among world's leading corporations, financial institutions, multilateral agencies and private equity firms, as well as to governmental bodies, individuals and nongovernmental organisations.



# SPLAW – SPIEWAK E CARNEIRO ADVOGADOS

**Managing Partner:** Benny Spiwak (benny.spiewak@splaw.com.br)

Number of partners: 4 Number of lawyers: 18

## Firm Overview:

SPLAW has become a go-to option for sector-specific services on a cross-border basis, covering intellectual property law, a diverse range of regulatory compliance needs, government relations, employment law and transactional legal services particularly in relation to healthcare and life sciences, food and technology, and a growing range of other manufacturers. The firm advises clients on Brazilian, Latin American and global portfolio work. The firm is widely and consistently recognised as an industry leader by top publications and legal sector ranking organisations, including Chambers & Partners, The Legal 500, Best Lawyers, Patent 1000, Intellectual Asset Management, Leaders League and the Brazilian legal trade publication, *Análise Advocacia*.

## Main Areas of Practice:

- Corporate & Commercial Transactions
- Data Privacy
- Food
- Government Relations & Policy
- Healthcare
- Intellectual Property
- Life Sciences (including Pharmaceuticals, Biotech & Biopharmaceuticals, Medical Devices & Medical Technology, Research Organisations)
- Regulatory Compliance
- Technology

## Industries Served:

The firm has extensive experience in representing a range of major industry sectors, including (but not limited to):

- Food – sample clients include Nestlé and JBS S.A., the world's largest meat processing company
- Healthcare– sample clients include Dana Farber Cancer Institute and DASA's Santa Paula Hospital
- Life Sciences, including pharmaceutical, biotech and biopharmaceutical, medical device and medical technology companies, as well as regulators, industry associations and research organisations– sample clients include Teva, Boehringer Ingelheim, Daiichi Sankyo, Eisai, Johnson & Johnson, Dr. Reddy's, Celler Pharma, ABIMED, DNA Capital, and the UK Intellectual Property Office
- Technology– sample clients include Oxitec Ltd and global education company COGNA

## LATIN AMERICA OFFICES

### BRAZIL

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## Recent highlights from 2020-21 include:

- Assisting Teva with various matters, importantly including the Brazilian launch of its blockbuster migraine treatment, Ajovy
- Advising pharmaceuticals company Boehringer Ingelheim on the complex IP topic of data exclusivity in the Brazilian market, as well as related data protection and unfair competition issues
- Advising JBS S.A., the world's largest meat processing company, on protection of its IP against more than 20 instances of cybersquatting
- Managing COGNA's global trademark portfolio needs, covering prosecution, licensing and anti-counterfeiting
- Advising ABIMED (Brazil's main medical devices industry association) on crucial issues arising from COVID-19
- Advising DASA's Santa Paula Hospital, and its investment arm, DNA Capital, in negotiating and rolling out a series of trials and research focused on COVID-19

## Languages:

Brazilian Portuguese, English, Hebrew

# STOCHE FORBES ADVOGADOS

Number of partners: 31 Number of other lawyers: 180

## Firm Overview:

Stocche Forbes is formed by attorneys with extensive experience advising Brazilian and foreign entities doing business in all economic sectors in Brazil. The firm's teams are equipped to handle the most complex and sophisticated legal issues impacting clients' activities. The firm covers all practice areas.

Stocche Forbes is structured to ensure the rendering of its services with intensive partner involvement, and with teams which offer the ideal combination of attorneys and expertise for each specific matter.

Stocche Forbes strives to form long term strategic relationships with its clients, forged on the trust that the firm will provide services at the highest standards of efficiency, responsiveness, quality and ethics, proactively seeking to identify and understand the issues that are relevant to clients' business, and offering creative and practical solutions.

Central to the firm's vision and values is a collaborative and open working environment which encourages the attraction, retention, motivation and development of Stocche Forbes' attorneys.

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#### Belo Horizonte

Website: [www.stoccheforbes.com.br](http://www.stoccheforbes.com.br)

**STOCHE FORBES**

A D V O G A D O S

# TAVARES ADVOGADOS

**Managing Partner:** André Tavares

**Senior Partners:** Daniel Chacur de Miranda, Fernanda Medina Pantoja

**Partners:** Ana Luiza Comparato, Lívia Saad, Luiza Dias Martins, Vanessa Matos

**Junior Partners:** Ana Elisa Correa, Guilherme Macedo, Pedro Wright

Number of partners: 10 Number of other lawyers: 15

## Firm Overview:

Tavares Advogados is a specialised boutique firm, founded by a group of partners with in-depth experience of complex civil, insurance, corporate and commercial litigation and arbitration proceedings as well as loss adjustment procedures. The firm also offers advice and assistance on insurance and reinsurance matters, including international work, as well as regulatory, civil and corporate strategic advice support for clients within the sector.

## Main Areas of Practice:

**Dispute Resolution:** 40%

**Insurance:** 60%

### Dispute Resolution:

The firm's Dispute Resolution Practice represents clients before Brazilian courts of all instances (state, federal and superior), before administrative tribunals and before domestic and international arbitration tribunals. The firm has been involved in several of the major and cutting-edge insurance litigation and arbitration cases since its foundation, as well as in other relevant cases involving commercial and contractual disputes.

### Insurance:

The firm's Insurance Practice acts in all fields of Insurance Law, particularly in issues pertaining to D&O, E&O, life insurance, personal accident insurance, property cover, operational risks, guarantees, civil liability, capitalisation and private pensions. Tavares Advogados has experience of high-profile strategic litigation with significant high contingency potential, including very substantial compensation claims, constitutional lawsuit and related applications filed with a view to the formation of binding court precedents. The firm offers planning and strategic advice services, including the drafting and review of contracts, advice and assistance with loss adjustment procedures, liaison and representation before the regulatory agency SUSEP, and litigation portfolio management.

### International Work:

Tavares Advogados regularly advises international clients on multi-jurisdiction matters involving arbitration and loss-adjustment procedures.

## LATIN AMERICA OFFICES

### BRAZIL

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Website: [www.tavad.com.br](http://www.tavad.com.br)

### Languages:

English, French, Italian, Portuguese, Spanish

### Clients:

AXA XL, Banco Bradesco, BTG Pactual, Caixa Seguradora, Chubb, CENSEG, Fenaber, IRB Brasil Re, Mapfre, Metlife, Munich Re, Swiss Re, THB and Zurich



**TAVARES** ADVOGADOS



# TOJAL RENAULT ADVOGADOS ASSOCIADOS

**Founding Partners:** Sebastião Botto de Barros Tojal and Sérgio Rabello Tamm Renault

**Partner:** Jorge Henrique de Oliveira Souza

Number of associates: 18

## Firm Overview:

Over its 40 years of history, Tojal Renault Advogados has built the reputation of a highly specialised firm, acting in the advisory and litigation areas throughout the national territory.

The firm joins tradition and great experience and combines all this history with an exclusive look for each case it takes on. The firm always seeks to understand the business and the needs of its clients, with the objective of offering assertive, effective services that bring real results.

The firm is proud to act with ethics and it maintains high technical precision in the performance of its functions. All these features reflect in the work of its entire team, which are stimulated daily through rapport, dedication, availability and proximity to its clients.

## Main Areas of Practice:

### Political Agents & Public Servants:

- Disciplinary Proceedings
- Investigations in Accountability Offices, Public Prosecution Offices, Court of Auditors
- Specific topics that are internally addressed in the respective public bodies (direct administration, local authorities, state-owned and private-public companies)

### Compliance & Anti-corruption:

- Assistance in the implementation of integrity programs, aligned with national guidelines issued by the Accountability Office and other control bodies, as well as with international guidelines, arising from the provisions found in the Foreign Corrupt Practices Act (FCPA) and in the UK Bribery Act
- Institutional design of the integrity program, the firm works in order to ensure its effectiveness
- Training
- Internal investigations
- Complaint investigations
- Due diligences

### Investigations, Public Civil Actions &

#### Administrative Misconduct:

- Institutional relationships, seeking judicial, administrative or business solutions (agreements)
- Monitoring of investigations and administrative procedures conducted in the various public sector bodies, such as Public Prosecutors Office and Parliamentary Committees of Inquiry (CPI's)
- Impact and risk analysis

- Development of strategies aimed at the adoption of preventive measures

- Defence of companies, public agents and private agents in investigations and lawsuits aimed at investigating undue acts and reimbursement to the public treasury

### Bids & Administrative Contracts:

- Assistance to those interested in participating in bidding procedures or those who already explore activities through administrative contracts, coming from public-private partnerships, concessions, permissions and authorisations
- Meeting the needs of relationships with the Public Administration, assisting in all stages from the preparatory procedures for bidding to the execution of administrative contracts
- Participation in public hearings
- Integrated analysis of the public notice
- Structuring of proposals, as well as the preparation of documents, both in the administrative and judicial spheres, aiming at questioning acts performed in the scope of bidding and providing better service to meet the interests of clients
- Development of strategies and preparation of legal opinions related to modeling, implementation of the project and maintenance of the economic-financial balance of the contract

### Negotiation of Agreements with State Authorities:

- Negotiation with Public Authorities, whether political, corporate, criminal or administrative in nature
- Negotiations for the reaching of leniency agreements based on the Anti-Corruption Law (Law No. 12,846/2013)
- Negotiations for conduct adjustment terms (TAC's) and substitute sanction agreements within regulatory agencies

### Regulation:

- Assistance with agents who work in regulated sectors, whether those who provide public service under delegation or those who exploit economic activity
- Representation before the control and supervisory bodies in the litigation sphere, in administrative proceedings arising from the state's police power, implementation of contractual and regulatory obligations or those filed for the restoration of the economic and financial balance of contracts and for tariff review, as well as the judicial representation of these interests

## LATIN AMERICA OFFICES

### BRAZIL

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Website: www.tojalrenault.com.br

- Drafting of opinions
- Risk assessments
- Strategies and policies related to regulated services with a view to providing all the necessary subsidies for decision-making

### Urban & Environmental Areas:

- Consulting in the preparation, application and interpretation of Master Plans
- Preparation, application and interpretation of the discipline of land use and occupation
- Preparation, implementation and interpretation of sectoral urban plans, such as Urban Mobility Plan, Environmental Sanitation Plan, Solid Waste Plan
- Full monitoring of the urban licensing process before the Municipality
- Processes involving urban restrictions or limitations
- Modeling of consortium urban operations and urban planning in the form of Public-Private Partnerships and their types

### Languages:

English, French, Italian, Portuguese and Spanish.

# TORTORO, MADUREIRA & RAGAZZI ADVOGADOS

**Managing Partners:** Caio Madureira and José Luiz Ragazzi

Number of partners: 16 Number of other fee-earners: 132

## Firm Overview:

Founded in 2012, Tortoro, Madureira & Ragazzi Advogados is a mid-sized renowned Brazilian business law firm, focused on developing tailored solutions for nationwide companies operating in strategic sectors of the economy. With a team of 250 professionals, the firm's performance stands out for its partner's personal handling of cases and their high technical qualifications and deep level of specialisation. All of them are experienced before the regional and superior courts in the execution of orders and oral hearings.

## Main Areas of Practice:

- Administrative, Public & Regulatory Law
- Arbitration & Mediation
- Banking & Finance
- Civil Litigation
- Constitutional Law
- Consumer Law
- Contracts
- Corporate Law
- Credit Recovery, Bankruptcy & Court-Supervised Reorganisation
- Electricity
- Estate Planning Family Law & Succession
- Insurance & Reinsurance
- Labour & Employment
- Real Estate
- Tax

## Industries:

- Agribusiness
- Automotive
- Civil Construction & Real Estate Development
- Communication
- E-commerce
- Education
- Electricity
- Financial Institutions
- Food
- Glass
- Insurance & Reinsurance
- Oil & Gas
- Retail
- Technology
- Tires

## Labour & Employment:

With significant expertise in litigation, the firm's services include technical work focused on the analysis of labour contingencies and liabilities, staff restructuring and employee allocation, closing branches or company dissolution, outsourcing services and structuring compensation (salary and benefits). The firm also participates in the application and development of benefit plans in various modalities such as

stock options, bonuses and profit sharing, changes in employment contracts, transfers of employees at national and international level and collective bargaining.

The litigation team represents clients' interests under the Labour Court System in individual and collective labour claims, and civil deeds in the public interest. The attorneys' experience in the administrative scope covers defence in preparatory procedures and public civil inquiries promoted by the Labour Prosecution Office, in notices of violation drafted by the Regional Superintendence of Labour and Employment, and in following up on inspections, notices of interdictions and more.

The firm is often involved in the defence of its clients in lawsuits filed by former employees who held senior positions or involving large risks to the image as moral and sexual harassment.

## Civil Litigation:

The Litigation team represents almost half of the firm with 112 dedicated attorneys. The whole team is specialised in judicial and administrative procedures on behalf of international and local household names, like consumer protection agencies such as Procon (Consumer Protection Bureau) and other regulatory bodies.

The firm's mantra is 'partner's involvement from minute 1 and deep industry specialisation with our deep bench'. Such approach became fruitful over the years, placing Tortoro as the go-to law firm for complex litigation.

The firm has a strong presence in the financial and banking sector, representing the main players, who together account for 80% of the credit market and have trillions of reais in value of assets under management.

In addition, The firm has a relevant presence in the Brazilian electricity sector, which is one of the largest interconnected systems in the world and which will receive more than R\$ 450 billion in investments in the next 10 years.

With an office in Brasília, the firm has considerable experience in proceedings pending before the Highest Courts.

## Credit Recovery:

Representing the interests of creditors such as financial institutions, investment funds and industries, the firm acts proactively in locating debtors' assets by identifying procedures of attempted asset protection, as well as fraudulent conveyance and fraud upon the execution of judgment. The firm files court-supervised and out-of-court reorganisation proceedings in favour of creditors, identifying first priority claims

## LATIN AMERICA OFFICES

### BRAZIL

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The firm also has offices in Ribeirão Preto, Campinas and Brasília.

and proper filing of proof of claim, attending meetings, taking part in committees, reviews, objections to claim and negotiation of agreements in reorganisation plans.

## Credit Recovery, Labour & Litigation Top Clients:

- **Agribusiness:** Louis Dreyfuss
- **Banking & Finance:** Santander, Itaú, Banco Safra, Banco Pan and CSF Bank
- **Retail:** Carrefour and Magazine Luiza
- **Food & Beverage:** Unilever, Camil and Arcor
- **Energy:** Câmara de Comercialização de Energia Elétrica (CCEE), Operador Nacional do Sistema Elétrico (ONS) and Elektro
- **Gas:** IBG
- **Insurance:** Zurich Santander
- **Tires:** Pirelli and Promition
- **Third Sector:** Ayrton Senna Institute

## Recent Highlight Deals:

- The firm advised the Electric Energy Trading Chamber (CCEE) in defining the strategy to face the judicialization of default in the Free Market for electric energy, which reached the sum of almost R\$ 8 billion in 2020
- The firm advised Banco Safra in the development of a defence strategy to face lawsuits involving the questioning of loan agreements, due to the economic effects of the Covid-19 pandemic
- The firm advised Banco Santander regarding an action against the Federal Government seeking the annulment of 3 labour infraction notices that resulted in the imposition of a millionaire fine, in addition to the recognition of the employment relationship of 629 outsourced employees with the bank



# TOZZINIFREIRE ADVOGADOS

**Main Contacts:** Fernando Eduardo Serec, Flávia Cristina Moreira de Campos Andrade, Luis Renato Ferreira da Silva, Marcelo Calliari, Maria Elisa Gualandi Verri, Patrícia Helena Marta Martins and Shin Jae Kim  
Number of partners worldwide: 86 Number of other lawyers worldwide: 450

## Firm Overview:

Established in 1976, TozziniFreire Advogados is a premier, full-service law firm acting in 55 areas of corporate law.

## Main Areas of Practice:

### M&A, Corporate & Foreign Investment:

TozziniFreire is a leader in Brazil's M&A market and is actively involved in structuring high-profile transactions and executing all types of deals. TozziniFreire assists foreign investors in structuring and implementing multidisciplinary and multi-jurisdictional business transactions, advising on investment alternatives, corporate structures and in greenfield and brownfield projects.

### Competition & Antitrust:

The firm provides assistance regarding merger reviews and anticompetitive conduct cases, including cartels and leniency matters, abuse of dominance and vertical restraints, with experienced professionals in corporate investigations and negotiations with the authorities.

### Corporate Compliance & Investigation:

One of the first of its kind in Brazil, the practice has an eye on global trends and in-depth knowledge of corporate standards and practices for managing compliance and ethics issues. Its professionals are skilled in assessing corporate risks, conducting corporate investigations, developing and implementing specific programs based on the nature of the business and the risks identified.

### ESG - Environmental, Social & Governance:

TozziniFreire's ESG Group has a multidisciplinary approach composed of professionals with experience and expertise in the areas of Environmental Law, Human Rights, Corporate Governance, Climate Change, Carbon Market, Sustainable and Impact Investing, Green and Social Finance, Renewable Energy, Data Privacy and Compliance.

### Financial Innovation:

As the first full-service Brazilian law firm to concentrate on innovation and entrepreneurship, featuring broad experience in the capital markets, banking and finance areas, TozziniFreire has introduced an exclusive practice focused on financial innovation, with the goal of monitoring trends in the creation and development of new financial instruments.

### Agribusiness:

With the experience to assist clients through each step of the production chain, including detailed knowledge of raw-material markets, agricultural equipment factories, banking, transportation, logistics, distribution companies, consumer markets and foreign trade, the diversified background of the firm's agribusiness professionals allows TozziniFreire to present effective legal solutions tailored to the particular needs of our clients.

### Crisis Management:

The crisis management practice has a multidisciplinary team that is highly qualified to assist clients from the

most diverse sectors in complex crises generated by catastrophic and environmental events, investigations by public authorities, cyberattacks, economic issues, litigation or bankruptcy incidents, among others.

### Real Estate:

The multidisciplinary practice provides advice on development and execution of large and structured real estate projects, as well as on several legal structures that make financial funding feasible for such projects. It has also been in the forefront of structuring agribusiness deals in Brazil.

### Dispute Resolution – Litigation, Arbitration & Mediation:

The team is uniquely positioned to represent clients throughout Brazil in litigation and arbitration matters. It is frequently involved in Brazil's most significant cases and its members also serve as arbitrators and legal experts. TozziniFreire is also routinely engaged to assist clients in commercial mediation and other methods of alternative dispute resolution.

### Tax:

The firm provides high-quality assistance on tax matters and tax planning structures, including cross-border transactions involving transfer pricing and international tax treaty issues. It also handles complex cases tried at both the administrative and judicial levels.

### Banking & Finance:

The practice has a long history of representing local and international financial institutions and major companies, offering extensive knowledge in structuring all types of complex finance and derivatives transactions. It has strong expertise in setting up foreign banks in Brazil and Brazilian banks abroad, and in-depth expertise advising financial institutions on banking prudential regulation and compliance issues.

### Capital Markets:

The team has assisted major clients in the most significant transactions and offers extensive experience in handling the placement of securities in domestic and international markets, proved expertise in structuring public offerings of agribusiness, infrastructure and real estate securities and investment funds, and advising on the rules of the Brazilian Securities Commission.

### International Work:

To help clients respond faster to the increasing business opportunities, the firm pioneered the creation of foreign desks in Latin America. Starting with the Asian initiative (comprising of the China, Korea and Japan desks) and fast developing towards other markets (German desk and Latin America), these unique knowledge centres are staffed with professionals familiar with the culture, legal and business practices of each region, and who are charged with keeping up-to-date with bilateral trade relations developments between Brazil and those countries.

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### BRAZIL

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## INTERNATIONAL OFFICES

### USA

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TOZZINIFREIRE  
A D V O G A D O S

# TRENCH ROSSI WATANABE

**Management Committee Members:** Claudio Moretti, José Roberto Martins and Simone Dias Musa  
 Number of partners: 49 Number of lawyers: 173

## Firm Overview:

Considered one of the largest and most renowned corporate law firms in Brazil, Trench Rossi Watanabe has a comprehensive and reputable practice, with expertise in all areas of law. Established in 1959, the firm provides legal services to national and international clients from various markets, assisting them in managing their business in an ethical and efficient manner.

With offices located in São Paulo, Rio de Janeiro, Brasília and Porto Alegre, the firm is ready to advise its clients with the knowledge and confidence required to address Brazilian laws, legal systems and unique business practices.

## Worldwide Presence:

Through strategic cooperation with Baker McKenzie for consulting on foreign law, the firm provides its clients with access to a global perspective from one of the broadest and strongest legal networks, working collaboratively with knowledgeable lawyers in several jurisdictions, providing insights and support to its clients' operation wherever and whenever they need it.

## Innovation & Modern Management:

Trench Rossi Watanabe was one of the first Brazilian law firms to act full service, think in a multidisciplinary way, implement state-of-the-art technology to assist in cases and use artificial intelligence legal tools in the procedural routine.

The firm follows global market trends to offer unprecedented legal solutions for leading-edge cases in the most diverse industries and stands out for its modern management.

Its culture of innovation and advanced organizational structure, including a Management Committee composed of three partners, allows the firm to be always one step ahead.

## Areas of Practice & Industry Groups:

Trench Rossi Watanabe advises on both transactional and general legal matters through its award-winning industry and practice groups.

Aerospace and Defence; Agribusiness; Antitrust; Arbitration; Banking Law, Financial Law and Project Finance; Capital Markets (debt and equity); Compensation; Commercial Contracts; Consumer Law; Corporate; Credit Restructuring, Reorganisation and Insolvency Procedures; Criminal; Energy, Mining, Petrochemical and Infrastructure; Environment and Climate Change; ESG - Environmental, Social and Governance; Ethics, Compliance and Investigations; Information Technology and Communications; Insurance and Reinsurance; Intellectual Property; Industrials, Manufacturing and Transportation; International Commerce; Labour; Life Sciences; Litigation; Media and Entertainment; Mergers & Acquisitions; Public and Regulatory law – projects; Real Estate; Succession Planning; and Tax.

## Social Responsibility:

Trench Rossi Watanabe stands out for its efforts to promote a diverse and inclusive environment and acting responsibly with its entire network. Through its Corporate Social Responsibility Committee, the firm develops pro bono work, actions aimed at diversity and inclusion, sustainability and supports sociocultural activities.

Because of this strong commitment, the firm was widely recognised within this sphere:

- Small and Medium Enterprises (SME) category in 2019 and Company in Legal Services category in 2020 by Guia Exame de Diversidade for its initiatives in D&I
- Selo Municipal Direitos Humanos e Diversidade (Municipal Seal of Human Rights and Diversity) from São Paulo's City Hall, as one of the offices with the best practices within 'Woman,' 'LGBTI' and

## LATIN AMERICA OFFICES

### BRAZIL

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 Ed. Comercial Via Esplanada, 70070-600

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 Cj. 403 e 404, 90470-340

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'Race Equality' themes in 2019 and in the 'Transversalidades' category in 2020

■ WILL Award - Women in Leadership 2020, from Valor Econômico, a renowned newspaper focused on business in Brazil, recognized as one of the companies with the best practices and policies focused on gender equity and the promotion of female leadership, winning first place in the Legal category

■ Leading Lights seal from Latin Lawyer and the Vance Centers for pro bono work throughout 2019 and 2020

Trench Rossi Watanabe also had 26 of its female lawyers ranked in Análise Advocacia Mulher in several categories, which positioned the firm in third place in the ranking by the number of admired female lawyers in Brazil.

## Languages:

Portuguese, English, Spanish, French and Chinese



# ULHÔA CANTO, REZENDE E GUERRA ADVOGADOS

**Senior Partners:** Condorcet Rezende, João Dodsworth Cordeiro Guerra, Carlos Alberto Alvahydo de Ulhôa Canto

**Executive Board:** Aloysio Meirelles de Miranda Fo, Antonio Carlos Garcia de Souza, Guilherme Rezende, Luiz Felipe Carvalho, Marcelo Fonseca, Isabel Lustosa, Eunyce Faveret, Christian Canto, Luis Claudio Pinto, Rubem Perlingeiro, Rodrigo Brunelli, Mariana Jatahy, Marcelo Santos, Alisson Carvalho, Paula Costa, Pedro Ulhôa Canto, Tatiana Carvalho, Pedro Chueiri, Alberto Bull, Guilherme Kluck Gomes, João Rigoni and Flavia Cavalcanti  
Number of partners: 91

## Firm Overview:

Ulhôa Canto is a Brazilian firm dedicated to business law. Since its foundation in 1959, Ulhôa Canto has been assisting in drafting tax bills and administrative directives going back to the Brazilian Tax Code itself. The firm is acknowledged as one of the most traditional law firms in Brazil and holds a prominent position among corporate law firms. By combining this tradition with a commitment to providing innovative solutions to its clients, Ulhôa Canto has achieved precedent-setting judicial and administrative decisions in many different sectors and has taken part in some of the most relevant business transactions that have occurred in Brazil in recent years. As a boutique firm with presence in Rio de Janeiro and São Paulo, Ulhôa Canto does not aim to be the largest law firm measured by number of lawyers, but to help its clients with their most challenging matters. To do so, the firm hires the very best law school graduates, the majority of which take postgraduate studies in top law schools in the US or Europe and work abroad as foreign associates. The firm promotes lawyers to partner based on merit and entirely from among its own associates. The result is a partnership with a cohesive perspective and a strong culture of excellence and meritocracy, comprised by a selective group of lawyers that can offer in-depth and original solutions.

## Main Areas of Practice:

### Tax:

Tax law is Ulhôa Canto's most traditional area of practice. It provides tax consulting services in general, including review of the tax aspects involved in corporate reorganisation and company acquisitions, drafting of legal opinions, implementation of tax planning, legal advice on the drafting of requests for advance rulings and for taxation under special rules and on the negotiations with public authorities in order to obtain tax incentives, whether for investments in a certain geographical region or based on the client's economic activity. The firm also notably conducts administrative and judicial tax litigation before Federal and State courts and Municipal boards; as a matter of fact, Ulhôa Canto's performance has been outstanding in tax litigation, including before the Federal Supreme Court, where some of the legal disputes handled by the Firm have become important leading cases in Brazilian case law.

### Corporate, M&A & Capital Markets:

The firm's practice in corporate law and capital markets comprises all aspects of business law, providing complete assistance to its clients. The work performed in M&As and in corporate restructuring, whether or not related to tax planning, is one of the firm's highlights not only due to the number and diversity of the transactions in which it has provided legal advice during the last decades, but also due to the innovative solutions proposed.

### Wealth Planning:

Ulhôa Canto harbors a widely recognised wealth planning practice, which handles succession and estate planning, relocation of individuals from Brazil to other countries, and complex asset-holding-structures for family governance. Ulhôa Canto is currently one of the leading firms in this sector.

### Infrastructure & Project Finance:

Ulhôa Canto has provided its clients (lenders, sponsors or borrowers) with legal assistance in several project finance transactions involving the implementation and development of infrastructure projects, especially in the oil and gas, telecommunications, electric power, petrochemical and steel and iron sectors.

### Electric Power:

Besides having legally advised the Brazilian Federal Government on the restructuring of the energy sector, Ulhôa Canto has advised clients regarding various aspects of this field including regulatory, tax, contractual and litigation matters, with strong practice before the regulatory agency of the sector. Ulhôa Canto is, nowadays, one of the leading firms in this sector.

### Venture Capital:

The firm advises founders, companies, and funds in structuring and investing in start-ups, including various financing rounds and divestment routes.

### Compliance:

The firm advises on the implementation and review of policies and internal rules, compliance due diligence, and identification of non-conforming practices in the corporate environment.

## LATIN AMERICA OFFICES

### BRAZIL

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Website: [www.ulhoacanto.com.br](http://www.ulhoacanto.com.br)

### Oil & Gas:

Ulhôa Canto has provided legal assistance to domestic and international companies operating in the oil and gas sectors since the 70s and has been at the forefront of several projects that encompass all phases of the oil and gas economic chain, including specific regulatory and tax matters.

### Litigation & Arbitration:

Ulhôa Canto's litigation and arbitration area provides legal counsel to domestic and overseas clients in alternative dispute resolution proceedings before key courts both in Brazil and overseas.

### Languages:

Portuguese, English, French, Spanish.

### Clients:

The firm has a vast and diverse clientele formed by Brazilian and foreign individuals as well as companies operating in Brazil and abroad, from all segments of the economy.

ULHÔA CANTO  
A D V O G A D O S

# VEIRANO ADVOGADOS

**Founding Partner:** Ronaldo C Veirano

**Managing Partner:** Ricardo Veirano

Number of partners: 73 Number of associates, lawyers and consultants: 173

## Firm Overview:

### Veirano. Results-oriented law practice.

Founded in 1972, Veirano Advogados is one of the leading and most renowned Brazilian business law firms, focused on developing tailored solutions for multinational companies operating in strategic sectors of the economy. With a team of 600 professionals working in an integrated fashion, the firm handles both routine and complex multidisciplinary cases that require the coordinated talents of professionals with diverse areas of expertise. Veirano Advogados' services range from providing assistance in M&A transactions, privatisations and company formation to representing clients in disputes, from offering advice on tax issues and infrastructure projects to guiding oil and gas companies through the challenges inherent in a highly regulated industry, to name a few examples of the wide range of work. The main goal is to identify needs and develop tailored solutions, enabling safe and informed decision making – one client at a time.

### Main Areas of Practice:

The firm's expertise covers a broad range of legal services:

- Antitrust & Competition
- Banking & Finance
- Capital Markets & Investment Funds
- Commercial Contracts
- Compliance & Investigations
- Consumer Affairs & Product Liability
- Corporate & Mergers and Acquisitions
- Data Protection & Privacy
- Dispute Resolution - Arbitration
- Dispute Resolution - Litigation
- Environment
- ESG - Environmental, Social & Governance
- Global Mobility
- Insolvency & Restructuring
- Intellectual Property
- International Trade / WTO
- Labour & Employment
- Private Equity

- Public Law
- Tax & Customs
- Venture Capital & Startups
- Wealth and Estate Planning & Family Law
- White-Collar Defence

### Industries:

- Agribusiness
- Art & Culture
- Aviation & Aircraft Finance
- Information Technology & Communications
- Infrastructure & Projects
- Insurance, Reinsurance & Pension Funds
- Life Sciences & Healthcare
- Media & Entertainment
- Mining
- Oil, Gas & Biofuels
- Power
- Real Estate
- Shipping/Maritime & Port
- Sports

### Desks:

- China Desk
- French Desk
- German Desk
- Israeli Desk

### Alliances & Networks:

The firm maintains a wide network of key relationships across the globe and is a member of international alliances Global Advertising Lawyers Alliance (GALA), Islamic Finance Advisors (ISFIN), Ius Laboris and World Services Group (WSG). As a result, Veirano Advogados provides seamless services wherever they are required.

### Clients:

The firm's clientele encompasses leading multinational companies across different industry sectors including:

- Agribusiness
- Automotive
- Banks & Financial Services
- Biofuels
- Chemical & Petrochemical

## LATIN AMERICA OFFICES

### BRAZIL

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Tel: +55 51 2121 7500

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Tel: +55 61 2106 6600

## CONTACT

**Email:** [contact@veirano.com.br](mailto:contact@veirano.com.br)

**Website:** [veirano.com.br](http://veirano.com.br)

- Construction & Engineering
- Consumer Goods
- Education
- Healthcare
- Hospitality & Tourism
- Infrastructure
- IT & Telecommunications
- Machines & Equipment
- Metals & Mining
- Oil & Gas
- Pharmaceutical & Cosmetics
- Power
- Services
- Transport & Logistics

### International Work:

In order to build strong client-service teams of specialists, the firm recruits lawyers from Brazilian universities and many are specialists with international education and practical skills gained in first-tier law schools and law firms in the US and Europe.

### Languages:

English, French, German, Italian, Portuguese, Spanish.



# VERNALHA PEREIRA

**Managing Partners:**

Number of partners:    Number of other lawyers:

**Firm Overview:**

**LATIN AMERICA OFFICES**

**BRAZIL**

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# VILAS BOAS LOPES FRATTARI ADVOGADOS

**Managing Partners:** Leonardo Wykrota, Rafael Frattari  
 Number of senior partners: 7 Number of other lawyers: 44

## Firm Overview:

Vilas Boas, Lopes e Frattari Advogados ('VLF') is committed to deliver high quality legal services under the premise of responsiveness by prompt attention personally given by partners and ability to react quickly to respond client's needs. Formed by professionals with solid practical experience and strong academic records, the firm excels in representing clients in intricate litigations and arbitrations as well as in providing legal assistance in a wide range of complex transactions. VLF is proud to be entrusted by companies of various industries and to participate in the history of the development of its businesses in Brazil. The level of involvement and commitment of its professionals facilitates the understanding of each company's culture and strengthens the ties between client and counsel, which allows the firm to present tailored solutions for the legal challenges faced by each client.

## Main Areas of Practice:

### Litigation & Arbitration:

VLF stands out as successfully representing clients in complex litigations and arbitrations. Cases usually involve contract controversies, construction claims, corporate disputes, and regulatory issues.

### Corporate/M&A:

With an experienced team prepared to provide tailored solutions to any corporate matter, the firm renders different types of services with regards to corporate law:

- Regular maintenance of corporations and limited liability companies, in order to make sure that clients are in compliance with Brazilian corporate law
- Legal opinions in regard to specific issues involving corporate law
- Assistance in specific projects, such as mergers and acquisitions, corporate reorganizations, formation of joint venture companies and other corporate transactions
- Due diligence for the purposes of evaluating a potential acquisition or verification of compliance with corporate law. Corporate team works in constant interaction with tax staff

### Mining:

VLF has extensive experience in effectively providing legal services for mining companies in its various stages of development. Assistance to the mining industry includes advice in mining law and regulations, acquisition of mineral rights, construction contracts, equipment procurement, land acquisition, and financing.

### Tax:

The experienced tax group handles complex tax litigation in administrative and judicial courts with remarkable results. Additionally, the tax group assists corporate transactions in order to achieve the most tax efficient and riskless solution for an ongoing deal. The firm has also been engaged for providing legal opinions on specific tax matters.

### Labour:

A qualified team represents clients in collective, administrative and individual litigation involving labour law with an outstanding rate of success. Mandates of clients usually include negotiation of collective agreement with unions. In addition, the labour team provides advice in this area in order to ensure that clients operate in compliance with Brazilian labour laws and regulations.

### Infrastructure:

The firm advises clients with infrastructure projects related to construction and expansion of industrial plants, mines, roads, railroads, pipelines, terminals and ports.

### International Commercial Transactions:

A highly qualified team provides legal assistance to Brazilian and foreign companies involved in international commerce.

### Administrative Law:

VLF provides legal assistance with clients dealing with the government in public bids, construction contracts, and supply contracts.

### Bankruptcy:

The firm provides legal assistance to companies involved in debt reorganisation and bankruptcy, as well as to creditors of a company that filed for reorganisation or was declared bankrupt.

### Real Estate:

The firm has significant records in assisting real estate deals, including acquisition of real estate by investors, organisation of different real estate enterprises (commercial buildings, hotels, shopping malls, etc).

### Foreign Investment:

VLF provides full assistance to the foreign person or company investing in Brazil, including general legal advice and filing the required registrations.

## LATIN AMERICA OFFICES

### BRAZIL

**Belo Horizonte:** Av. Raja Gabaglia, n. 1580, 11º Andar. Ed. Júlio Cruz, Gutierrez  
 MG, CEP 30350-540  
**Uberlândia:** Av. Nicomedes Alves dos Santos, 3.600, sala 220, Uberlândia/MG

## CONTACTS

**Litigation:** Daniel Vilas Boas, Leonardo Wykrota

**Arbitration:** Christian S B Lopes, Leonardo Wykrota, Daniel Vilas Boas

**Corporate/M&A:** Christian S B Lopes

**Mining:** Daniel Vilas Boas

**Tax:** Rafael Frattari

**Labour Law:** Daniel Ribeiro

**Infrastructure:** Christian S. B. Lopes, Rafael Frattari

**International Commercial Transactions:** Christian S B Lopes

**Administrative Law:** Maria Tereza F Dias

**Bankruptcy:** Daniel Vilas Boas

**Real Estate:** Christian S B Lopes

**Foreign Investment:** Christian S B Lopes

## Energy:

VLF is recognized in the energy market for having extensive experience in the sector. VLF represents clients in complex arbitral and judicial conflicts and regulatory demands, as well as in the development of projects, M&A operations, reorganizations and corporate restructuring, always taking into account the particularities of the market for the best result.

## Clients:

VLF is engaged by national and international clients, varying from start-up companies, investment funds, national and multinational groups clients are distinguished players in different industries such as mining, energy, telecommunications, automotive, steel, construction and technology.

## Languages:

English, Italian, Portuguese, Spanish, French.





# ZULMAR NEVES ADVOCACIA

**Managing Partners:** Zulmar Neves, João Carlos Franzoi Basso

**Senior Partners:** Fábio Dal Pont Branchi, Fernando Corsetti Manozzo, Janes Terezinha Orsi, Sillas Battastini Neves and Vinícius Lunardi Nader

Number of partners: 7 Number of other lawyers: 11

## Firm Overview:

Originating from a firm founded in 1983, Zulmar Neves Advocacia - ZNA is recognised as one of the most widely renowned law and consulting firms in the corporate field in Rio Grande do Sul, Brazil, providing services to companies of various sizes and lines of business all over Brazil.

## Main Areas of Practice:

The ZNA firm's major practice areas are tax and tax planning, corporate law, with vast experience in joint ventures, mergers and acquisitions, legal suits, reorganisation and dissolution of companies, as well as restructuring family companies. It also does business in civil and commercial law, preparing and/or revising agreements, such as international sale and technology transfer, trademarks and patents. It also deals in labour law, real estate law and family and estate planning, specialising in the organisation and reorganisation of family companies, including all its succession processes, especially the preparation of member/shareholder agreements, internal management rules and code of ethics among members/shareholders and managers.

### Tax:

Assistance and counselling on the interpretation and application of federal, state and local tax laws; preparation and filing of lawsuits for the purpose of challenging the imposition of taxes on business transactions.

### Corporate:

Full assistance in mergers and acquisitions through the preparation of various agreements and the applicable tax planning and performance of due diligence; preparation and implementation of corporate restructuring transactions; assistance in the organisation of companies, including joint ventures, through the preparation of articles of incorporation, articles of organisation, minutes and organisation of corporate books and documents; assistance for the

organisation of companies by foreigners or persons residing in foreign countries; assistance and representation of clients to defend their rights in ordinary meetings, extraordinary meetings and meetings of the board of directors and fiscal committee; preparation of shareholders' and/or members' agreements; restructuring of family companies, succession planning and property protection.

### Civil & Commercial:

Preparation and revision of agreements for technology transfer, right for use of brands, development of products and researches, product distribution, transportation, raw material supply, manufacturing to order, commercial representation, professional consulting services and general services; assistant in the drafting of warranty and confidentiality clauses in agreements and subsequent enforcement thereof; assistance in the termination of contractual obligations by means of alternatives seeking the performance of the agreement, settlement and renegotiation between the parties, assignment of rights, novation and/or mutual rescission; action in domestic and international arbitral tribunals in the defence of the company's interests and those of its shareholders and members; assistance to companies in financial difficulty by restructuring debts with financial institutions and suppliers as a whole.

### Real Estate:

Assistance in the structuring of purchase and sale transactions, exchange, rental, partnership, lease and public deed for ownership transfer and preparation of the applicable documents; structuring of real estate developments, including development, land division, residential, commercial and industrial condominiums, organisation of specific purpose entities (SPE) and special partnerships.

### Family & Succession:

Specialised action in the scope of estate planning for family companies by means of tools and rules agreed upon by the shareholders and members. Succession

## LATIN AMERICA OFFICES

### BRAZIL

**Porto Alegre:** Av. Cristovão Colombo, No. 3084, 6º andar, Bairro Floresta, CEP 90560-002, RS  
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Email: znacx@zna.adv.br

## CONTACTS

**Tax:** João Carlos Franzoi Basso

**Corporate:** Sillas Battastini Neves

**Civil & Commercial:** Fábio Dal Pont Branchi

**Real Estate:** Fernando Corsetti Manozzo

**Family & Succession:** Fernando Corsetti Manozzo

**Labour:** Janes Terezinha Orsi

planning through the preparation of wills, donations, prenuptial agreements and non-ceremonial marriage agreements.

### Labour:

Assistance and representation of company in labour lawsuits and administrative lawsuits; assistance with emphasis in preventive law, in order to help clarifying work routines, as well as to prepare documents related to labour; preparation of legal opinion.

### Languages:

English, Portuguese.

**ZNA**  
Zulmar Neves Advocacia