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INTELLIGENCE REPORT & RANKINGS

2025-'26

TRANSACTIONS & DEALS

TOP PE FIRMS, LAW FIRMS
& INVESTMENT BANKS
EXCLUSIVE INTERVIEWS WITH LEADERS
INSIGHTS & ANALYSIS

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Private Equity
Venture Capital
Real Estate
Energy & Infrastructure

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ENI GROUP

NATIVIDAD SIERRA
DUNAS CAPITAL

VICTOR PINEDA
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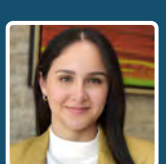

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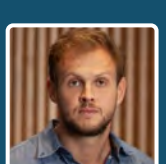

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SIMON McGEADY
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A QUESTION OF CONFIDENCE

Economic instability is anathema to deal activity, so it is therefore unsurprising that the current US administration's aggressive trade policies, specifically on tariffs, have seen company directors and their CFOs become reluctant to sign off on new cross-border M&A deals until there is more financial certainty.

There were some encouraging signs this past year, however. According to a PwC report, more megadeals of $5 billion or above were announced by US buyers in May 2025 than during any month over the past three years. And at the start of October, Reuters reported that $1.26 trillion in global M&A activity had taken place during the third quarter, an increase of 40% year on year and the second-best third quarter on record by deal value. Most of the banner deals, such as the $55 billion leveraged buyout of videogame-maker Electronic Arts or Union Pacific's $85 billion Norfolk Southern merger, involved US companies.

This is hardly surprising. Post-Covid, productivity increased markedly in the US, which was in stark contrast to Europe, where stagnation lingered – a fact that has seen the prosperity gap between the average American and European grow wider over the past half-decade. Saddled with an innovation deficit and the regulatory burden of being the business-world's conscience, the countries of the old continent find themselves at a serious economic disadvantage. The high cost of energy and the complicated process of weening itself off Russian oil and gas following the outbreak of war in Ukraine has also hit Europe hard.

Sector-wise, many startups working on generative artificial intelligence tools have seen their value skyrocket, and multinationals playing catchup in the AI arms-race are prepared to pay a premium for companies engaged in the domain. Nvidia's $100 billion investment in OpenAI and CyberArk Software's $24.5 billion acquisition Palo Alto Networks underline this trend.

The guide you are about to read covers key topics related to transactions across numerous sectors of the economy and features exclusive interviews with top names in the corporate world, as well as numerous rankings of leading law firms, investors, investment banks and consultancies, by country and practice area, to help you find the right professionals to help your business thrive. ◆

LEADERS LEAGUE

Groupe Ficade – Leaders League
88, boulevard de la Villette - 75019 Paris
Tel. : +33 1 45 02 25 00 - Fax : +33 1 45 02 25 01
www.leadersleague.com

PUBLISHING DIRECTOR

Publishing Director
Gaël Chervet
President of Groupe Ficade

EDITORIAL

Managing Editor
Simon McGeady
smcgeady@leadersleague.com

Head of International
Jandira Salgado
jsalgado@leadersleague.com

Editors - International
Daniel Dias, Laís Dumitrescu, Ana Luisa Ferrari, Mila Galdo, Viviana Galvez, Yasmin Goes, Marilia Gradin, Pierre Marteel, Danilo Motta, Andrea Norabuena, Vitória Ribeiro, Sophie Stevenard, Noelia Vilcapoma

Editors - France
Béatrice Constans, Céline Toni, Tom Laufenburger

Research Analysts
Gabriel Pimentel, Leoni Rezende, Jéssica Rocha

Copy Editor
Simon McGeady

Key Account Managers
Beatriz Bernades bbernardes@leadersleague.com - **Brazil**
Carmen Gloria cgloria@leadersleague.com - **Rest of the world**

CONCEPT ART

Artistic Director
Maxime Buot

Graphic Designers
Marie-Ange Jean-Pierre, Anaïs Le Bomin, Thomas Pinedjian

PHOTOGRAPHY

Envato Elements
Freepik
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SALES, MARKETING, DISTRIBUTION & PARTNERSHIPS

Sponsorship & Advertising
Frédéric Chateauvieux fchateauvieux@leadersleague.com - **Brazil**
Mila Galdo mgaldo@leadersleague.com - **Latin America**
Carlos Montagnini cmontagnini@leadersleague.com - **Italy**
Pierre Marteel pmarteel@leadersleague.com - **Benelux**
Elizabeth De Sevo edesevo@leadersleague.com - **Iberia**

Distribution & Partnerships
Pierre-Jean Goncalves pjgoncalves@leadersleague.com

Marketing
Giulianna Vilarde gvilarde@leadersleague.com

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M&A

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Competition in the Andean region is intense, but the opportunities are many

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Interview with
VICTOR PINEDA
Country Manager Peru & Bolivia,
FEDEX

Victor Pineda reflects on his career path from its beginnings in data entry to his current executive leadership role, touching on the importance of adaptive management across diverse markets, and FedEx's strategic focus on partnerships, resilience and the rapid growth of e-commerce in the Andean region.

LEADERS LEAGUE: What led you to become country manager for FedEx in Peru and Bolivia?
Victor Pineda: As country manager, I lead the strategic, operational and commercial direction of FedEx in Peru and Bolivia, making sure our teams and customers experience service of the highest standard. I began my career at Sharf, FedEx's representative in both countries, as a member of the data entry team in the operations division. Over the years, I took on diverse leadership roles across operations and sales, which gave me a ground-level understanding of the logistics industry. That journey – and the fact that I started on the frontlines – has been crucial in shaping the leader I am today.

What are the biggest leadership lessons you've learned managing operations across two countries?
Several lessons have been learned, but perhaps one of the most important has been that each market has its own cultural, regulatory and economic dynamics, so leadership must adapt without losing strategic coherence. Listening to local teams and empowering them to make quick decisions is key to maintaining agility in an express service industry. Even more so considering that today's customers greatly value speed of delivery.

"Listening to local teams and empowering them to make quick decisions is key to maintaining agility in an express service industry"

FedEx operates in a highly competitive and regulated logistics market. How do you assess opportunities for strategic transactions or partnerships in the Andean region?
Competition in the Andean region is intense, but the opportunities are many. We see three key fronts. The first of these is airline partnerships (Linehaul), where cutting transit times and delivering true door-to-door efficiency is vital.
Next, there's collaboration with local operators and marketplaces, in order to expand reach and strengthen our network's capillarity. Lastly, you have e-commerce and last-mile growth: A space where innovation can transform how we connect with consumers who demand faster, smarter logistics.

What's your approach to working with other regional and global FedEx leaders as regards strategy alignment and execution?
We do it through local and regional committees and biweekly strategic sessions where results, best practices and market insights are shared. Achieving this state of constant alignment ensures our local actions fuel global objectives and that FedEx moves as one, no matter the market.

How has the current economic and financial climate in Peru and Bolivia influenced FedEx's strategic planning and investment decisions?
Economic volatility, exchange rates, inflation and trade fluctuations, has pushed us to double down on resilience, cost optimization and service diversification. At the same time, we've strengthened our presence in fast-moving sectors like e-commerce and textiles, which make up 60% of our exports, alongside documents, coffee and cocoa and agribusiness. These are the engines of growth we're investing in.

With e-commerce growth accelerating, what types of strategic investment or collaboration do you see as most critical for FedEx in the next five years?
B2C imports are growing at record speed through platforms like Amazon, Temu and AliExpress. To keep up, our critical bets are on: Real-time visibility technology; Automation of sorting and distribution hubs; Expanding last-mile capabilities; Seamless integration with digital platforms.
These will define how FedEx leads the next wave of e-commerce logistics in the region. ◆

Aviation is a long-term growth sector offering an attractive risk-return balance

Interview with

NATIVIDAD SIERRA

Managing Director, **DUNAS CAPITAL**

Natividad Sierra discusses opportunities in the financial sector, the evolving profile of the European investor and the factors driving capital allocation. She also reflects on the way her professional journey has shaped the approach she takes to asset management and investor relations.

LEADERS LEAGUE: What experiences or insights have influenced your approach to asset management and investor relations?

Natividad Sierra: My direct-investment background of nearly 20 years, as the investment director of a private equity fund and in corporate and infrastructure project financing at BNP Paribas, has been highly valuable. This experience had enabled me to understand how institutional investors (who allocate across diverse alternative funds) and family offices (who are often informed by the divestment of their own companies or direct investment experience) assess opportunities.

Working with both international and Spanish alternative-fund investors has given me a broad perspective and the expertise to build trusted, long-term relationships with investors in real asset and infrastructure funds at Dunas Capital. Different investor profiles and locations bring nuanced perspectives on risk, return and governance. This has shaped my tailored approach to meeting each investor's needs, one grounded in transparency, education, alignment of interests and clear communication.

"European institutional investors have become increasingly sophisticated and demanding, particularly regarding transparency and governance"

Dunas Capital has been expanding its focus on alternative and real assets. Where do you see the opportunities in today's market?

Dunas Capital has over €4.6bn in AUM, with most allocated to absolute return liquid funds. Since 2017, we have also developed real asset and infrastructure funds, and the firm is committed to further growth, as reflected in the expansion of our teams.

In real assets, we see strong opportunities in aviation, particularly through aircraft leasing with tier 1 and tier 2 airlines. We are launching our second fund, Dunas Aviation II, targeting a 10–12% net IRR with 4–6% annual distributions, replicating the performance of Dunas Aviation I, and maintaining a conservative risk profile thanks to stable, recurrent and predictable cash flows. Aviation is a long-term growth sector where aircraft leasing offers an attractive risk-return balance. According to the PwC Aviation Industry Review and Outlook Report 2025, aircraft leasing between 2000–2023 showed volatility of just 5% – similar to corporate bonds – compared to 15% for the S&P 500 and 19% for global real estate, while delivering average annual returns of 8%, higher than both equities, real estate and corporate bonds.

In parallel, we are preparing our second Clean Infrastructure Fund, focused on decarbonization, energy transition, sustainable mobility and digitalization. These themes are driven by long-term trends and European policy, ensuring robust investment opportunities for years to come.

How has the European investor profile evolved in recent years, and what factors are driving capital allocation at the moment?

In recent years, European institutional investors have become increasingly sophisticated and demanding, particularly regarding transparency and governance. Most of them have strengthened their ESG and sustainability teams, requiring detailed information, driven both by conviction and by significant regulatory developments in Europe.

Allocations to alternative assets continue to grow, with infrastructure standing out as the fastest-growing segment. Investors, each according to their target risk-return profile, consistently seek diversification, low correlation and exposure to the real economy and, increasingly, cashflow visibility. ◆

Rail transport is an extremely resilient market at present

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Interview with

HENRI POUPART-LAFARGE
CEO, **ALSTOM**

Alstom boss Henri Poupart-Lafarge spoke to Leaders League about the French multinational rail transport manufacturer's international expansion efforts, including the acquisition of Canada's Bombardier Transportation, and delivering Amtrak's latest Acela train – a high-speed model which serves Boston, New York, Philadelphia, Baltimore and Washington DC.

LEADERS LEAGUE: **What is Alstom's strategic vision as it relates to the global rail-transportation market?**

Henri Poupart-Lafarge: For the past decade or so, we have been working on Alstom's globalization. We are convinced that we can only achieve lasting success by combining a global technological vision with local execution. Our customers want proximity, and regulations are also moving towards greater localization. For example, 95% of the parts for the products we sell in the United States are manufactured locally. We are completely autonomous in North America, as is the case in India, Europe and South Africa.

Is it difficult to develop a long-term vision amid short-term uncertainty?

Managing for the long term can indeed temporarily increase short-term uncertainty. This is the case whenever we launch a new investment or a new product. It was also the case in 2021 when we acquired Canada's Bombardier Transportation to build a global group with a strong presence in all markets. We must therefore continue to manage the uncertainties associated with the projects themselves, or with upheaval in individual countries, by demonstrating agility, without compromising our long-term vision.

"Managing for the long term can temporarily increase short-term uncertainty"

In August, you inaugurated Acela which, with a top speed of 160mph, is the fastest train in service in America. Does the current US political climate have an impact on your projects there?

The US market is doing very well today. It is stable and buoyant. Rail traffic is also very good. The return of employees to large companies is boosting rail traffic in New York, for example. We are generally not greatly affected by customs duties, as we have little traffic between different continents.

Is competition in some regions more tense than others?

Today, we are experiencing a good period, because rail transport is booming. Some even refer to it as a golden age. This is due to the energy transition and the development of high-quality urbanization. We are therefore in a cycle of investment in global rail transport, whether in Europe, where the high-speed rail market is booming, or in emerging countries experiencing strong growth in urban transport. Our concern is knowing where to direct investment, in what proportions and how quickly to respond to demand. For example, in India, around 40 cities have metro projects, but how many will launch each year?

How do you get your employees on board with projects that may lead to short-term uncertainty?

Getting teams and our wider environment, such as investors and customers, on board is a very important part of my job. While Bombardier Transportation was a strategically essential acquisition – a fact now recognized by everyone – it was nevertheless difficult and required patience to see the long-term benefits. It was essential that our employees share this vision in order to make the necessary efforts. Once again, I would like to tip my hat to them, because it meant stepping outside their comfort zone for a few years and pushing themselves.

What does the future hold for Alstom?

The need for rail transport is not going to disappear – quite the opposite. We are therefore operating in an extremely resilient market. The revolution will come from digitalization, and requires big decisions, the ability to anticipate and to make changes at the right speed. Our size and global geographical footprint put us in a good position. We have begun this revolution, but there is still a long way to go. ◆

IN-HOUSE

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Corporate lawyers need to stay agile and anticipate regulatory changes to mitigate risks and seize opportunities

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Interview with
FRANCESCO PRISCO
Head of Legal,
RAM SCPA (ENI GROUP)

Francesco Prisco gives his perspective on the strategic role legal departments play in supporting innovation and advancing sustainable infrastructure. He also shares his vision on how legal innovation, regulatory adaptation and cross-sector collaboration can drive the future of Italy's energy landscape.

"In today's energy industry, what makes a great legal professional is not just technical expertise, but the ability to connect law, technology and business"

LEADERS LEAGUE: **How can the legal departments of companies in the energy sector better support innovation and the development of sustainable infrastructure?**

Francesco Prisco: In the energy sector, legal departments play a crucial role in fostering innovation and sustainable infrastructure development. Regulatory compliance and legal advocacy represent a fundamental pillar, ensuring that innovative projects comply with complex regulatory frameworks while promoting policies that support sustainable energy practices.

Risk management plays a critical role in mitigating the challenges associated with new technology and projects, thereby encouraging innovation. Furthermore, facilitating partnerships between energy companies, technology providers and regulatory bodies can accelerate the adoption of sustainable practices and innovative solutions. Legal innovation, by embracing technology such as AI and blockchain, helps optimize processes and enhance efficiency, even though these types of technology are support tools, not substitutes for professional expertise.

Lastly, legal departments can educate stakeholders on the legal implications of innovative practices, fostering a culture of compliance and sustainability. Lawyers must increase their mental flexibility to be a true, rapid and constantly adaptable aid. Unfortunately, lawyers are often seen as blockers of ideas and figures who slow down procedures. This paradigm isn't always true, and we corporate lawyers must be the first to dismantle it.

How do you see the Italian energy sector evolving in the coming years?

In my opinion the Italian energy sector is poised for significant evolution, driven by several key factors. First of all, the expansion of renewable energy; Italy's commitment to renewable energy sources will continue to grow, supported by government incentives and EU directives. This shift will require legal frameworks that facilitate investment in renewable projects and guarantee grid-integration. This is to ensure effective and sustainable energy transition, not only for the environment, but also for the economy. As Italy strives to become carbon neutral, regulatory frameworks will evolve to promote energy efficiency, emissions reduction and sustainable practices. Legal departments will play a critical role in navigating these regulations, which are also being shaken by geopolitical and economic factors. Legal professionals need to stay agile and anticipate regulatory changes to mitigate risks and seize opportunities.

What have been the defining moments of your career to date?

I began my career at a law firm, where I built a solid legal foundation and developed a rigorous approach to analysis. However, I soon felt the need to move to a more dynamic environment, where the law I practiced could directly interact with business. Transitioning in-house was the true turning point. It took a lot of dedication, a genuine love for what I do and an endless curiosity about how things work. I also owe a lot to a healthy dose of madness and the constant urge to step out of my comfort zone – even when it meant diving into areas that weren't exactly "mine" at first glance.

The defining moments weren't always headline-worthy. Sometimes, they were simply about saying "yes" to the unexpected. My advice is to stay curious, embrace the unknown and don't be afraid to get your hands dirty. The energy world is moving fast, and what makes a great legal professional today is not just technical expertise, but the ability to connect law, technology and business. ◆

Clear regulatory frameworks are essential for investments to be viable and sustainable

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Interview with

MIGUEL A. HERNANDEZ
Senior Legal Manager LATAM,
REPSOL

Miguel A. Hernandez discusses the key legal challenges involved in various cross-border M&A transactions while highlighting Latin America's vast energy potential. He also covers the key factors Repsol considers when selecting external legal counsel.

LEADERS LEAGUE: What are the key legal challenges you encounter when supporting cross-border M&A transactions?

Miguel A. Hernandez: One of the main legal challenges in cross-border M&A transactions in Latin America is navigating regulatory and legal diversity across the various jurisdictions. Although many countries in the region share civil-law traditions, each has its own foreign investment regulations and sector-specific restrictions.

Another significant challenge involves regulatory approval, including antitrust clearance and sectoral authorization, which may vary in scope, timing and complexity. While some jurisdictions require direct engagement with high-level government officials or legislative bodies to secure the necessary approval, often without defined legal timelines, others manage such authorization through dedicated ministries or regulatory agencies overseeing the energy sector. Every country has its own way of doing things, so handling cross-border deals means you have to adjust your approach to fit the local rules and practices.

"Handling cross-border deals means you have to adjust your approach to fit the local rules and practices"

Are there specific countries in Latin America, or areas in Spain, where you see increased opportunity?

Latin America as a region, with a population exceeding 600 million inhabitants, offers a diverse energy treasure. The region produces between 8% and 10% of the world's oil and circa 5% of its natural gas, with Brazil, Mexico, Argentina, Venezuela, Bolivia, Peru and Colombia active players. It is also active in biofuels, led by Brazil. In renewables, northern Chile stands out with among the highest solar radiation on the planet, and geothermal energy shows promising potential estimated at 33 GW. Hydropower remains a dominant source in Andean and Amazonian countries. Distributed energy resources such as solar panels, batteries and microgrids are growing.

However, the true potential of these countries can only be realized if there is a solid commitment to ensuring legal and economic certainty. For investments to be viable and sustainable, it is essential that host countries provide clear regulatory frameworks, respect for contractual stability and a predictable business environment. Key legal mechanisms such as the repatriation of profits, effective protection of foreign investments and enforceable dispute resolution systems, preferably through neutral forums or arbitration, are paramount. These measures not only safeguard investor interests but also contribute to energy security and long-term socio-economic development.

In short, while Latin America holds vast energy potential, realizing that potential will depend on governments' ability to create and maintain legal environments that are stable, transparent and investor friendly.

What key factors do you look for when hiring external legal counsel?

When selecting external legal counsel, we look beyond technical expertise. We seek advisors who can act as true business partners. We prioritize hybrid profiles: professionals who combine top-tier legal expertise with outstanding technological skills. Beyond this, we value advisors who understand the broader strategic, operational and reputational dimensions of each matter, and who possess deep knowledge of our company's culture, values and internal decision-making processes. We look for partners who ensure budget predictability, and offer transparent, value-based fees with disciplined e-billing. Flexibility and creativity in fee structures, with a clear focus on efficiency, are highly valued.

Lastly, we also value partners who are ready to do more than just handle individual cases. For example, we appreciate advisors who share their knowledge, offer workshops and provide updates on new regulations. ◆

Ecuador has an active pipeline of large-scale real estate projects

Interview with
PAULINA VITERI
Operations and Legal Affairs Director,
APIVE

Paulina Viteri, of Ecuador's association of housing real-estate developers, Apive, provides an overview of the current state of the housing market in the South American country.

LEADERS LEAGUE: What is the current state of the housing market in Ecuador?

Paulina Viteri: The Ecuadorian real-estate market has experienced a sustained slowdown since 2023. Following a post-pandemic rebound, housing reservations began to decline year-on-year, a trend that has continued throughout 2023 and 2024. As of March 2025, net housing reservations have fallen by 8% compared to the same month in 2024. When compared to the peak year in the association's statistical records, 2012, annual new housing reservations have contracted by more than 66%. The slowdown is particularly pronounced in lower-income segments. In 2016, homes priced under $70,000 accounted for 67% of total reservations; today, they make up just 7.7%.

Although customer traffic has partially recovered, this has not translated into sales. Only 4% of visitors to a housing project in the first quarter of 2025 made a reservation. This indicates that while demand exists, it remains unmet due to a lack of adequate financing options.

"As of March 2025, net housing reservations have fallen by 8% compared to the same month in 2024"

What is the outlook for the real estate sector in the next 12–24 months?

The outlook will largely depend on the government's ability to implement sustained and effective public policies related to financing, subsidies and regulatory simplification. If a favorable environment is established – particularly for the social and public housing segments – the sector could experience a gradual rebound. There is an active pipeline of large-scale projects ready to be launched, but progress remains slow. There are no significant barriers on the supply side or in terms of business willingness. The primary obstacles are the lack of mechanisms to facilitate access to credit, ongoing regulatory uncertainty at the municipal level, and the absence of coordinated housing policies between national and local governments.

What challenges does the sector face in the short term?

One of the main challenges is financing. Mortgage lending in Ecuador declined by 6.1% year-on-year during the first four months of 2025. This is compounded by a structural issue: the trust fund managed by the government and international financiers – which supports social and public housing – is being depleted, with no sustainable renewal mechanisms announced.

Another significant challenge is regulation. The absence of a comprehensive, coordinated and efficiently implemented housing policy has slowed project approvals and start times, limiting the sector's ability to respond effectively to the country's housing shortage.

What impact does current regulation have on the development of new projects?

Overall, regulations have yet to become a true catalyst for urban development and improved access to housing. While progress has been made on certain regulatory tools, their practical implementation faces persistent challenges.

Some of the biggest issues are regulatory fragmentation and the lack of unified criteria across municipalities, which create legal uncertainty for developers and drive up development costs. This is compounded by lengthy approval processes, rising tax burdens and poor coordination among agencies responsible for land, services and permits.

If progress is made toward clearer, more streamlined and better-coordinated regulations, Ecuador has a real opportunity to transform urban development into a sustained source of investment, employment and well-being. The will exists, the projects exist, and the legal framework can and must be modernized to meet the country's housing challenge. ◆

Meta has defined data protection and user privacy as foundational to its business and long-term vision

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Interview with

RICARDO DALMASO MARQUES

Associate General Counsel for Product and Privacy, **META**

Ricardo Dalmaso Marques discusses Meta's commitment to privacy by design, the importance of democratizing access to AI and the immense potential for tech growth in Latin America.

LEADERS LEAGUE: How do you view the evolution of law and lawyers in an increasingly digital world?

Ricardo Dalmaso Marques: The modern legal professional must be fluent in multiple languages – technical, social and human. Legal education is slowly evolving to match this new reality. This doesn't mean we should discard the foundations provided by traditional legal teaching. Principles and core legal concepts are still essential and must remain a cornerstone, even when we talk about innovation. Academic work is crucial in this space. What we need to question are the outdated traditions that hold back innovation and economic development. Today's legal professionals must draw those lines clearly – supporting progress without compromising core values. The challenge is to balance tradition with the courage to innovate. Technology is also transforming how lawyers work (through AI, for instance), making them more efficient and effective in their practice.

How do you manage the responsibility of ensuring Meta's products comply with international regulations while supporting continuous innovation?

One of Meta's major shifts in recent years has been to embed privacy into product design from the start – what we call privacy by design. This is part of our commitment to privacy in both new innovations and existing product updates. Privacy is a core part of engineering performance evaluations, and we have teams of specialists focused on global product, data and privacy compliance. A detailed internal process gives teams a comprehensive view of regulatory requirements and enables structured, efficient responses. Meta has defined data protection and user privacy as foundational to its business and long-term vision. We constantly enhance our privacy program and products as we respond to changing expectations and advances in technology.

During your time at Mercado Livre and Wildlife Studios, you dealt with major legal challenges in emerging markets. What lessons from those experiences are most valuable for companies expanding globally – especially in Latin America?

These regions hold immense potential for tech growth. Legal teams – and many others, especially in public policy and communications – are vital in finding the right balance to support successful, responsible business expansion. Countries in these regions are innovation laboratories, where creative solutions emerge to overcome structural challenges. Digital inclusion and access to technology are critical to their development.

What emerging trends do you believe will have the biggest impact on law in the next five to ten years – particularly in areas like privacy, AI and blockchain?

Democratizing access to AI is one of the greatest opportunities for promoting inclusion and diversity in innovation ecosystems. AI assistants – like Meta AI – are also being developed to perform tasks, learn, create and connect with what matters to users. These tools are redefining user experiences and streamlining workflows in sectors like healthcare, education, finance and retail. Devices like the Meta Quest and smart glasses like Ray-Ban Meta are blending hardware, software and AI to enhance entertainment, education and work collaboration. This technology is also transforming advertising, payments and e-commerce. Messaging for businesses (via WhatsApp, Instagram, Facebook) is becoming central to digital transformation. Legal professionals must immerse themselves in these areas and be involved from product inception, crafting secure, positive and creative solutions so society can benefit from the vast opportunities tech is creating. ◆

"Legal teams must be involved from product inception, crafting secure, positive and creative solutions so society can benefit from the vast opportunities tech is creating"

Caixa's legal professionals add value by actively participating in strategic goals

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Interview with

CARLOS AUGUSTO DE ANDRADE JENIER

Interim Legal Director,

CAIXA ECONÔMICA FEDERAL

In this exclusive interview, Carlos Augusto de Andrade Jenier discusses the strategic evolution of Caixa's legal department, the balance between legal certainty and agility in public programs, in addition to the importance of aligning legal work with innovation, governance and human-centric leadership.

LEADERS LEAGUE: Having spent over 20 years at Caixa, working in both advisory and litigation areas prior to your current role, what has changed most in the role of the legal department within major financial institutions?

Carlos Augusto de Andrade Jenier: Over the past two decades, the legal department (DIJUR) has done significant work for Caixa, becoming increasingly involved in the business and consistently striving to find feasible paths to achieve the company's institutional goals. In this context, the legal department has evolved greatly, taking on a strategic, transversal role integrated into the bank's governance and objectives.

Today, the legal department is present in all activities – from the conception of projects, anticipating risks, and actively contributing to their feasibility, to solving daily challenges. The department's Master Plan clearly reflects this shift: we are increasingly focused on preventive actions, prioritizing relevant institutional processes and promoting a culture that values conciliation, dialogue and the humanization of work relationships.

"In a constantly evolving world, we must find disruptive yet responsible ways to work"

How has your experience at the Brazil finance ministry's administrative council of tax appeals (CARF) and as a law professor influenced your leadership of Caixa's legal department?

I've always believed that the experiences we accumulate along the way help make us better at every challenge we take on. A deep interest in technical and cultural development has always been a foundation of my education, but leadership – as a manager, superintendent and now as director – requires more than that. Teaching at universities taught me the importance of clarity of purpose, while my time as a counselor at CARF showed me the value of respectful debate, especially in embracing disagreement. I know that nothing is achieved alone, and keep learning daily from this excellent legal team at Caixa, aiming to build an environment where theory and practice complement each other to deliver effective and innovative legal solutions.

Caixa plays a key social role, especially in public policies and housing programs. How does the legal department balance legal certainty with the urgency often required by these programs?

Striking this balance is undoubtedly one of DIJUR's greatest challenges. We've long maintained that Caixa's legal professionals do more than ensure the legality of management decisions – they add value by actively participating in strategic goals, crafting valid and secure alternatives for essential activities. Recognizing the value Caixa's top management places on its legal team, we work to help tackle challenges by offering and building necessary solutions. And, of course, we do this with a constant focus on efficiency and speed, without compromising legal security. Today, Caixa's legal department is fully aligned with the business – our main mission is to ensure that public policies are carried out responsibly, quickly and securely, in ways that best serve the populace.

Upon taking over Caixa's legal board on an interim basis, you began leading one of the company's most strategic departments. What do you hope to implement?

Our 2024–2028 Master Plan is our roadmap: we are investing in leadership training, people management, dispute resolution (both judicial and extrajudicial), technology and sustainability.

In a constantly evolving world – especially post-pandemic and amid rapid technological progress – we must find disruptive yet responsible ways to work, valuing people and focusing on results. We have an exceptional team, and I believe we still have much to accomplish. That's why I dedicate myself fully to supporting this team, and I see that same commitment to Caixa reflected back from them. ◆

RANKINGS 2025-'26

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AFRICA 266

ASIA 268

NORTH AMERICA

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LBOs & INVESTMENTS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Brookfield Corporation	Anuj Ranjan, Cyrus Madon
Caisse de dépôt et placement du Québec	Charles Emond, Martin Longchamps
Canada Pension Plan Investment Board	Caitlin Gubbels
Northleaf Capital Partners	Michael Flood, Shane Feeney, Kathleen Bellehumeur
Novacap	Pascal Tremblay, David Lewin
Onex Corporation	Tawfiq Popatia, Nigel Wright
EXCELLENT	
BDC Capital Inc.	Robert Duffy
Desjardins Capital Management	Nicolas Richard, Pierre Tessier, Jean-François Dion
Export Development Canada (EDC)	Pierre Boivin, Alison Nankivell
Fondaction	Geneviève Morin, Claire Bisson
Fonds de Solidarite FTQ	Janie C. Béïque, Julie Morand, Saloua Benkhouya
Investissement Québec	Bicha Ngo
Peloton Capital Management	Steve Faraone, Mike Murray
HIGHLY RECOMMENDED	
Coatue Management	Philippe Laffont, Thomas Laffont
Ontario Teachers' Pension Plan	Dale Burgess, Gillian Brown
Persistence Capital Partners	Stuart Elman, Sheldon Elman
Seafort Capital	Rob Normandeau, Stephen Denton
Viking Global Investors	Brian Kaufmann
RECOMMENDED	
ARC Financial	Brian Boulanger, Kent Foster, Jeremy Gackle
Blackstone Group	Joseph Baratta, Martin Brand
BMO Capital Partners	Iain Munro
Canadian Business Growth Fund	Dale Tingley, Hai Tran-Viet
Gryphon Investors	Ryan Fagan, Matt Farron, Mike Ferry
Instar Asset Management	George So

CANADA

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Luke Gordo
J.P. Morgan	Marc Gagnon
National Bank Financial	Martin-Pierre Roussel, David Skurka
RBC Capital Markets	Ryan Avey, Ben Mandell
Scotiabank	Eric Choi, Dany Beauchemin
TD Securities	Larry Wieseneck, Renu Gupta
EXCELLENT	
BofA Securities	Drew McDonald
Barclays	Stephen Stewart, Ryan Voegeli, Dan Grabos
BMO Capital Markets	Sarfraz Visram
Canadian Imperial Bank Of Commerce	Christian Davis, Iain Gallagher
Citigroup	Raymond Gatcliffe
Evercore	George Ackert
Morgan Stanley	Clare Woodman
HIGHLY RECOMMENDED	
BNP Paribas	J.J. McHale
Canaccord Genuity	Jamie Nagy, Mike Lauzon

M&A: ENERGY

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BMO Capital Markets	Sarfraz Visram, Shabari Nayak, Brad Wells
J.P. Morgan	David Rawlings
RBC Capital Markets	Ryan Avey, Tim Perry
Scotiabank	Eric Choi
TD Securities	Drew MacIntyre, Rodrigo Sousa
EXCELLENT	
ATB Capital Markets	Hugh Sanderson, Jeff Meunier
Canadian Imperial Bank Of Commerce	Tom Heintzman
Citigroup	Raymond Gatcliffe, Grant Kernaghan
Goldman Sachs	Michael Klym
Macquarie Group	Michael Silverton
Morgan Stanley	Clare Woodman
National Bank Financial	David Skurka, Arun Chandrasekaran
Peters & Co.	Christopher Potter
HIGHLY RECOMMENDED	
Barclays	Stephen Stewart, Ryan Voegeli
Canaccord Genuity	Anthony Petrucci, Mike Lauzon
Cormark Securities	Erik Pederson, Kevin Tychon
Haywood Securities Inc.	Clark Andrews
Raymond James Financial	Gavin McOuat, John Willett

CANADA

M&A: TMT

Best Investment Bank

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BMO Capital Markets	Alan Tannenbaum, Andrew Matheou
Goldman Sachs	Kim Posnett
J.P. Morgan	David Rawlings
Morgan Stanley	Richard Tory
RBC Capital Markets	Aly Gillani, Kirk Kaludis, Nikolay Dakov
EXCELLENT	
Barclays	Ryan Voegeli
BofA Securities	Drew McDonald
Canadian Imperial Bank Of Commerce	Paul McKinlay
PwC	Shivalika Handa, John Simcoe
TD Securities	Sandeep Kandola, Larry Wieseneck
HIGHLY RECOMMENDED	
Citigroup	Raymond Gatcliffe
Evercore	Jonathan Bassani, Andrew MacNiven
KPMG	Anuj Madan
National Bank Financial	Benoit Veronneau
Scotiabank	Sass Akbari, David Hynes, Dany Beauchemin

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Blake, Cassels & Graydon	Geoffrey Belsher, David Kruse, Eric Moncik
Davies Ward Phillips & Vineberg	Richard Cherney, Vincent Mercier, Patricia Olasker, Hillel Rosen, Franziska Ruf, Melanie Shishler
Goodmans	Dale Lastman, Stephen Pincus, Robert Vaux, Neill May
Osler, Hoskin & Harcourt	Shahir Guindi, Emmanuel Pressman
Stikeman Elliott	William Braithwaite, John Ciardullo, Sidney Horn, Stewart Sutcliffe
Torys	Michael Amm, John Emanoilidis, Karrin Powys-Lybbe
EXCELLENT	
Bennett Jones	Curtis Cusinato, Christian Gauthier, Kristopher Hanc, Jeffrey Kerbel, Brent Kraus
McCarthy Tétrault	Cameron Belsher, Jonathan See, Shea Small
Norton Rose Fulbright	Stephen Kelly
HIGHLY RECOMMENDED	
Borden Ladner Gervais	Pascale Dionne, Neil Ezra Hazan, Fred Pletcher, Manoj Pundit, Stefan Timms
Cassels Brock & Blackwell	Jason Bullen, Paul Stein
Fasken	John Turner
RECOMMENDED	
Aird & Berlis	Paige Backman
Baker McKenzie	Nancy Hamzo, Chuck Magerman, David Palumbo
Burnet, Duckworth & Palmer	Syd Abougoush, Bruce Allford
Dentons	Kimberly Burns, Alex Farcas, Andrea Johnson, Bennett Wong
DLA Piper	Ted Maduri
Gowling WLG	Frank Sur
Lawson Lundell	David Allard, Valerie Mann
McMillan	John Clifford, Paul Davis

CANADA

M&A: SMALL TO MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BCF	Richard Epstein, Nathalie Gagnon
Lavery	Christian Dumoulin
EXCELLENT	
Aird & Berlis	Lisa Moreau
DS-Avocats	V.E. Dale Burstall
Field Law	Brian Futoransky, Lyndon Thiessen
Labarge Weinstein	Debbie Weinstein
Lapointe Rosenstein Marchand Melançon	Bruno Floriani
McMillan	John Clifford, Paul Davis, David Dunlop, Leo Raffin, Brett Stewart
Stein Monast	Jean Brunet
Torkin Manes	Matthew Tevlin
HIGHLY RECOMMENDED	
McInnes Cooper	Danielle Daigle
Miller Thomson	Jay Hoffman
Wildeboer Dellelce	Perry Dellelce

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Stikeman Elliott	Samantha Horn, Steward Sutcliffe
Torys	Matthew Cockburn
EXCELLENT	
Blake, Cassels & Graydon	Patrick Menda, Susan Tomaine
Davies Ward Phillips & Vineberg	Patrick Barry, Cameron Rusaw
HIGHLY RECOMMENDED	
Goodmans	John Connon
McCarthy Tétrault	Shevaun McGrath
Osler, Hoskin & Harcourt	Brian Gray
RECOMMENDED	
Bennett Jones	John Mercury
Fasken	Jean-Pierre Chamberland
McMillan	Bruce Chapple, Michael Withcombe

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Blake, Cassels & Graydon	Brian Facey, Navin Joneja, Julie Soloway
Davies Ward Phillips & Vineberg	Anita Banicevic, John Bodrug, Elisa Kearney, Charles Tingley
McCarthy Tétrault	Jason Gudofsky
Stikeman Elliott	Michael Kilby
EXCELLENT	
Bennett Jones	Melanie Aitken
McMillan	Neil Campbell, James Musgrove, Mark Opashinov
Osler, Hoskin & Harcourt	Michelle Lally, Shuli Rodal
HIGHLY RECOMMENDED	
Fasken	Antonio Di Domenico, Huy Do
Goodmans	David Rosner
Norton Rose Fulbright	Chris Hersh
Torys	Dany Assaf, Omar Wakil
RECOMMENDED	
Baker McKenzie	Arlan Gates
Borden Ladner Gervais	Neil Ezra Hazan, Stefan Timms
Cassels Brock & Blackwell	Davit Akman
Dentons	Sandy Walker
DLA Piper	David Neave, Kevin Wright

MEXICO

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M&A

Best International Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
HIGHLY RECOMMENDED	
B.A.M&A	Pedro Renner
Barclays Capital	Pedro Tejero Sandoval
BBVA Bancomer	Ismael de la Garza
BTG Pactual	Javier Artigas
Deutsche Bank Mexico	Claudio Curtius, Joaquin Lopez Doriga
Goldman Sachs	Samuel Villegas
JP Morgan	Nelson Ocampo
Morgan Stanley	Miguel Ángel Pérez Zamorano
Santander	Alejandro Capote
Seale & Associates	Sergio Garcia del Bosque

M&A

Best National Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
ADS - Alfaro, Dávila & Scherer	Ricardo Davila
FGA Investment Banking	Javier Arce, Fausto García
Fimecap	Leopoldo Burillo, Carlos Antonio Garrido Gomez
Serficor	Gabriel Millán
Vace Partners	Carlos Vara
EXCELLENT	
414 Capital Inc	Ariel Fischman
CFSM Corporate Finance Services Mexico	Miguel Alonzo
PC Capital (Clairfield International)	Pablo Cervantes, Pablo Coballasi, Luis Coria
RIoN M&A	Martin Plettner
Sinergia Capital	Jose Antonio Moranchel Pocaterra
Zimma Corporate Finance	Andrei Lepiavka, Arseny Lepiavka
HIGHLY RECOMMENDED	
Alea Capital	Gilberto Sotelo, Ruben Camiro, Agustín Gómez del Campo, Eddie Miquel
Argovia Capital	Hugo García de la Vega
Bie Asesores	Gustavo Meillon San Miguel
LCA Latam Capital Advisors	Eugenio Mendoza
New Way Capital	Miguel Quirós
RECOMMENDED	
AP[x] Capital	Jesús Ordaz
Dadoo & Asociados	Harish Dadoo
Kpitalia	Iñigo Cossio, Jorge Ibarra, Nathan Moussan
Tactiv	Augusto Arellano, Arturo Ramirez
Venser	Francisco Hernández, Eduardo Reyes

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Creel, García-Cuéllar, Aiza Y Enríquez	Carlos del Rio, Jean Michel Enriquez
Galicia Abogados	Manuel Galicia, José Manuel Galicia Romero, Ricardo García, Hector Kuri, Christian Lippert
Mijares, Angoitia, Cortés Y Fuentes	Pablo Mijares, Ricardo Maldonado, Patricio Trad, Ignacio Armida, Francisco Glennie
Nader Hayaux & Goebel	Hans Goebel, Michel Nader
Pérez-Llorca Mexico	Jorge Mondragón, Bernardo Reyes, José Ignacio Rivero, Jorge Cervantes, Rodrigo Rojas, Alfredo Chavez, Maria Teresa Paillés, María Esther Rey
Ritch Mueller	Luis Nicolau Gutiérrez, Federico Santacruz
EXCELLENT	
Basham Ringe y Correa	Juan José López, Juan Carlos Serra, Carlos Velázquez, Jesús Colunga, Luis Luján, Gerson Vaca, Rodrigo Gardner
Hogan Lovells	Juan Francisco Torres Landa
Santamarina y Steta	Sergio Chagoya, Alberto Saavedra, Juan Carlos Machorro, Jorge León, Aarón Levet
Von Wobeser y Sierra	Luis Burgueño
White & Case	Henri Capin-Gally
HIGHLY RECOMMENDED	
Aziz & Kaye	Allan Kaye Trueba
Baker McKenzie	Gaspar Gutierrez-Centeno, Jorge Ruiz
Creel Abogados	Carlos Creel, Gustavo Struck
Cuatrecasas México	Santiago Ferrer, Iván Libenson
DLA Piper Mexico	Mauricio Valdespino
Garrigues México	Diego Gómez-Haro, José Antonio Postigo, Gerardo Lemus, Gabriela Pérez, Ernesto Silvas-Medina, Marisol González, Debby McKey, Rafael Villamar - Ramos, Daniel Maldonado
Greenberg Traurig	Arturo Pérez-Estrada, José Raz Guzman
Jones Day	Mauricio Castilla, Javier Martinez del Campo
Kuri Breña, Sánchez Ugarte Y Aznar	Daniel Kuri Breña, Luis Octavio Nuñez
Robles Miaja Abogados	Rafael Robles Miaja
RECOMMENDED	
Acedo Santamarina	Andres Acedo, Pedro Santamarina, Enrique López, Jose Luis Mejía
Anker Abogados	Francisco Pérez Ortega
BGBG - Bello, Gallardo, Bonequi Y García, S.c.	Marcela Arellano Lucatero, Federico De Palacio-Ruiz Cabañas, Agustín Benjamín Escamilla Alfaro, Miguel Gallardo Guerra, Juan Manuel Sancho Rodrigo
Blanco Carrillo	Diego Blanco, Hernando Becerra
Cannizzo	Carlo Cannizzo, Marco Cannizzo, Stefano Amato, Anahí Serrano, Andrea Sopranzetti
DeForest Abogados	Wilberg García, Jaime López y Porras, Rodrigo Márquez, Alejandro Salas
Del Castillo y Castro Abogados	Alfonso Castro

Deloitte Legal Mexico	Ramón Bravo, Mauricio Oropeza
EY Mexico	Pablo Enriquez, Barbara Fernandez, Leonora Olmedo, Tatiana Treviño
GarciaMingo & Tejedo Abogados	Carlos Acle Aquique, Alfonso Garcia-Mingo
GLZ Abogados	José Luis Lavín, Ana Lavín, Luis Ayala, Fernanda Mendoza, Cinthya Gutiérrez
Haynes Boone	Jorge Sanchez
Holland & Knight	Luis Rubio
Ibarra, Del Paso y Gallego	Carlos Ibarra, Gerardo Gallego, Alfonso Pulido
Jáuregui y Del Valle	María Fernanda Acevedo Olguín, Justo Fernández del Valle y Cervantes, Luis Rodolfo Flores Licona
Kavanagh Gorozpe	Patricio Gorozpe Alejandro Orellana, Bernardo Mendoza
Macdonel, Uribe y Esquivel Abogados	Luis Cuesta Salces, Bernardo Llaca
Müggenburg Gorches y Peñalosa	Esteban Gorches, Pablo Gómez, Juan Luis Blanco, Luis Ramírez
Olivares	Gustavo Alcocer
Pérez Correa González	Luis González, Fernando Eraña, Omar Aguilar, Juan Carlos Izaza, Emilio Carrillo
Sainz Abogados	Alejandro Sainz
SMPS Legal	Daniel Del Rio, Iván Pérez, Eduardo Pizarro, Andrés Pizarro
VALUABLE PRACTICE	
ACV Abogados	Mario Rocha, Diego Martínez
Anaya e Ibáñez	Edgar Anaya, Victor Nakakawa
Becerril, Coca & Becerril	Roxana Aispuro, Juan Carlos Amaro, Emilio Garate
Cacheaux, Cavazos & Newton	Joseph Newton, Felipe Chapula, Sergio Ostos, Mario Melgar, Adrián Salgado, Eloy Martinez, Abigail Maya
Caype Abogados	Almudena Ariza, Eduardo Camelo, Pablo Carrillo Riva, Kristin Furnish, Mauricio Gleva
Cervantes Díaz Abogados - CDA	Luis Cervantes, Alejandro Díaz
Chavez Vargas Minutti	Luis Fernando Serrallonga
Cuesta Campos	Hugo Cuesta, Fernando Cuesta, Vinicio Estrada
Ferreira Firma Legal	Alberto Ferreira
Goodrich Riquelme y Asociados	Jorge Sandoval
Ibáñez Parkman	Manuel Escalante, Beatriz Gastinel, Manuel Salvador
Martín, Isla & Pickering abogados	Pablo Isla
Noriega + Escobedo Abogados	Sergio Olivar
Ramirez Gutierrez Azpe Rodriguez Rivero Y Hurtad	José Gutiérrez-Azpe, Enrique Manuel Ramírez
Rapa - Ruiz Ahumada Palazuelos	Jose Ruiz
Sánchez-Labrador & López Martínez	Diego A. Sánchez-Labrador, Víctor J. López Martínez
Tavares & Tavares Law Firm	Alejandro Burgueño
Tena Abogados	Rafael Tena
Todd y Asociados	Jorge Abraham Garcia Diaz, Fernando Todd Dip
Villar & Villar Abogados	Juan José Villar Flores

MEXICO

Analysis

BLANCO CARRILLO: EXPERT SOLUTIONS ACROSS VARIOUS SECTORS

Diego Blanco

Key Figure(s): Diego Blanco
Established: 2012

Track Record: Blanco Carrillo brings deep expertise in navigating the complex legal and regulatory landscape of M&A and real estate. It assists clients with credit agreements – secured or unsecured, bilateral or syndicated, simple or structured – as well as debt issuances, securitizations, project financing and debt restructuring, providing comprehensive solutions to both corporate and financial sector clients.

Team & Differentiation: The firm's professionals design tailored legal-strategies aligned with each client's business objectives, ensuring practical and sustainable outcomes. With a hands-on and client-focused approach, they provide continuous advisory support at every stage of a transaction. This commitment, coupled with technical precision and commercial awareness, allows Blanco Carrillo to deliver results that drive long-term growth.

JÁUREGUI Y DEL VALLE: EXCELLENCE IN HIGH-STAKES LITIGATION

Luis Gerardo Del Valle Torres

Key Figure(s): María Fernanda Acevedo Olguín, Justo Fernández del Valle y Cervantes and Luis Rodolfo Flores Licona
Established: 1975

Track Record: Jáuregui y Del Valle is recognized far and wide for its strong trial-defense capabilities in various types of disputes. The firm has built a solid reputation for achieving favorable outcomes through innovative strategies, particularly in designing efficient corporate structures and addressing complex legal challenges with precision and depth.

Team & Differentiation: The firm's highly experienced team is known for its ability to craft sophisticated defense strategies, leveraging legal precedent to deliver compelling arguments that resonate with judges. From a proceeding's outset, they provide specialist, results-driven services across diverse matters, combining technical proficiency with creativity to ensure effective representation for their clients.

TODD Y ASOCIADOS: STRATEGIC LEGAL EXPERTISE

Fernando Todd Dip

Key Figure(s): Fernando Todd Dip and Jorge Abraham Garcia Diaz
Established: 2006

Track Record: Todd y Asociados is a leading advisor in the mining sector, providing key counsel to First Majestic Silver Corp on multiple transactions, including the acquisition of eight precious-metal royalties from Metalla Royalty & Streaming. The firm also supported First Majestic in becoming the first Canadian company listed on the Mexican Stock Exchange, showcasing its strong transactional expertise.

Team & Differentiation: Based in Mexico City, the firm brings broad specialization across corporate and transactional law, natural resources, banking and finance, foreign investment, governance and litigation. Its team is highly skilled in corporate reorganization, financing, and negotiations, excelling at due diligence and drafting sophisticated contracts such as for joint ventures and acquisition agreements.

GALICIA ABOGADOS: LEADING MULTIDISCIPLINARY TEAM

José Visoso

Key Figure(s): José Visoso
Established: 1994

Track Record: The firm's M&A practice is locally and internationally acknowledged for its top-tier transactional team, its deep expertise the result of advising on many of Mexico's most complex, high-value and prominent M&A transactions. In addition, the firm provides comprehensive counsel on a broad spectrum of corporate matters, including joint ventures, private equity deals and strategic investments.

Team & Differentiation: The strength of the team, reflected in both its size and experience, together with close collaboration across the firm's other practice areas, offers a multidisciplinary vision that sets the firm apart. As Galicia Abogados' largest practice area, it serves as the cornerstone of its transactional focus, with partners and teams fully dedicated to meeting clients' specific needs.

DEFOREST ABOGADOS: SUPERIOR LEGAL SOLUTIONS ACROSS MEXICO

Wilberg García Heres

Key Figure(s): Wilberg García, Jaime López y Porras, Rodrigo Márquez and Alejandro Salas
Established: 2011

Track Record: Deforest Abogados demonstrates strong expertise with a proven history of successful domestic and international transactions that underscore its proficiency and client trust. The firm advises on evolving regulations, ensuring businesses remain compliant while achieving their strategic goals.

Team & Differentiation: With offices in five major Mexican cities, Deforest delivers tailored legal advice across different areas. Their team of highly skilled attorneys brings extensive cross-sector experience, providing clients with comprehensive strategies and solutions. The firm's commitment to excellence, ethical standards, and a client-focused approach reinforces its reputation as a trusted partner in the Mexican legal market.

SÁNCHEZ-LABRADOR LÓPEZ MARTÍNEZ: SETTING NEW STANDARDS OF EXCELLENCE

Víctor J. López Martínez

Key Figure(s): Diego A. Sánchez-Labrador and Víctor J. López Martínez
Established: 2016

Track record: The firm boasts innovative financing and investment strategies tailored to the Mexican market, guiding both established companies and high-growth ventures. It has successfully advised several Latin American unicorns, supporting their business structuring and expansion in Mexico with a focus on sustainable growth.

Team & differentiation: The team delivers timely, strategic advice to a broad section of businesses in Mexico. Co-founder Diego Sánchez-Labrador brings deep expertise in international, public and private law, while Víctor López Martínez contributes extensive experience in policy guidance, country risk and human rights advocacy. These strengths allow the firm to provide comprehensive, socially aware legal counsel.

VILLAR & VILLAR ABOGADOS: COMPREHENSIVE LEGAL SUPPORT

Juan José Villar Flores

Key Figure(s): Juan José Villar Flores
Established: 2007

Track Record: Villar & Villar advises domestic and international companies on a range of corporate and transactional matters. The firm has notable experience in company formation, restructuring, share acquisitions, public-private partnerships, liquidations, business sales, due diligence and privatizations. It also supports clients in mergers and acquisitions, reorganizations, shareholder agreements and corporate dissolutions.

Team & Differentiation: With offices in Mexico City and Querétaro, the firm is committed to maximizing the value of its clients' investments through strategic legal guidance. Its specialist teams focus on foreign investment, compliance, and risk management, conducting thorough legal audits to identify contingencies and provide clients with clear, informed advice to help boost the prospects of their businesses.

NEARSHORING

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Basham Ringe y Correa	Gerardo Nieto, Gil Zenteno
Cacheaux, Cavazos & Newton	Joseph Newton, Felipe Chapula, Sergio Ostos, Mario Melgar, Miriam Name, Adrián Salgado, Javier Zapata, Eloy Martinez
Galicia Abogados	Carlos De Maria y Campos, Mariana Herrero, Ramiro Sandoval, Mario Valencia
Garrigues México	Abel Mejia, Diego Gómez-Haro, Ricardo León, Roberto Serralde, Eduardo Sotelo
Pérez-Llorca Mexico	Jorge Cervantes, Alfredo Chávez, Rodrigo Rojas, José Rivero, Bernardo Reyes, Jerónimo Ramos, Jacinto Ávalos
Santamarina y Steta	Alejandro Luna Arena
SMPS Legal	Eduardo Pizarro
Von Wobeser y Sierra	Pablo Jiménez, Luis Miguel Jiménez
White & Case	Rebeca García López, Carlos Véjar

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MEXICO

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Creel, García-Cuéllar, Aiza Y Enríquez	Luis Gerardo Garcia, Mauricio Serralde
Galicia Abogados	Juan Carlos Burgos, Carlos Chavez, Christian Lippert
Hogan Lovells	Omar Guerrero, Ricardo Pons
Pérez-Llorca Mexico	Patricio Martínez
SAI Law & Economics	Lucia Ojeda
Valdés Abascal	Rafael Valdés Abascal
EXCELLENT	
Aziz & Kaye	Luis Alberto Aziz Checa, Ismael Henestrosa
Basham Ringe y Correa	Amilcar Peredo, Jesús Colunga
Greenberg Traurig	Miguel Flores Bernés, Víctor Manuel Frías Garcés
Mijares, Angoitia, Cortés y Fuentes	Francisco Fuentes
Von Wobeser Y Sierra	Fernando Carreño
HIGHLY RECOMMENDED	
DLA Piper Mexico	Jorge Benejam, Antonio Cárdenas
Jáuregui y Del Valle	David Hurtado
Jones Day	Jesus Gabriel Altamirano, Javier Martinez del Campo
Ledesma Rodriguez Rivero	Claudia de los Rios Olascoaga, Bernardo Ledesma Uribe, Luis Manuel Rodríguez Rivero
López Melih y Estrada	Juan Pablo Estrada
Rapa - Ruiz Ahumada Palazuelos	Jose Ruiz
Santamarina y Steta	Vicente Grau
RECOMMENDED	
Baker McKenzie	Raymundo Enriquez
Cuatrecasas México	Juan Pablo Rico
Cuesta Campos	Azucena Marin
Foley Arena	Marco Antonio Najera
Garrigues México	Cristina Sánchez
Ritch Mueller	Octavio Olivo

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Creel, García-Cuéllar, Aiza y Enríquez	Carlos de Icaza, Francisco Montalvo
	Nader Hayaux & Goebel	Vanessa Franyutti, Michell Nader
	Ritch Mueller	Rodrigo Conesa, Javier Domínguez Torrado
	EXCELLENT	
1	**Greenberg Traurig**	Antonio Diez de Bonilla M.
	Mijares, Angoitia, Cortés Y Fuentes	Lorenza Langarica, Eugenio Macouzet, Carlos Jimenez
2	**Cannizzo**	Carlo Canizzo, Roberto Canizzo, Mauricio Moreno, Marco Cannizzo, Enrique García, Stefano Amato
	Pérez-Llorca Mexico	María Teresa Paillés, Alfredo Chávez, María Esther Rey
	SMPS Legal	Andrés Pizarro, Eduardo Pizarro
	HIGHLY RECOMMENDED	
	Baker McKenzie	Jose Larroque
	Basham Ringe y Correa	Juan José López, Jesús Colunga, Carlos Velázquez, Luis Luján, Amilcar García, Rodrigo Gardner, Gerson Vaca
	Galicia Abogados	Rodrigo Rivera, Ramiro Sandoval
	Garrigues México	Rafael Villamar-Ramos, Diego Gómez-Haro, Gerardo Lemus
	Hogan Lovells	Ángel Domínguez de Pedro, Juan Francisco Torres Landa, Guillermo González Frankenberger
	Holland & Knight	Adrián Gay Lasa, Guillermo Uribe, Andres Gamez
	Ibarra, Del Paso y Gallego	Carlos Ibarra, Gerardo Gallego, Alfonso Pulido
	Jones Day	Manuel Romano
	Pérez Correa González	Luis González, Omar Aguilar, Juan Carlos Izaza, Emilio Carrillo
	Trujillo Abogados	Miguel Lopez, Guillermo Christy, Oscar Arroyo, Marian Garcia, Federico Villarreal, Mariana Diaz
	RECOMMENDED	
	Blanco Carrillo	Diego Blanco, Hernando Becerra
	Chavez Vargas Abogados	José Antonio Chávez Vargas
	CMS Woodhouse Lorente Ludlow	César Lechuga Perezanta, Enrique Lorente Ludlow
	Creel Abogados	Gustavo Struck
	Cuesta Campos y Asociados	Berenice Soto
	Kavanagh Gorozpe	Patricio Gorozpe
	Kuri Breña, Sánchez Ugarte y Aznar	Luis Octavio Nuñez
	O'Gorman & Hagerman	Pablo Gutiérrez de la Peza, Manuel Sainz de la Hidalga
	Rapa - Ruiz Ahumada Palazuelos	José Ruiz
	Sainz Abogados	Daniel Saltzberg
	Villar & Villar Abogados	María Leticia Montero, Juan Carlos Villar, Juan José Villar Flores
	Von Wobeser Y Sierra	Pablo Saez
	VALUABLE PRACTICE	
	ACV Abogados	Fernando Acasuso, Mario Rocha
	Cacheaux, Cavazos & Newton	René Cacheaux, Dan Cavazos, Jorge Ojeda, Mario Melgar
	CDA - Cervantes Díaz Abogados	Luis Cervantes Castillo, Alejandro Díaz Steta
	DeForest Abogados	Mark Kelly Vasquez, Rodrigo Márquez Romero, Leonardo Medellin, Juan Mariano Möller
	DLA Piper Mexico	Maria Gabriela
	GLZ Abogados	José Luis Lavín, Ana Lavín, Pedro Morales
	Macari y Gongora	Pedro Góngora Urcelay
	Müggenburg Gorches y Peñalosa	Pablo Gómez, Luis Ramírez
	Santamarina y Steta	Vicente Grau, Heriberto Garza, Claudia Rodríguez

MEXICO

AGRARIAN LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Bonfiglio Macbeath	Sergio Bonfiglio Macbeath
Grupo Gap	Gabino Fraga
O'Gorman & Hagerman	Pablo Gutiérrez de la Peza
Odilisa Gutiérrez Mendoza & Asociados	Luis Cueva, Odilisa Gutiérrez, Fernanda Sierra
EXCELLENT	
Rodríguez Dávalos Abogados	Guillermo F. Manning Martínez
HIGHLY RECOMMENDED	
Aliar Abogados	Nayar Paredes
Cannizzo	Roberto Cannizzo
Soto Risolve	Javier Soto Morales

ODILISA GUTIÉRREZ MENDOZA & ASOCIADOS: AGRARIAN LAW & LAND RIGHTS EXPERTISE

Odilisa Gutiérrez Mendoza

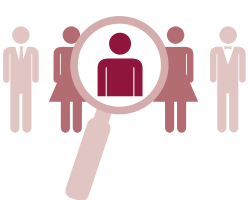
Key Figure(s): Odilisa Gutiérrez Mendoza, Luis Cueva and Fernanda Sierra

Established: 2019

Track Record: The firm specializes in agrarian law, focusing on the regularization, negotiation and litigation of ejido and communal lands. It acts in complex property matters in Mexico, ensuring legal certainty and social legitimacy for infrastructure projects developed on ejido land. Deep institutional expertise and extensive litigation and advisory experience helps the team to support companies, communities and individuals with confidence.

Team & Differentiation: Backed by a multidisciplinary team of considerable renown, the firm serves leading national and international clients across industries such as aviation, energy, real estate, tourism, agriculture, retail, banking, infrastructure, and logistics. Guided by the distinguished Odilisa Gutiérrez Mendoza, the firm offers a unique perspective and is a recognized authority in disputes involving social land.

METHODOLOGY



The criteria are:

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

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

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

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

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

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

PROJECTS & INFRASTRUCTURE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
CMS Woodhouse Lorente Ludlow	Enrique Lorente Ludlow, Marcia Santomé Sánchez
Galicia Abogados	Antonio Borja, Alejandro De La Borbolla, Carlos De Maria y Campos, Francisco Fernandez, Eduardo García, Bernardo Martínez-Negrete, Ernesto Partida, Eugenio Sepúlveda
Pérez-Llorca Mexico	Enrique Gonzalez, Jorge Cervantes, Rodrigo Rojas, Oscar Moreno, Jerónimo Ramos, Antonio De Lisi
EXCELLENT	
Creel, García-Cuéllar, Aiza y Enríquez	Santiago Sepúlveda
Greenberg Traurig	Juan Manuel González
Holland & Knight	Alejandro Landa, Carlos Ochoa, Selene Espinosa
Mijares, Angoitia, Cortés Y Fuentes	Horacio de Uriarte
Nader Hayaux & Goebel	Javier Arreola, Vanessa Franyutti, Alejandro Rojas
Ritch Mueller	Jorge Oria y Anaya, Federico Santacruz
HIGHLY RECOMMENDED	
Baker McKenzie	Gaspar Gutiérrez, Benjamín Torres-Barrón
Basham Ringe y Correa	Juan Carlos Serra, Jesus Colunga, Carlos Velázquez, Amilcar García
Cannizzo	Roberto Cannizzo, Carlo Cannizzo, Enrique García, Mauricio Moreno-Rey
Comad	Roberto Hernández García
Cuatrecasas México	Marco Antonio de la Peña, Juan Pablo Rico
Dentons Lopez Velarde	Jorge Jiménez, Rogelio Lopez-Velarde
Garrigues México	Gabriela Perez Sierra
Ibañez Parkman	José Álvarez, Juan Ibáñez
O'Gorman & Hagerman	Pablo Gutiérrez de la Peza, Manuel Sáinz de la Hidalga
Santamarina y Steta	Juan Carlos Machorro, Sergio Chagoya, Ricardo Orea, Diego Ostos, Aaron Levet
RECOMMENDED	
Anaya e Ibáñez	Edgar Anaya, Victor Nakakawa, Juan José Ibáñez
Chavez Vargas Abogados	José Antonio Chávez Vargas, Cynthia Ibarra
DeForest Abogados	Mark Kelly Vasquez, Rodrigo Márquez, Leonardo Medellin
DLA Piper Mexico	Roberto Rios
Grupo de asesores y tecnicos de la construcción (Galtec)	Roberto Zavala
Jáuregui y Del Valle	Luis Alberto Balderas Fernández, Luis Rodolfo Flores Licona
SMPS Legal	Andrés Pizarro, Eduardo Pizarro, Maria Teresa Paillés

O'GORMAN & HAGERMAN: EXPERTISE ACROSS COMPLEX MATTERS

Manuel Sainz de la Hidalga

Key Figure(s): Pablo Gutiérrez de la Peza and Manuel Sáinz de la Hidalga

Established: 2008

Track Record: The firm offers specialist expertise in agrarian and real estate law, particularly in due diligence, negotiation, and acquisition of rural property rights across the State of Mexico. With partners famed for their litigation skills, the firm is trusted by top national and international companies, as well as government entities, to handle complex, high-profile real estate cases with precision.

Team & Differentiation: The firm is recognized for its creative and effective negotiation of agreements in challenging situations. Its interdisciplinary team of lawyers, engineers and sociologists delivers comprehensive risk management strategies designed to safeguard client interests and reputations. By combining legal mastery with innovative consensus-building, O'Gorman & Hagerman stands out as a leader in real estate and agrarian matters in Mexico.

IBÁÑEZ PARKMAN: CLIENT-FOCUSED LEGAL INNOVATION

Juan Fernando Ibañez

Key Figure(s): José Álvarez and Juan Ibáñez

Established: 1992

Track Record: With over three decades' experience helping deliver sophisticated infrastructure projects, Ibáñez Parkman is well established as a trusted partner to national and international companies. The firm provides comprehensive support across claims, corporate matters and strategic advisory, distinguished by its innovative and meticulous approach to assessments and tailored solutions that reflect each client's unique needs.

Team & Differentiation: Ibáñez Parkman's calling cards are personal attention, precision and results-oriented service across a range of legal disciplines. Its versatile full-service team combines expertise to offer bespoke strategies that ensure measurable outcomes. With offices in Mexico City and Querétaro, the firm remains committed to excellence and client trust.

MEXICO

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Basham Ringe y Correa	Jorge de Presno, David Puente, Luis Álvarez
Marván, González Graf Y González Larrazolo	Héctor González, Nelson Guerrero, Santiago Marván, Emilio Garzón, Cristian Lamas, Genaro Perez, Oscar Bojorge
Santamarina y Steta	Juan Carlos De la Vega, Andrés Rodríguez, Francisco Udave
EXCELLENT	
Baker McKenzie	Alfonso García-Lozano, Manuel Limón, Salvador Pasquel
De La Vega & Martínez Rojas	Oscar De la Vega, Enrique García Conde, Ricardo Martinez Rojas
Garrigues México	Alfredo Kupfer
Natividad Abogados	Tomás Natividad
HIGHLY RECOMMENDED	
Bufete De Buen	Carlos De Buen Unna
Bufete Díaz Mirón & Asociados	Juan José Díaz, Luis Díaz
Creel, García-Cuéllar, Aiza Y Enríquez	Julio Alvarez, Francisco Peniche
Deloitte Legal Mexico	Carlos Martínez
EC Rubio	Ana María Becerra, Javier Canseco, Rogelio Sánchez
Hogan Lovells	Hugo Hernández-Ojeda, Luis Ruíz
Littler Mexico	León Rodríguez, Mónica Schiaffino
Maillard Abogados Laborales	Ary Argumedo, Alejandro Cerbon, Raúl Maillard Barquera, César Maillard Canudas, César Maillard Cárdenas, Evelyn Palma
Pérez-Llorca Mexico	Luis Enrique Cervantes, Santiago Villanueva, Juan José Soto
Pizá Abogados	Enrique Ballesteros, Pamela Bello, Alejandro Díaz, Susana Flores, Gabriel Pizá
Von Wobeser y Sierra	Javier Lizardi, Rodolfo Trampe, Rafael Vallejo
RECOMMENDED	
Altamirano y Estudillo	Alvaro Altamirano
Chevez Ruiz Zamarripa y Cia.	Mayeli Cabral
DeForest Abogados	Eduardo Garduño, Jaime Bustamante, Atzin Vallejo, Edgar Barreto, Edgar Esponda, Raymundo Carreño, Andres Cabrera, Erick Pérez
Ferran Martinez Abogados	Carlos Ferran Martinez

GLZ Abogados	María Alejandra Gómez, Andrew Grepe, Jorge Zenteno
Greenberg Traurig	Leslie Palma
Ibañez Parkman	Manuel García
Ibarra, Del Paso y Gallego	Jaime Rodríguez
Jáuregui y Del Valle	Fernando Martinez
Mijares, Angoitia, Cortés y Fuentes	Rodrigo del Valle, Claudio Jiménez
Monsalvo Duclaud	Luis Monsalvo Valderrama, Luis Monsalvo Álvarez, Alan Duclaud, Lidia Monsalvo, Isabel Pizarro, Andrés Cámara, Alexia Bravo Jiménez
Rapa - Ruiz Ahumada Palazuelos	Elvia Palazuelos
Roel Abogados	Jorge Enrique Roel
Villar & Villar Abogados	María Montero

VALUABLE PRACTICE

ACV Abogados	Fernando Acasuso
Anaya e Ibánez	Jose Cristobal Ibáñez, Juan José Ibañez
Cacheaux, Cavazos & Newton	Pablo Sáenz, Francisco Peña, Javier Zapata
Cannizzo	Stefano Amato, Mauricio Moreno, Marco Cannizzo, Anahí Serrano, Andrea Sopranzetti
Cuatrecasas México	Jorge García de Presno
Cuesta Campos y Asociados	Gerardo Valencia
EY Mexico	Jacqueline Alvarez, Alejandro Caro, Yeshua Gómez
Galicia Abogados	Octavio Cantón
GarciaMingo & Tejedo Abogados	Juan Tejedo
Goodrich Riquelme y Asociados	Gustavo García Cuenca
Holland & Knight	Humberto Morales
Ogletree Deakins Mexico	Pietro Straulino-Rodríguez
Sainz Abogados.	Alejandro Nila
Santos & Saucedo	Enrique Santos, Mario Saucedo
Vega, Guerrero & Asociados	Oziel Guerrero

GALICIA ABOGADOS: PROACTIVE GUIDANCE AND RISK MITIGATION

Octavio Cantón

Key Figure(s): Octavio Cantón
Established: 1994

Track Record: Galicia Abogados provides regularcounsel to multinational companies in the daily management of their employment relationships. The firm is highly regarded for its advisory work on transactional labor matters, including labor audits, workforce restructurings, employee transfers and staff reductions. The labor practice works closely with other practice areas to deliver integrated, business-focused legal solutions.

Team & Differentiation: The firm provides proactive guidance and risk mitigation strategies across all labor-related issues, acting for national and international clients from diverse industries. The labor team is fully bilingual and consistently stays informed on labor regulations originating from local authorities as well as international treaties, such as International Labour Organization conventions.

USA

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LBOs & INVESTMENTS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Apollo Global Management	Marc Rowan, William Lewis Jr.
Clayton, Dubilier & Rice	Nathan Sleeper, David Novak, Richard Schnall
KKR	Henry Kravis, George Roberts
The Blackstone Group	Stephen Schwarzman, Joseph Baratta
Thoma Bravo	Orlando Bravo, Carl Thoma
EXCELLENT	
Advent International	David Mussafer, James Brocklebank, Chris Egan
Bain Capital	Joshua Bekenstein, Stephen Pagliuca, John Connaughton
CVC Capital Partners	Lorne Somerville, Cathrin Petty
Hellman & Friedman	Patrick Healy, Philip Hammarskjold
Insight Partners	Jeff Horing, Deven Parekh, Michael Triplett, Ryan Hinkle
Silver Lake Partners	Egon Durban, Greg Mondre, Ken Hao, Lee Wittlinger
The Carlyle Group	Harvey Schwartz, William Conway Jr., David Rubenstein
TPG Capital	Nehal Raj, Jeff Rhodes, John Schilling
Vista Equity Partners	Robert Smith, Michael Fosnaugh, Monti Saroya, Rachel Arnold
Warburg Pincus	Mark Colodny, Timothy Geithner
HIGHLY RECOMMENDED	
AEA Investors	Brian Hoesterey
American Securities	Michael Fisch, Scott Wolff, David Horing, Kevin Penn
BDT Capital Partners	Byron Trott
Centerbridge Partners	Aaron Fink, Adam Burinescu, Gavin Baiera
Cerberus Capital Management	Frank Bruno, Stephen Feinberg
Chicago Capital	Michael Solot
Harbourvest Partners	John Toomey, Gregory Stento
L Catterton	Michael Chu, Scott Dahnke, Marc Magliacano, Andrew Taub
Leonard Green & Partners	John Danhakl, Jonathan Sokoloff, John Baumer
Neuberger Berman Group	George Walker, Michael Kramer
Stone Point Capital	Agha Khan, Fayez Muhtadie
Symphony Technology Group	William Chisholm, Adam Hendricks
TA Associates	Ajit Nedungadi, Hythem El-Nazer, Roy Burns, Jennifer Mulloy

INVESTMENTS & EXITS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alumni Ventures	Matt Caspari, Michael Collins
Andreessen Horowitz	Chris Dixon, David George, Ben Horowitz, Jeff Jordan
Lightspeed Venture Partners	Ravi Mhatre, Barry Eggers, Peter Nieh, Nicole Quinn
New Enterprise Associates	Scott Sandell
Right Side Capital Management	Jeff Pomeranz, Dave Lambert, Kevin Dick
Sequoia Capital	Roelof Botha, Douglas Leone, Alfred Lin
EXCELLENT	
Accel	Andrew Braccia, Sameer Gandhi, Ryan Sweeney
Addition	Lee Fixel
Benchmark	Chetan Puttagunta, Erick Vishria
Founder Collective	David Frankel
Greylock Partners	Reid Hoffman
Mayfield Fund	Navin Chaddha
Notable Capital	Hans Tung
Redpoint Ventures	Satish Dharmaraj, Elliot Geidt, Scott Raney
Ribbit Capital	Micky Malka
Tiger Global Management	Chase Coleman
Union Square Ventures	Fred Wilson
Y Combinator	Garry Tan
HIGHLY RECOMMENDED	
Bessemer Venture Partners	Charles Birnbaum, Jeremy Levine, Elliott Robinson
Charles River Ventures (CRV)	Murat Bicer, Max Gazor, Saar Gur
Dragoneer Investment Group	Marc Stad
Founders Fund	Brian Singerman, Peter Thiel
Pear VC	Mar Hershenson, Pejman Nozad
Primary Ventures Partners	Ben Sun
RECOMMENDED	
Antler	Andrea Hajdu-Howe, Anthony Millet, Charles Hayley-Bell
Battery Ventures	Roger Lee
Emergence Capital	Santi Subotovsky
Felicis Ventures	Aydin Senkut
Firstmark Capital	Rick Heitzmann
Greenoaks Capital	Neil Mehta
Index Ventures	Martin Mignot, Shardul Shah, Mike Volpi
Khosla Ventures	Vinod Khosla
Kleiner Perkins	Mamoon Hamid

USA

PROXY SOLICITATION

Best Proxy Solicitation Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**D.F. King**	Thomas Germinario, Richard Grubaugh, Edward McCarthy, Kristian Klein
	Georgeson	William Fiske, William Jackson, Christopher Dowd, Khaled Aboulaiha
	Innisfree	Meredith Cole, Arthur Crozier, Jennifer Shotwell, Larry Miller, Jonathan Salzberger
	Sodali & Co	Thomas Skulski, Andrew Benett, Alison Owers, Susan Choe
2	**MacKenzie Partners**	Daniel Burch, Lawrence Dennedy, Robert Marese, Jeanne Carr, Laurie Connell
	Okapi Partners	Bruce Goldfarb, Patrick McHugh, Marc Greene, Alexandra Higgins, Bruce Kistler, Tony Quinn
	EXCELLENT	
	Alliance Advisors	Richard Land, Deborah Pawlowski, Bruce Voss, Jody Burfening
	Harkins Kovler	Jordan Kovler, Peter Harkins Jr., Alexander Leventhal
	InvestorCom	Michelle Frosch, John Glenn Grau, Douglas Jaffe
	Kingsdale Advisors	Wes Hall
	Laurel Hill Advisory Group	Joseph Moran, David Salmon, Anthony Vitellozzi, John DePinto Jr., Meagan Lehman
	Saratoga Proxy Consulting	John Ferguson, Ann Marie Mellone, Joseph Mills

M&A: ENERGY & NATURAL RESOURCES

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
	BofA Securities	Randy Bayless, Brad Hutchinson, Jason Satsky
	Citi	Michael Jamieson
	Goldman Sachs	Suhail Sikhtian
	J.P. Morgan	Robert Keepers
	Lazard	Pablo Hernandez Schmidt-Tophoff
	UBS	George Manahilov
	EXCELLENT	
1	**Barclays**	Christopher Watson
	Guggenheim Securities	Allen Otto
	Moelis & Company	Martin Houston
2	**Houlihan Lokey**	J.P. Hanson, Matthew Mazzucchi
	Jefferies	William Marko
	KPMG	Angie Gildea
	RBC Capital Markets	Nick Woodruff
	Société Générale	Ben Koehler
	HIGHLY RECOMMENDED	
	BMO Capital Markets	Rahim Bapoo, Jonathan Hackett, Shabari Nayak
	Evercore	Shaun Finnie
	Morgan Stanley	Christopher Mize
	Piper Sandler	James Baker, Mike Dillahunt
	Stifel	Jerome Grisko, Jim Georgiow
	TD Securities	Robert Pierce
	Tenoaks Energy Advisors	BJ Brandenberger, Lindsay Sherrer, Jason Webb
	Tudor, Pickering, Holt & Co	Chad Michael

USA

HEALTHCARE & LIFE SCIENCES

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
	BofA Securities	Bruno Stembaum
	Centerview Partners	Michael Muntner, Stuart Smith
	Goldman Sachs	Sonia Gupta, Matthew Leskowitz
	J.P. Morgan	Mike Gaito, Christopher Gartin
	Morgan Stanley	Joseph Modisett
	EXCELLENT	
1	**Citi**	Jason Jun
	Deutsche Bank	Trey Hanlan
	Greenhill & Co.	Richard Jacobsen Jr.
	Guggenheim Securities	Jeffrey Kirshner, Todd Richter
	Jefferies	Real Leclerc
2	**Barclays**	Naeem Merchant, Lisa Rogers
	Evercore	François Maisonrouge
	Lazard	Michael Wiggins
	Piper Sandler	Peter Day, J.P. Peltier
	PJT Partners	Amit Sharma
	UBS Investment Bank	Les Franks, Matt Schainker
	HIGHLY RECOMMENDED	
	Cain Brothers	Jill Frew, James Moloney
	Moelis & Company	Ryan Bell, Amy Chen
	Perella Weinberg Partners	Jason Forschler, Philippe McAuliffe, Christopher O'Connor
	Raymond James Financial	Eric Francois
	Rothschild & Co	Alex Mironov, Matthew O'Donnell
	SVB Financial Group	Kale Frank
	William Blair	Brent Felitto, Steve Tole

M&A: INDUSTRIALS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BofA Securities	Joe Messina
Citi	Kevin Cox
Evercore	Jon Josephs, Morgan Green
Goldman Sachs	Matt McClure
J.P. Morgan	Anu Aiyengar
Lazard	Robert Frost, Mohit Kohli, Shawn Saparamadu
Morgan Stanley	John Church, Joe Kistler
EXCELLENT	
Baird	Joel Cohen, Joseph Packee
Barclays	Derek McNulty, Derek Davidson, Jared Itkowitz
Guggenheim Securities	Stephen Cruise, Rocque Lipford Jr.
Jefferies	Peter Scheman
Lincoln International	Sean Bennis, Robert Reifman
HIGHLY RECOMMENDED	
ACT Capital Advisors	Robert Hild
Centerview Partners	Gayle Turk
Deutsche Bank	Riccardo Bilò, Samuel Kim
Greenhill & Co.	David Hunt
Harris Williams & Co.	Ty Denoncourt, Jenson Dunn, John Lautemann
Houlihan Lokey	Bill Peluchiwski, Reed Anderson, Samrat Karnik
Moelis & Company	Greg Starkins, Douglas Pierson
Rothschild & Co	Sid Mehta
UBS Investment Bank	Neeraj Dhanoa

USA

M&A: RETAIL & CONSUMER GOODS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Goldman Sachs	Marko Ratesic, Tim Ingrassia
J.P. Morgan	Dana Weinstein
Morgan Stanley	Kristen Rossi
Rothschild & Co.	David Mell, Jaime Arrastia
EXCELLENT	
BofA Securities	Matthew Koder
Centerview Partners	Kenneth Berliner
Deloitte	Adam Reilly
Evercore	Wilco Faessen, Steve Segall
Houlihan Lokey	Steven Tishman, Nathan Pund
Jefferies	Vinay Prabhu, Jim Walsh
Lazard	Adam Taetle, Adam Wieden, Ryan Murphy
RBC Capital Markets	Marco Habert, Matthew Stopnik, Jim Wolfe
HIGHLY RECOMMENDED	
Barclays	Lowell Strug, Cathy Leonhardt
Citi	Cary Kochman
Guggenheim Partners	Jeff Cohen, Sean Daugherty, Peter Moses
UBS Investment Bank	Solon Kentas, Jeff Hinton
RECOMMENDED	
Baird	Maria Watts
Focus Investment Banking	Leah White, Barry Calogero
Harris Williams & Co.	John Neuner, Ed Arkus, Ryan Budlong
Lincoln International	Christopher Petrossian, Christopher Stradling
Piper Sandler	Damon Chandik, Janica Lane, Dean Pimenta
William Blair	Adam Filkin, Brent Smith

M&A: TMT

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
	Goldman Sachs	Kim Posnett, Nick Giovanni
	J.P. Morgan	Fred Turpin, Scott Wilcoxen, Jon Edwards
	Morgan Stanley	Brian Sanderson
	EXCELLENT	
1	**Barclays**	Abhishek Singhal, Kristin Roth DeClark, Pedro Costa
	BofA Securities	David Fishman, Matthew Koder
	LionTree Advisors	Aryeh Bourkoff, Antal Runneboom
	Qatalyst Partners	George Boutros, Frank Quattrone, Daniel Sasi
	Raymond James Financial	Brendan Ryan, David Castagna, Junya Iwamoto
2	**Citi**	Mark Keene
	Evercore	Naveen Nataraj
	Houlihan Lokey	Jason Hill, John Lambros, Rob Louv
	Lazard	Garrett Baker, Jason Tavano, Manoel Carvalho
	Needham & Company	Chris Smajdor, Laura Martin
	Wells Fargo Securities	Gerry Walters, Brian Gudofsky
	HIGHLY RECOMMENDED	
	Centerview Partners	James Tookman
	Jefferies	Jason Greenberg, Cameron Lester
	RBC Capital Markets	Kirk Kaludis

USA

PRIVATE EQUITY

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
	BofA Securities	Karim T. Assef
	J.P. Morgan	Adam Schwarzschild, Brian Tramontozzi
	EXCELLENT	
1	**Citi**	Vis Raghavan, Brian Link
	Deutsche Bank	Kent Penwell, Fabrizio Campelli
	Goldman Sachs	Andre Alfaro
	Morgan Stanley	Eugene Shenkar, Patrick Whitehead, Brian Sanderson
2	**Houlihan Lokey**	John Mavredakis, Kevin Salmini
	Jefferies	Jeffrey Greenip, Fotis Hasiotis
	Lazard	Adam Cady, Dan Gajewski, Brian Bratcher
	RBC Capital Markets	Vito Sperduto, John Cokinos
	William Blair	Brandon Lower, Matt Conaty, Drew Janes
	HIGHLY RECOMMENDED	
	Evercore	David Kamo, Carolyn Crooks, Jay Mirostaw
	Harris Williams & Co.	Tiff Armstrong, Sam Hendler
	Lincoln International	Ron Kahn, Julian Bley, Adam Hunia
	Raymond James Financial	Anand Subramanian, Kent Nelson
	Truist Securities	Jim Pirouz
	RECOMMENDED	
	Guggenheim Securities	Mark Van Lith, Brent Surber
	Moelis & Company	Richard Harding, Tyler McLinn, Roger Hoit

SHAREHOLDER ACTIVISM

Best Activist Investor Funds

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Elliott Management Corporation	Jesse Cohn, Paul Singer, Jonathan Pollock
	Pershing Square Capital Management	Bill Ackman, Ben Hakim, Ryan Israel
	Starboard Value	Jeffrey Smith, Peter Feld
	Third Point	Daniel Loeb, Robert Schwartz, Shalini Sriram
	Trian Partners	Peter May, Nelson Peltz, Matthew Peltz
	EXCELLENT	
1	**Icahn Partners**	Carl Icahn, Andrew Teno, Ted Papapostolou
	Jana Partners	Barry Rosenstein, Scott Ostfeld
	Sachem Head Capital Management	Alex Birdsall
	Valueact Capital	Mason Morfit, Rob Hale
2	**Ancora**	Fred DiSanto, John Micklitsch, James Chadwick
	Bluebell	David Calvo Platero, Nicolas Ceron
	Bridgewater Associates	Bob Prince, Nir Bar Dea
	Citadel	Kenneth Griffin, Pablo Salame, Gerald Beeson
	Effissimo Capital Management	Hisaaki Sato, Takashi Kousaka, Yoichiro Imai
	Eminence Capital	Ricky Sandler, Michael Fitzsimmons, Peter Goodson
	Pentwater Capital Management	Matt Halbower
	Renaissance Technologies	Peter Brown
	Scopia Capital Management	Jeremy Mindich, Matt Sirovich
	HIGHLY RECOMMENDED	
1	**Amber Capital**	Joseph Oughourlian, Cameron Brown
	Barington Capital Group	James Mitarotonda, Christopher Pappano
	Corvex Management	Keith Meister
	Sherborne Investors Management	Edward Bramson
2	**Cat Rock Capital Management**	Alexander Captain
	Gamco Investors	Kevin Dreyer, Christopher Marangi, Howard Ward
	Oasis Management	Alexander Shoghi
	Saba Capital Management	Nitin Sapru, Michael D'Angelo, Drew Kellerman

USA

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cravath, Swaine & Moore	Richard Hall, Faiza J. Saeed, Robert I. Townsend III
Davis Polk & Wardwell	William H Aaronson, Georges Bason, Louis Goldberg
Kirkland & Ellis	David Fox, Daniel Wolf
Latham & Watkins	Alex Kelly, Paul Kukish
Simpson Thacher & Bartlett	Eric Swedenburg
Skadden, Arps, Slate, Meagher & Flom	Stephen Arcano, Allison Schneirov
Sullivan & Cromwell	Francis Aquila, Alison Ressler, Melissa Sawyer
Wachtell, Lipton, Rosen & Katz	Andrew Brownstein, Steven Rosenblum
EXCELLENT	
Cleary Gottlieb Steen & Hamilton	David Leinwand
Debevoise & Plimpton	Kevin Rinker
Paul, Weiss, Rifkind, Wharton & Garrison	Scott Barshay, Steven Williams
Weil, Gotshal & Manges	Michael Aiello, Michael Lubowitz
HIGHLY RECOMMENDED	
Gibson, Dunn & Crutcher	Robert Little, Saee Muzumdar
Jones Day	Randi Lesnick, Robert Profusek
Ropes & Gray	Jane Goldstein
White & Case	Gregory Pryor, John Reiss
RECOMMENDED	
A&O Shearman	Scott Petepiece
Baker McKenzie	Alan Zoccolillo
Dechert	Mark Thierfelder
DLA Piper	Christopher Giordano
Freshfields Bruckhaus Deringer	Ethan Klingsberg
Fried, Frank, Harris, Shriver & Jacobson	Steven Epstein, Christopher Ewan, Philip Richter, Steven Steinman
Hogan Lovells	William Curtin
Morgan, Lewis & Bockius	Richard Aldridge, Sheryl Orr, Benjamin Wills
Morrison & Foerster	Spencer Klein, Jackie Liu, Eric McCrath
Paul Hastings	Steve Camahort, Eduardo Gallardo
Proskauer Rose	Lauren Boglivi
Sidley Austin	Paul Choi, Brian Fahrney, Sharon Flanagan, Mark Metts
Vinson & Elkins	Stephen Gill, John Grand, Sarah Morgan
Willkie Farr & Gallagher	David Boston, Steven Seidman
Wilson Sonsini Goodrich & Rosati	Robert Ishii

CRAVATH, SWAIN & MOORE: MARKET-LEADING M&A EXPERTISE

Robert Townsend III

Key Figure(s): Robert Townsend III, Richard Hall and Faiza Saeed

Established: 1819

Track Record: Cravath, Swaine & Moore is a fixture in M&A megadeals, acting for the leading lights of corporate America. In 2025, Cravath represented Disney and ESPN in the latter's acquisition of the NFL Network, and acted for Occidental in the $9.7 billion sale of OxyChem to Berkshire Hathaway.

Team & Differentiation: Cravath's highly trained lawyers exude experience and expertise in a diverse range of areas, including mergers and acquisitions, capital markets, banking and credit and regulatory matters. Global M&A dept. co-head Robert Townsend's niche expertise includes corporate governance and activist defense.

M&A: SMALL TO MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Eversheds Sutherland**	Bert Adams, Robert Copps, Robert Pile
	K&L Gates	Calvina Bostick, Jessica Pearlman, Kevin Stichter
	King & Spalding	Raymond Baltz, Rahul Patel
	Pillsbury Winthrop Shaw Pittman	Stephen Amdur, Allison Leopold Tilley, Jarrod Murphy
	Venable	Robert Bolger, Patricia McGowan, Charles Morton, Bryan Rakes
2	**Akerman**	Martin Burkett, Paul Quinn, Kenneth Wiggins
	Arnold & Porter	Edward Deibert
	Cadwalader, Wickersham & Taft	Richard Brand, William Mills
	DLA Piper	Christopher Giordano, Robert Salter
	Goodwin	Deborah Birnbach, Lisa Haddad, John Haggerty, Stuart M Cable
	Hunton Andrews Kurth	Steven Haas, Steven Patterson
	Vedder Price	Michael Nemeroff
	WilmerHale	Joseph Conahan, Hal Leibowitz
	EXCELLENT	
1	**Bakerhostetler**	Steven Goldberg, Ronald Stepanovic
	Ballard Spahr	Brian Doerner, Maggie Tatton
	Bryan Cave Leighton Paisner	John Welge
	Fenwick & West	Douglas Cogen, Kris Withrow
	Katten Muchin Rosenman	Christopher Atkinson, David Washburn
	Kilpatrick Townsend & Stockton	Richard Cicchillo Jr., Christina Gattuso
	McDermott Will & Emery	Wilson Chu
	McGuireWoods	Michael Woodard
	Norton Rose Fulbright	Mark Greenfield, Scarlet McNellie, Sheldon Nussbaum
	Orrick, Herrington & Sutcliffe	Matthew Gemello, David Ruff, Mark Seneca
	Seward & Kissel	James Abbott, Craig Sklar
	Sheppard, Mullin, Richter & Hampton	Jordan Hamburger, Zachary Turke
	Winston & Strawn	Matt Stevens
2	**Dentons**	Tonya Vachirasomboon
	Holland & Knight	David Barkus, Robert Grammig, George Mencio
	Neal, Gerber & Eisenberg	Cristina DeMento, Joshua Klein, Michael Gray
	Nixon Peabody	Lori Green, Christopher Keefe, Todd Tidgewell
	Thompson Hine	Frank Chaiken
	HIGHLY RECOMMENDED	
	ArentFox Schiff	Steve Isaacs, David McHugh
	Curtis, Mallet-Prevost, Colt & Mosle	Lawrence Goodman
	Dickinson Wright	Scot Crow, Amy Kwiatkowski
	Dorsey & Whitney	Layne Smith
	Duane Morris	Brian Kerwin
	Foley & Lardner	Kevin Schulz
	Nelson Mullins Riley & Scarborough	Gus Dixon, Michael Hollingsworth II, Rhys Wilson

USA

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Kirkland & Ellis	Jon Ballis
	Paul, Weiss, Rifkind, Wharton & Garrison	Matthew Abbott, Angelo Bonvino, Udi Grofman
	Simpson Thacher & Bartlett	Elizabeth Cooper, Marni Lerner
	EXCELLENT	
1	**Debevoise & Plimpton**	Jonathan Adler, Kevin Schmidt
	Latham & Watkins	Paul Sheridan Jr.
	Ropes & Gray	David Blittner
2	**Cleary Gottlieb Steen & Hamilton**	Paul Imperatore, John Kupiec, David Leinwand
	Weil, Gotshal & Manges	Douglas Warner, Kevin Sullivan
	Willkie Farr & Gallagher	Jeffrey Poss, Neil Townsend
	HIGHLY RECOMMENDED	
	Davis Polk & Wardwell	John Amorosi, William Chudd
	Dechert	Henry Nassau, Mark Thierfelder
	Fried, Frank, Harris, Shriver & Jacobson	Christopher Ewan, Robert Schwenkel, Steven Steinman
	Gibson, Dunn & Crutcher	Sean Griffiths, Ari Lanin, Steven Shoemate
	Morgan, Lewis & Bockius	James Loss
	Paul Hastings	Brian Richards
	Skadden, Arps, Slate, Meagher & Flom	Kenneth Wolff
	RECOMMENDED	
	Arnold & Porter	Lowell Dashefsky, Stephen Koval
	Clifford Chance	Kevin Lehpamer, Neil Barlow
	Cravath, Swaine & Moore	Mark I. Greene, Richard Hall
	DLA Piper	Joseph Silver
	Goodwin	Michael Kendall, John LeClaire, Andrew Weidhaas
	Jones Day	Michael Earley, Andrew Levine
	King & Spalding	Jonathan Melmed, Rahul Patel
	McDermott Will & Emery	Harris Siskind
	Morrison & Foerster	Dario Avram, Patrick Huard, Eric McCrath
	Proskauer Rose	Lauren Boglivi, Daniel Ganitsky
	Sullivan & Cromwell	Brian Hamilton, Rita-Anne O'Neill, Alison Ressler
	Vinson & Elkins	Keith Fullenweider, David Palmer Oelman, Matthew Strock
	White & Case	Olivier Brahmst, John Reiss
	Winston & Strawn	Eva Davis, Bradley Vaiana

VENTURE CAPITAL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Cooley	Mike Lincoln
	Fenwick & West	Cynthia Hess, Mark Leahy
	Goodwin	John Egan, Anthony McCusker
	Gunderson Dettmer Stough Villeneuve Franklin & Hachigian	Scott Dettmer, Marc Dupre, Robert Gunderson
	EXCELLENT	
1	**DLA Piper**	Jeffrey Lehrer, Jenifer Smith
	Latham & Watkins	John Chory, Benjamin Potter
	Orrick, Herrington & Sutcliffe	Amanda Galton, Stephen Venuto
2	**Morgan, Lewis & Bockius**	Michael Conza
	Morrison & Foerster	Murray Indick, Steve Rowles
	WilmerHale	Mick Bain, Daniel Zimmerman
	Wilson Sonsini Goodrich & Rosati	Larry Sonsini
	HIGHLY RECOMMENDED	
	Choate, Hall & Stewart	Brian Goldstein, John Pitfield
	Dentons	Victor Boyajian
	Gibson, Dunn & Crutcher	Chris W. Trester
	Hogan Lovells	Mahvesh Qureshi
	Jones Day	Michael Earley
	King & Spalding	Charles Katz, Linda Lorenat, Jeremy Schropp
	Pillsbury Winthrop Shaw Pittman	Stanley Pierson
	Reed Smith	Donald Reinke, Michael Sanders
	Stradling Yocca Carlson & Rauth	Ryan Azlein, Mark Skaist

USA

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Cleary Gottlieb Steen & Hamilton**	Jeremy Calsyn, George Cary, Mark Leddy
	Latham & Watkins	Belinda Lee, Amanda Reeves
2	**Arnold & Porter**	Debbie Feinstein, Jonathan Gleklen
	Cravath, Swaine & Moore	Christine Varney
	Skadden, Arps, Slate, Meagher & Flom	Clifford Aronson, Steven Sunshine
	Weil, Gotshal & Manges	Steven Newborn
	EXCELLENT	
1	**Davis Polk & Wardwell**	Howard Shelanski
	Jones Day	Craig Waldman
	Paul, Weiss, Rifkind, Wharton & Garrison	Andrew Finch, Aidan Synnott
	White & Case	Mark Gidley, George Paul
2	**Baker Botts**	John Taladay
	Kirkland & Ellis	Ellen Jakovic, Ian John, Michael Thorpe
	Wilson Sonsini Goodrich & Rosati	Susan Creighton
	HIGHLY RECOMMENDED	
	Axinn Veltrop & Harkrider	John Harkrider, Michael Keeley
	Covington & Burling	Thomas Barnett, Anne Lee
	Crowell & Moring	Shawn Johnson, Jason Murray
	Dechert	Steven Bizar, Mike Cowie
	Freshfields	Eric Mahr, Mary Lehner
	Gibson, Dunn & Crutcher	Rachel Brass, Scott Hammond, Daniel Swanson, Stephen Weissman
	Hogan Lovells	Logan Breed
	McDermott Will & Emery	Raymond Jacobsen
	Morgan, Lewis & Bockius	Harry Robins
	Simpson Thacher & Bartlett	Peter Guryan, Sara Razi, John Terzaken
	Wachtell, Lipton, Rosen & Katz	Damian Didden, Nelson Fitts, Ilene Knable Gotts
	RECOMMENDED	
	A&O Shearman	Jessica Delbaum, David Higbee
	Akin Gump Strauss Hauer & Feld	Brian Rafkin, Dennis Schmelzer, Gorav Jindal
	Mayer Brown	Andrew Marovitz
	Morrison & Foerster	Jeff Jaeckel
	O'Melveny & Myers	Ben Bradshaw, Courtney Dyer, Ian Simmons
	Ropes & Gray	Mark Popofsky
	Sullivan & Cromwell	Renata Hesse
	Willkie Farr & Gallagher	Jeffrey Korn, William Rooney
	WilmerHale	Thomas Mueller
	Winston & Strawn	Jeffrey Kessler

FICADE

DÉCIDEURS MAGAZINE

FAMILY Stories

THE PREMIER CONFERENCE FOR FAMILY RUN BUSINESSES

MARCH 31, 2026

PAVILLON D'ARMENONVILLE, PARIS

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CENTRAL AMERICA

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COSTA RICA

DR

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Aguilar Castillo Love	John Aguilar-Quesada, Marco Solano, Esteban Agüero Guier
BLP	David Gutiérrez, Adriana Castro
Consortium Legal	Rolando Laclé
EXCELLENT	
Alta Batalla	Sergio Amador, Rodrigo Zelaya
Arias	Melania Dittel, Andrey Dorado, Vicente Lines
Ecija	Mariela Hernández, Guillermo Zuñiga, Monserrat Soto
EY Law Central America	Hernán Pacheco, Fernando Vargas
Facio & Cañas	Carlos Oreamuno, Sergio Solera
Zurcher, Odio & Raven	Alberto Raven
HIGHLY RECOMMENDED	
BG&A Abogados Corporativos	Benjamín Gutiérrez
Central Law	Rafael Quiros, Tomás Quirós Jiménez
Dentons Muñoz	Jose Antonio Muñoz, Tatiana Reuben
Lang & Asociados	Henry Lang
Nassar Abogados	Tomas Nassar
Sfera Legal	Eric Scharf
Tactic Legal	Javier Escalante
RECOMMENDED	
Colbs Estudio Legal	Sebastián Jiménez
Oller Abogados	Pedro Oller, Ricardo Vargas

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
BLP	Luis Manuel Castro
Consortium Legal	Juan Manuel Cordero, David Reuben
HIGHLY RECOMMENDED	
Arias	Carlos Camacho
Ecija	Guillermo Zúñiga, Mariela Hernández
Facio & Cañas	Sergio Solera, Francisco Rucavado
Quatro Legal	Gonzalo Rojas, Sonia Aragón
Sfera Legal	Robert van der Putten

GUATEMALA

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alta Qil + 4 Abogados	Marcos Ibargüen, María Isabel Luján, Andrés Lowenthal
Arias Law	Luis Pedro del Valle
BLP Legal	Luis Ruiz, Jorge Luis Arenales
Consortium Legal	Alfredo Rodriguez, Sofía Escribá
Mayora & Mayora S.C.	Claudia Pereira, Eduardo Mayora
EXCELLENT	
Aguilar Castillo Love	Natalia Callejas, Juan Carlos Castillo
Carrillo & Asociados	Sara Santacruz
Central Law	Juan Pablo Carrasco
Legalsa	David Font
Tactic Legal	Juan Sebastián Soto
HIGHLY RECOMMENDED	
Alegalis	Juan Antonio Mazariegos, Mildred Almengor Roca
García & Bodán	Carlos Eduardo Téllez Páramo
Latamlex Abogados	Alfredo Skinner-Klée
Lexincorp	Gonzalo Menéndez
RECOMMENDED	
Bermejo & Bermejo	Juan Carlos Bermejo
Latinalliance	Andres Lopez, Michelle Sutter, José Adolfo Torres
Mollerlaw	Enrique Möller
PPQ Legal	Rodrigo Quevedo

PANAMA

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alemán, Cordero, Galindo & Lee - Alcogal	Arturo Gerbaud, Rita de la Guardia, Patricia Cordero, Rafael Marquínez
Alfaro, Ferrer & Ramírez - Afra	Alejandro Alemán, Luis R López Alfaro
Arias, Fábrega & Fábrega - Arifa	Estif Aparicio, Ricardo Arango, Fernando Arias, Andrés Rubinoff
Galindo, Arias & López - Gala	Ramón Ricardo Arias Porras, Diego Herrera Dutari, José Luis Sosa
Morgan & Morgan	Aristides Anguízola, Francisco Arias, Ana Carolina Castillo, Inocencio Galindo, Roberto Vidal
EXCELLENT	
Anzola Robles & Asociados	Ramón Anzola, Erika Villarreal Zorita
Fabrega Molino	Juan Pablo Fabrega, Dani Kuzniecky
HIGHLY RECOMMENDED	
Icaza, González-Ruiz & Alemán	Luis Chalhoub, Gabriel González-Ruiz, Alexis Herrera Jr, Michelle Oteiza de la Guardia
Patton, Moreno & Asvat	Khatiya Asvat, María de Lourdes Marengo
RECOMMENDED	
Arias Law	Maria Cristina Fábrega, Yuri Moreno
Arias, Alemán & Mora - Aramo	Stella Ballanis, Jaime Mora
Delvalle, Escalona, Levy Y Corró - Delco	Diego Corró, Ricardo Delvalle, Alberto Levy
Dentons Muñoz	Gisella Porras
Lovill	Alejandro Fung, Elizabeth Heurtematte
Sigma Law Firm	Cecilio Castillero
VALUABLE PRACTICE	
Arias, Abrego, Lopez & Noriega	Mario Alberto Arias V., Carlos Ábrego Dávila
LAC	Claudio Lacayo, Diego Lacayo
MDU	David Mizrachi Fidanque
Pardini & Asociados	Juan José Espino, Juan Francisco Pardini
Quijano & Asociates	Julio A. Quijano, Jaime E. Sánchez, Carla I. Rojas
Tapia, Linares Y Alfaro	Eloy Alfaro de Alba, Mario E. Correa
Virtu Atelier Legal	Ana Lucrecia Tovar

SOUTH AMERICA

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ARGENTINA

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Beccar Varela	Roberto Crouzel, Ramón Moyano, Alejandro Poletto, María Shakespear
	Bruchou & Funes de Rioja	Mariano Luis Lucchetti, Estanislao Olmos
	Marval, O'Farrell & Mairal	Pablo Artagaveytia, Santiago Carregal, Diego Chighizola, Bárbara Ramperti, Pablo Viñals
	Mitrani Caballero & Ruiz Moreno Abogados	Cristian Mitrani, Diego Parise, Siro Astolfi, Aixa Sureda, Verónica Zárate, Julio Martínez, Mercedes Rodriguez Giavarini, Carlos Trogolo Elicabe, Cristian Kruger, María Recondo, José María Aballone
	EXCELLENT	
	Allende & Brea	Valeriano Guevara Lynch, Santiago Sturla, Diego Botana, Raúl Fratantoni, Marcos Patrón Costas, Fernando Martínez Zuviría, Tomás Di Ció, Florencia Heredia
	Bomchil	Adrián Furman, Tomás Araya, Patricio Martin, Marcelo den Toom, Máximo José Bomchil, Florencia Pagani, Francisco Zappa
	Pérez Alati, Grondona, Benites & Arntsen	Jorge Pérez Alati, Santiago Daireaux, Mariano Grondona, Diego Serrano Redonnet, Vanina Veiga, Tomás Pérez Alati, P. Eugenio Aramburu, Alan Arnsten, Guillermo Quiñoa, Francisco Romano
	HIGHLY RECOMMENDED	
1	**DLA**	Martín Mittelman, Antonio Arias, Joaquin Eppens Echagüe, Ignacio Bard, Rocío Yu
	Tavarone, Rovelli, Salim & Miani	Camila Evangelista, Federico Otero, Juan Pablo Bove, Julián Razumny, Federico Salim
	TCA Tanoira Cassagne	Alejandro Ciero, Santiago Monti, Manuel Tanoira
	Salaverri, Burgio, Wetzler & Malbrán	Diego Salaverri
	Zang, Bergel & Viñes Abogados	Pablo Vergara del Carril, Juan Manuel Quintana, María Laura Barbosa, Francisco Tassi
2	**Baker McKenzie**	Gustavo Boruchowicz
	Brons & Salas	Florencia Askenasy, Pablo Daniel Brusco, Guillermo Malm Green, Leandro H. Cáceres
	Dentons Rattagan Arocena	Michael Rattagan, Juan Arocena, Roberto Bauzá, Analía D'Oria, Ricardo Balestra, Santiago Oliva Pinto
	Estudio O'Farrell	Ernesto Genco
	Hope, Duggan & Silva	Rufino Arce, Juan Duggan, Gotardo Pedemonte, José Nelson
	MHR Abogados	Tomás Dellepiane, Fernando Zoppi
	Nicholson y Cano Abogados	María Fraguas, Santiago Nicholson

ARGENTINA

	RECOMMENDED	
1	**Barreiro. Oliva. De Luca. Jaca. Nicastro**	Ricardo Barreiro-Deymonnaz, Nicolás Jaca-Otaño, Lucía Lopez Laxague, Gonzalo Oliva Beltrán, Patricio Trench
	Cerolini & Ferrari Abogados	Agustín L. Cerolini, Martín Chindamo
	Errecondo Gonzalez & Funes Abogados	Saturnino Funes, Baruki Gonzalez, Facundo Goslino
	Estudio Bunge – Bunge, Smith & Luchía Puig	Agustín Bunge, Diego Cesar Bunge, Cristian Lacoste, Silvia Ludtke, Pedro Menendez, Nicolás Repila, Carlos Nogueira
	González & Ferraro Mila	Pablo Ferraro Mila, Mariano González
	Richards, Cardinal, Tützer, Zabala & Zaefferer	Jorge Tützer, Matías Zaefferer, Hernán Camarero, Sebastian Borthwick, Mariana Vázquez
2	**A&F | Allende & Ferrante Abogados**	Lisandro Allende, Mariana Miglino
	Beretta Godoy	Federico Godoy, Juan Sonoda
	Busso & Fariña Abogados	Federico Busso
	Estudio Garrido Abogados	Diego Garrido, Gustavo Garrido
	EY Law	Pablo Bisogno, Jorge Garnier
	Rosso Alba Francia & Asociados	Christian Fleischer, Gerardo Francia
	Salaberren & López-Sanson	Rafael Salaberren-Dupont
	Severgnini Robiola Grinberg & Tombeur	Matías Grinberg, Carlos Tombeur
	Wiener, Soto, Caparrós (WSC)	Mariela del Carmen Caparrós, Gonzalo Manuel Soto, Laurence Wiener
	VALUABLE PRACTICE	
	Abeledo Gottheil Abogados	Luis Alberto Erize
	Alfaro Abogados	Carlos Alfaro
	Candioti Gatto Bicain & Ocantos	José Antonio Ocantos, Alejandro Candioti
	Croz Tax & Legal	Hernan Carassai
	Cueto Rua, Mercau Saavedra & Biritos	Gerardo Biritos
	DCMS legal	Pablo Di Iorio, Segio Malis
	Fiorito Murray & Diaz Cordero	Tomás Fiorito, Pablo Murray
	JP	John O'Farell
	Lanfranco, Castro Madero & Gramajo	Fermín Castro Madero, Mariano Gramajo
	Mayer Remiro Abogados	Jorge Mayer, Cecilia Remiro
	MBP	Victoria Bengochea, Ignacio Meggiolaro

HOPE, DUGGAN & SILVA: HIGHLY QUALIFIED AND TRUSTED CONSIGLIERI

Rufino Arce

Key Figure(s): Juan P. Duggan, Gotardo Pedemonte, José Nelson and Rufino Arce

Established: 1990

Track Record: With over three decades in the market, Hope, Duggan, & Silva has participated in significant M&A transactions in Argentina and has an unparalleled grasp of diverse legal domains, such as corporate, M&A, banking & finance, ensuring clients always receive top-tier support. Its client portfolio includes banking, port, petrochemical, fintech, water treatment, manufacturing and agriculture companies.

Team & Differentiation: The firm's partners are deeply involved in each case and maintain close relationships with their clients. They provide prompt, effective and practical responses to a wide range of inquiries and, thanks to their extensive knowledge and sound judgment across various business areas, act as trusted consiglieri to their clients. The firm also boasts an exceptionally skilled corporate negotiation team.

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Allende & Brea	Julián Peña, Federico Rossi
	Beccar Varela	Agustín Waisman
	Bomchil	Marcelo Den Toom, Francisco Gutiérrez, Cristian Galansky, Fernando Brunelli
	Marval, O'Farrell & Mairal	Miguel del Pino, Santiago del Río
	EXCELLENT	
	Bruchou & Funes de Rioja	Gabriel Lozano, Estanislao Olmos
	Mitrani Caballero & Ruiz Moreno Abogados	Cristian Mitrani, Aixa Sureda
	Pérez Alati, Grondona, Benites & Arntsen	María Carolina Abdelnabe, Luis Barry
	HIGHLY RECOMMENDED	
1	**Estudio O'Farrell**	Agustín Siboldi
	TCA Tanoira Cassagne	Bernardo Cassagne
2	**Baker McKenzie**	Esteban Rópolo
	Brons & Salas	Maria José Rodríguez M.
	BRYA Abogados	Gabriel Bouzat, Virginia del Águila
	RECOMMENDED	
	MHR Abogados	Juan Cruz Azzarri
	Nicholson y Cano Abogados	Marcela Anchava, María Fraguas
	Quevedo Abogados	María Viviana Guadagni
	Salaverri, Burgio, Wetzler & Malbrán	Diego Salaverri
	Tavarone, Rovelli, Salim & Miani	Julián Razumny
	Wiener, Soto, Caparrós (WSC)	Mariela del Carmen Caparrós
	VALUABLE PRACTICE	
	Bunge – Bunge, Smith & Luchia Puig	Agustin Bunge, Pedro Menendez, Silvia Ludtke

ARGENTINA

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Bruchou & Funes de Rioja**	Ignacio Capurro, Ignacio Funes de Rioja, Florencia Funes de Rioja, Guillermo Perego, Eduardo Viñales
2	**Marval, O'Farrell & Mairal**	José Llano, Javier Patrón, Enrique Stile, Diego Kelly, Rodrigo Solá, Guillermo Osorio
	EXCELLENT	
	Allende & Brea	Nicolás Grandi
	Baker McKenzie	Diego Bongiovanni, Alberto González Torres, Felipe Graham, Matías Herrero, Daniel Orlansky
	Beccar Varela	Gaspar Aguirre, Alvaro Galli, María Eduarda Noceti
	Mitrani Caballero & Ruiz Moreno Abogados	Julio Caballero, Felicitas de Achaval, Lorenzo Gnecco, Ana Clara Gómez Casadei, Rita Payarola, Jorge Pico, Esteban Valansi
	Pérez Alati, Grondona, Benites & Arntsen	Julio César Stefanoni Zani, Enrique Alfredo Betemps, Julio Javier Lo Coco, Geraldine Moffat
	HIGHLY RECOMMENDED	
	Bomchil	Esteban Carcavallo, Edgardo Isola
	Estudio O'Farrell	Ignacio Castiglione, José Luis Zapata
	RECOMMENDED	
	Adrogué Marques Zabala	Javier Adrogué, José Antonio Zabala
	Brons & Salas	Javier Fernández Verstegen
	De Diego & Asociados	Julián De Diego
	Dentons Rattagan Arocena	Juan Ricardo Larrouy
	DLA	Alberto Rubio, Maria Florencia Labarile
	MBB Abogados	Mercedes Balado Bevilacqua
	Salvat, Etala, Saravi	Juan José Etala
	Zang, Bergel & Viñes Abogados	Rodrigo Bustingorry, Alejandro Mao, Noelia Martins
	VALUABLE PRACTICE	
	Barreiro	Sofía Amadeo, Clara Fazio, Pablo Nicastro
	Del Carril, Colombres, Vayo & Zavalía Lagos	Gonzalo Vayo
	Estudio Bunge – Bunge, Smith & Luchía Puig	Juan Ignacio Campenni, Carlos Nogueira
	García, Perez, Boiani y Asociados	Héctor García
	Lalanne Abogados	Julio Esteban Lalanne
	Marin Perez Abogados	Carlos Gustavo Marin Rodríguez
	Nicholson y Cano Abogados	Juan Carlos Etchebehere, Pablo Javier Venarotti
	TCA Tanoira Cassagne	Pablo Mastromarino

ENERGY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
EXCELLENT	
Martínez de Hoz & Rueda	José Alfredo Martínez de Hoz, Pablo Rueda,Tomás Lanardonne
Bruchou & Funes de Rioja	Javier S. Rodríguez Galli, Mariano Luchetti, Ignacio Minorini
HIGHLY RECOMMENDED	
Bomchil	Fernando Brunelli, Pablo Alliani, Cristian Galansky, María Ines Corrá
Marval O'Farrell Mairal	Francisco Macías, Agustina Ranieri, Soledad Riera,Gonzalo Santamaría
Mitrani Caballero & Ruiz Moreno	Horacio Ruiz, Mariana Ardizzone, María Recondo
Tavarone, Rovelli, Salim & Miani	Nicolás Eliaschev, Javier Constanzó
RECOMMENDED	
Allende y Brea	Florencia Heredia, Marcos Patron Costas
Baker McKenzie	Adolfo Durañona, Ezequiel Artola
Beccar Varela	José Carlos Cueva
Hope, Duggan & Silva	Hugo Vivot
Nicholson y Cano Abogados	Mariana Guzian, Eduardo Koch, Marcelo Lamesa, Alfredo Vítolo
O'Farrell	Uriel O'Farrell, Agustín Siboldi
Pérez Alati, Grondona, Benites y Arntsen	Francisco Romano
VALUABLE PRACTICE	
Alfaro-Abogados	Sebastián Rodrigo
Bazan Cambré y Orts	Nicolás Dilernia, Leandro Orts, Mario Orts
Brons & Salas	Sebastián Alvarez, Joaquin Vallebella
Díaz Bomillo	Víctor Díaz Bobillo, Juan Manuel Carassale, Manuel Goyenechea y Zarza, Laura Miranda, Patricio Richards
Martelli Abogados	Hugo Martelli
Pozo Gowland Abogados	Héctor Pozo Gowland, Ramón Zubiaurre

BOLIVIA

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Moreno Baldivieso	Luis Fernando Moreno, Andrés Moreno, Ramiro Moreno Baldivieso
PPO Indacochea	Carlos Pinto, Alonso Indacochea, Leonardo Azurduy S.
EXCELLENT	
Bufete Aguirre, Quintanilla, Soria & Nishizawa - BAQSN	Santiago A. Nishizawa Takano, Eduardo Quintanilla Ballivián, Fernando Aguirre, Ignacio Aguirre
Dentons Guevara & Gutiérrez	Enrique Barrios, Ramiro Guevara, Jorge Luis Inchauste, Rodolfo Mercado
HIGHLY RECOMMENDED	
Becerra de la Roca Donoso & Asociados	Mauricio Becerra de la Roca, Manfred Arauz Olavarria
C.R.& F Rojas Abogados	Cesar Gonzalez, Elizabeth Landivar, Pablo Rojas, Diego Rojas
Criales & Urcullo	José Antonio Criales, Daniel Mariaca
Orienta Legal	Mariana Pereira, Ana Carola Muñoz
Reinicke Ostria	Enrique Reinicke Ostria, Benjamín Reinicke Ostria, Erick Reinicke Ostria, Gody Reinicke Ostria
Sanjinés & Asociados	Paola Justiniano, Raúl Sanjinés, Daniela Rocha
Wayar & Von Borries Abogados	Bernardo A. Wayar Ocampo, Mauricio Dávila Jordan, Bernardo A. Wayar Caballero, Javier Romero Mendizabal, Iver Von Borries
Würth Bedoya Costa Du Rels Abogados	Fernando Bedoya, Karla Würth, Mauricio Costa du Rels
RECOMMENDED	
Mendieta Romero y Asociados	Gonzalo Mendieta, Daniela Murialdo
Ontier Bolivia	Mauricio Saldaña, Hans Voss Ferrero
Urenda Abogados	Juan Carlos Urenda
Villegas Aldazosa Y Asociados Soc Civ	Sergio Dávila Corrales, Gabriel Villegas Aldazosa
VALUABLE PRACTICE	
Aguilar Castillo Love	José Carlos Bernal, Ismael Franco
Estudio Jurídico Gerke	Carlos Gerke Siles
Gumucio & Abogados	Ximena Gumucio, Daniel Gumucio, Julio César Landívar Castro
Medina Galindo & Richter	Rodrigo Galindo Garrett
Serrate Paz & Asociados	José Mario Serrate Paz Ramajo

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carrasco Firma De Abogados	Pablo Carrasco Quintana
Moreno Baldivieso	José Paul Aramayo Salinas, René Claure Veizaga
PPO Indacochea	Alejandro Pemintel, Andere Indacochea
EXCELLENT	
Dentons Guevara & Gutiérrez	Primitivo Gutiérrez
Gumucio & Abogados	Ximena Gumucio, Daniel Gumucio, Karina Jordán
HIGHLY RECOMMENDED	
Bufete Aguirre, Quintanilla, Soria & Nishizawa - BAQSN	Carolina Aguirre, Mauricio Torrico Galindo, Ariel Morales
Orienta Legal	Ximena Pereira, Claudia Soliz Vargas
Reinicke Ostria	Enrique Reinicke Ostria
Würth Bedoya Costa Du Rels Abogados	Karla Würth, Carla Saracho
RECOMMENDED	
C.R. & F. Rojas – Abogados	Roberto López, Sandra Salinas, Antonio Sanjines
Inchauste & Navarro	Juan Inchauste, Fidel Navarro Claros
Mendieta Romero y Asociados	Gonzalo Mendieta

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BRAZIL

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M&A: MID / LARGE CAP

Best Independent Advisors

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Galapagos Capital**	Carlos Parizotto, Fabio Matsui, Luiz Felipe Alves
2	**Ártica Investimentos**	Luiz Penno, Érico Nikaido
	Vinci Compass	Felipe Sousa Bittencourt, Ricardo Assumpção, Fernando Oura
	EXCELLENT	
	Fortezza Partners	Denis Morante
	G5 Partners	Corrado Varoli, Marcelo Lajchter, Tomaz Azevedo
	IGC Partners	André Pereira, Flávia Silveira, Ludimila Mangili
	Lazard	Ana Carolina de Barros Cardoso Lellis, Yan Edward Vogel Majewski
	Olimpia Partners	Richard Rainer
	RGS Partners	Guilherme Stuart, Renato Stuart, Fábio Jamra
	Seneca Evercore	Daniel Wainstein, Rodrigo Mello
	HIGHLY RECOMMENDED	
	44 Capital	Guilherme Steagall, Fernando Ruiz
	Araújo Fontes	Evaldo Fontes, Fábio Salazar, Gederson Ferreira
	Houlihan Lokey	Bruno Baratta
	Lakeshore Partners	Gabriel Maia
	Laplace	Renato Carvalho, Allan Libman, Marcelo Saad
	Rothschild & Co.	Luiz Muniz
	UNIO Partners	Marco Dorigon, Marcelo Serro Azul, João Albanese
	Virtus BR	Eleazar de Carvalho Filho, Douglas Ugayama Bassi, Eduardo Figueiredo Freitas
	RECOMMENDED	
	Deloitte	João Cardoso Rabelo, Reinaldo Grasson
	EY	Rodrigo Maluf
	Galapos	Fábio Vitola, Maurício Polesi Bergamaschi, Carlos Morais
	Moelis	Erick Alberti
	VALUABLE PRACTICE	
	Ceres Inteligência Financeira	Alexandre Galvão, Cristiane Delage
	Estáter	Pércio Freire Rodrigues de Souza
	Grant Thornton	Marco Aurélio Neves
	Inspire Capital Partners	Alexandre Rezende
	KPMG	Marco André Almeida
	Volt Partners	Jairo Ohno, Henrique Faria

M&A: MID / SMALL CAP

Best Independent Advisors

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
JK Capital	Alberto Oliveira, Daniel Damiani, Fabio Sanchez
EXCELLENT	
CRG Core Assessoria Financeira	Diego Saito, Gustavo Falciano
IT Investimentos	Gustavo Barros
Naia Capital	Guilherme Monteiro, João Faloppa, Victor Gomieri
Pipeline Capital Tech | Investment Group	Alon Sochaczewski, André Zimmermann
Setter	Felipe Camargo, Flávia Pareto Conrado, Judith Toledo Piza Varandas
VGRI Partners	Gustavo Vaz
HIGHLY RECOMMENDED	
Condere	Mônica Carvalho, Paulo Cury, Luiz Eduardo Andrade
Lince Partners	Italo Ferrara, Felipe Shinomata, Raul Maeda
Pulsar Invest	Marco Serra, Daniel Baldin, Alexandre Ivanoff
Stoic Capital	Felipe Manara, Alan Nogales, Artur Schütte
RECOMMENDED	
BR Finance	Osias Brito, Mauricio Nozawa
Brasilpar	Luiz Eduardo Costa, Tom Waslander
Centria Partners	Ricardo Asse, Fernando Gemi
FC Partners	Ricardo Resende Silva, Henrique Porto
Focus Partners	Fernando Bernacchi, Lucas Spaccaquerche, Gustavo Fumachi
Imeri Capital	Carlos Barcellos, Christiano Miguel Moysés, Guilherme Vasconcelos
Kroll	Alexandre Pierantoni
MMK Partners	Jairo Margatho, Cristiane Crucelli
VALUABLE PRACTICE	
Capital Invest	Nestor Casado
CFI	Eduardo Vallim, Arleu Anhalt
DealMaker	Claudio Nassur, Arnaldo Rocha
Focal Capital	Rubens Cavalieri
Grafin Partners	Leandro Muniz
Go2 Capital	Carlos Tristão, José Carlos Tristão, Christian Bubeck
Ivory Capital	Mauro C. Fistarol, Alexandre F. Fistarol
JGP L6 Capital Partners	Rafael Dale
Magma	Juliano Penatti, Marcos Magnani
Quatá Confidence Capital	Aleixo Vaquero
Value Capital Advisors	Victor Restivo
Yalla Capital	Leonardo Schechtmann Tonello, Cassius Leal e Gustavo Corrêa
Zaxo M&A Partners	Alexandre F. Nunes, Leonardo P. Grisotto
NOTABLE PRACTICE	
Arsenal	José Eduardo de Lacerda Soares
Impacto Hub	Matheus Rigueira
J2L Partners	Lucio Otavio Ferreira, Pedro Lanza
LKC Capital	Leonardo K. Cardoso, Luis Felipe Trovo, Pedro Machado
Northstone	Cynthia Galia, Samuel Oliveira
Otto Partners	Daniel Quadros, Felipe Mol Eyer Prata
Portofino	Luiz Guilherme Guimarães, Thiago Barros
Singular Partners	Gregor Martins
StoneCapital	Fernando Magalhães, Ricardo Albert Schmitt
Target Advisor	Douglas Carvalho Jr.

BRAZIL

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**Bradesco BBI**	Danilo Ene Borges
	BTG Pactual	Alessandro Farkuh
	Itaú BBA	Flavio de Picciotto, Ubiratan Machado
2	**BofA Securities**	Diogo Aragão, Hans Lin, Marcelo Gervino
	BR Partners	Jairo Loureiro, Ricardo Lacerda, Lilian Crestana
	Citi	Antônio Coutinho
	Morgan Stanley	Felipe Mattar
	EXCELLENT	
	JP Morgan	Dimas Megna, Pedro Juliano, Eduardo Miras
	Santander	Leonardo Cabral, Thiago Rocha, Renato Ejnisman
	XP Investimentos	Andre Quaresma Guillaumon, Diego Mendes
	HIGHLY RECOMMENDED	
	Banco Safra	Otavio Vasconcelos de Azevedo
	Deutsch Bank	Eduardo Guimarães
	Goldman Sachs	Pedro Muzzi, Ricardo Bellissi
	RECOMMENDED	
	UBS BB	Michel Duarte
	VALUABLE PRACTICE	
	BNP Paribas	Thomaz Dreifuss
	NOTABLE PRACTICE	
	Banco ABC Brasil	César Valdez Mindof, José Eduardo Cintra Laloni
	Rabobank	Alexandre Betzios, Bruno Ferreira
	Scotiabank	Paulo Andre Bernardo, Victor Rosa

EQUITY CAPITAL MARKETS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BofA Securities	Bruno Saraiva, Douglas Oliveira
Bradesco BBI	André Moor, Camila Machado
BTG Pactual	Fabio Nazari
Citi	Marcelo Millen
Itaú BBA	Renata Dominguez
EXCELLENT	
JP Morgan	Felipe Barros Barreto Aidar
Santander	José Pedro Leite da Costa
UBS BB	João Carlos Floriano
HIGHLY RECOMMENDED	
Goldman Sachs	Thiago Bortoluci
Morgan Stanley	Tiago Pessoa, Alessandro Zema
XP Investimentos	Vítor Saraiva, Kristian Orberg
RECOMMENDED	
Banco Safra	Anibal Braga, Daniel Teixeira Nascimento
Caixa Econômica Federal	Marco Buzzo, Suely Patrão Buriham, Sérgio Bini
VALUABLE PRACTICE	
Banco ABC Brasil	Gustavo Bellon, Ricardo Rocha
Scotiabank	Leandro Salles Santos
NOTABLE PRACTICE	
BNP Paribas	Rodrigo Jabur
BR Partners	Danilo Catarucci, Livia Endo, Marcella Marcondes
Genial	Osvaldo Casado Jr., Mikael Martins

BRAZIL

DEBT CAPITAL MARKETS

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**Bradesco BBI**	Andre Carvalho, Felipe Thut
	Itaú BBA	Guilherme Maranhão, Gustavo Porto, Felipe Wilberg
2	**BTG Pactual**	Daniel Vaz, Kaian Ferraz
	Santander	Cassiano Barbosa
	UBS BB	Samy Podlubny, Carlos Belinger
	XP Investimentos	Guilherme Marsiglia, Bruno Lançoni Massoneto
	EXCELLENT	
	Banco ABC Brasil	Gustavo Bellon, Ricardo Rocha
	Banco BV	Felipe Pretz
	Banco Safra	Thiago Pellicciari
	BR Partners	Danilo Catarucci, Gustavo Guedes, Marcella Marcondes
	HIGHLY RECOMMENDED	
	Caixa Econômica Federal	Ronny Peterson Costa
	Citi	Alexandre Castanheira
	RECOMMENDED	
	Banco Inter	João Vitor Menin
	BNP Paribas	Gilberto Kfouri
	Bocom BBM	Pedro Caldas
	Daycoval	Renato Otranto
	JP Morgan	Ricardo Leoni
	Rabobank	Adriana Sodré Gouveia
	VALUABLE PRACTICE	
	Banco BMG	Daniel Karam
	BofA Securities	Caio de Luca Simões
	Crédit Agricole	Yves-Marie Gayet, Cyrille Brunotte
	Deutsche Bank	Luis Flavio Muzzi Mendes, João Lobo, Eduardo Guimarães
	Fator	Lucas Buscarioli Stefanini, Julia Bludeni, João Antônio Lopes Filho
	Morgan Stanley	Tiago Pessoa, Alessandro Zema
	NOTABLE PRACTICE	
	Banco BS2	Marcio Paulino de Paiva, Juliana Pentagna Guimarães
	Banco Sumitomo Mitsui	Ricardo Fogaça, Achilles Suarez
	Genial	Osvaldo Casado Jr., Mikael Martins
	Goldman Sachs	Silvio Valdissera
	NuInvest	Arthur Vieira
	RB Capital	Adalbero Cavalcanti

VENTURE CAPITAL: EARLY STAGE

Best Investment Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
ABSeed Ventures	Geraldo Melzer, Marcelo Hoffmann
Astella Investimentos	Edson Rigonatti
Canary	Florian Hagenbuch, Marcos Toledo
Caravela Capital	Frederico Guesser, Lucas Lima, Mario DeLara
Domo.VC	Felipe Andrade, Marcello Gonçalves, Rodrigo Borges
Maya Capital	Lara Lemann, Monica Saggioro Leal
Norte Ventures	Bruno Nardon, Gabriel Benarros, Gustavo Ahrends
EXCELLENT	
ACE Startups	Mike Ajnsztajn, Pedro Carneiro, Pedro Waengertner
Bossa Invest	Paulo Tomazela
Crescera Capital	Fernando Silva
Grão VC	João Pedro Solano
OneVC	Bruno Yoshimura, Eduardo Campos
SP Ventures	Felipe Guth, Francisco Jardim
Vox Capital	Daniel Izzo
HIGHLY RECOMMENDED	
Antler	Carolina Strobel, Marcelo Ciampolini
Big Bets	Bruno Betenson, Alexandre Mello
BluStone	Carlos Lopes, Pedro Vazquez
Cedro Capital	Alessandro Machado, Bruno Brito
DSK Capital	Diego Stark, Felipe Fonseca
Igah, Ventures	Pedro Sirotsky Melzer
Indicator Capital	Derek Lundgren Bittar, Fabio Iunis de Paula
KPTL	Bruno Profeta, Adriano Pitoli, Diego Bertolin
Quona Capital	Jonathan Whittle
Rural Ventures	Fernando Rodrigues, André Amorim
SaaSholic	Diego Gomes, William Cordeiro, Gustavo Souza
Terracotta Ventures	Bruno Loreto, Marcus Anselmo
Upload	Rodrigo Baer, Marco Camhaji, Norberto Giangrande
RECOMMENDED	
Allievo Capital	Guilherme Queiroz, Matheus Baldi, Gustavo Penteado
Crivo Ventures	Sergio Marques, Andrea Varella, Isabela Macedo
Global Founders Capital	Fabricio Pettená
Honey Island Capital	Leonardo Jianoti, Mariana Foresti
Invest Tech	Santiago Valbuena, Gilmar Camurra
VALUABLE PRACTICE	
Drýs Capital	Luis Felipe Amaral
Naia Capital	Victor Gomieri
Raio Capital	Bruno Teixeira
Solum Capital	Donato Ramos
Stamina Ventures	Natan Sztamfater, Rony Sztamfater, Rafael Arakaki
NOTABLE PRACTICE	
Cloud 9 Capital	Felipe Affonso, Noah Stern, Rafael Serson
HiPartners	Walter Sabini Junior, Flávia Pini, Seung Beom
Parceiro Ventures	Felipe de Campos Salles, Jessica Bortolato, Andre Ocuno

BRAZIL

VENTURE CAPITAL: SERIES A

Best Investment Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alexia Ventures	Patrick Arippol, Wolff Klabin
Crescera Investimentos	Fernando Silva
Kaszek	Hernan Kazah, Nicolas Berman, Mariana Donangelo
Valor Capital Group	Everson Lopes, Lucas Mendes, Michael Nicklas
EXCELLENT	
DGF Investimentos	Frederico Greve, Sidney Chameh
Monashees	Carlo Dapuzzo, Eric Acher, Fabio Igel
QED Investors	Frank Rotman, Nigel Morris
HIGHLY RECOMMENDED	
Astella Investimentos	Edson Rigonatti
Canary	Florian Hagenbuch, Marcos Toledo
Endeavor	Anderson Thees, Igor Piquet
Headline	Romero Rodrigues, Gabriel Alves
Igah, Ventures	Pedro Sirotsky Melzer
OneVC	Bruno Yoshimura, Eduardo Campos
RECOMMENDED	
Cloud9 Capital	Felipe Affonso, Noah Stern, Rafael Serson
GreenRock	Matheus Prado Nascimento
Iporanga Ventures	Leonardo Teixeira, Renato Valente
Maya Capital	Lara Lemann, Monica Saggioro Leal
NXTP	Alex Busse, Darly Bendo
Quartzo Capital	Marcel Malczewski, Daniel Alberini
Vox Capital	Daniel Izzo
VALUABLE PRACTICE	
Caravela Capital	Frederico Guesser, Lucas Lima, Mario DeLara
KPTL	Gustavo Junqueira, Renato Ramalho
Quona Capital	Jonathan Whittle
Upload	Rodrigo Baer
NOTABLE PRACTICE	
Barn Investimentos	Flavio Zaclis
Chromo Invest	Tiago Wallau Kretzmann
Confrapar	Kadu Guillaume, Rodrigo Esteves
Redpoint eVentures	Anderson Thees

VENTURE CAPITAL: SERIES B AND ON

Best Investment Funds

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
IFC - International Finance Corporation	Manuel Reyes-Retana
Riverwood Capital	Joaquim Lima
EXCELLENT	
Kaszek	Hernan Kazah, Nicolas Berman, Mariana Donangelo
SK Tarpon	Marcelo Lima
Valor Capital Group	Everson Lopes, Lucas Mendes, Michael Nicklas
HIGHLY RECOMMENDED	
Crescera Capital	Fernando Silva
Endeavor	Anderson Thees, Igor Piquet
Softbank	Maria Tereza Azevedo
OneVC	Bruno Yoshimura, Eduardo Campos
Qualcomm Ventures	Stephanie Shao
Quartzo Capital	Marcel Malczewski, Daniel Alberini
Tiger Global Management	Chase Coleman
RECOMMENDED	
Bicycle Capital	Marcelo Claure
Bond	Daegwon Chae, Cameron Deatsch, Noah Knauf
DNA Capital	Luiz Henrique Noronha
Lightrock	Marcos Wilson Pereira, Gustavo Verdelli
Maya Capital	Lara Lemann, Monica Saggioro
Monashees	Eric Acher
Ribbit Capital	Meyer Malka, Nick Shalek, Nikolay Kostov
Upload	Carlos Simonsen, Mario Moraes
Volpe Capital	André Maciel
VALUABLE PRACTICE	
BluStone	Carlos Lopes, Pedro Vazquez
Bridge One	João Brandão
Caravela	Mario DeLara
Headline	Romero Rodrigues, Gabriel Alves

BRAZIL

HEADHUNTERS: HUMAN RESOURCES POSITIONS

Best Recruitment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Egon Zehnder	Ângela Pêgas
Korn Ferry	Deborah Nunes
Spencer Stuart	Laura Menezes
EXCELLENT	
Brava Executive Search	Camila Dable
Exec	Danylo Hayakawa
Flow Executive Finders	Igor Schultz
Heidrick & Struggles	Ana Paula Bonilha
Vertical RH	Priscila Salgado
HIGHLY RECOMMENDED	
Bold HRO	Maria Eduarda Silveira
For Good	Rui Furtado
Hays	Ricardo Ribas
Kinp Group	Paulo Bivar, Marcella Rapolli
LHH	Igor Trisuzzi
Prime Talent	Bárbara Nogueira, David Braga
Qwan Human Connections	Renata Wright, Bia Soares, Thais Teperman
Robert Half	Maria Sartori
Tailor Exec	Fernanda Nogueira, Ana Miranda, Henrique Sampaio
Tríade	Leonardo Kurhals
WePlace	Aline Zimermann
RECOMMENDED	
Croma	Marcelo Lico, Bruno Petcov
Fesa Group	Carlos Guilherme Nosé
Find HR	Marynês Médici, Luisa Veloso Lopes
Fox Human Capital	Filippe Apolo
Michael Page	Ricardo Basaglia
Talenses	João Marcio Souza
VALUABLE PRACTICE	
Neo Executive Search	Vitor Manzini
NOTABLE PRACTICE	
Naus Recrutamento e Consultoria	Bianca Azzi, Camila Badaró
Paola Salgado Gestão de Carreira	Paola Salgado
Vertico	Jonathan Yung
ZRG Partners	Denys Monteiro

HEADHUNTERS: LEGAL POSITIONS

Best Recruitment Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Bold HRO**	Maria Eduarda Silveira, Bianca Cestari, Tamara Castrezana
	Laurence Simons	Dennis Mello, Ricardo Chazin, Carolina Morandi
2	**Naus Recrutamento e Consultoria**	Bianca Azzi, Maria Clara Carmo, Camila Badaró
	Sapiro e Associados	Renato Sapiro, Rodrigo Han, Samille Cazetta Gebien
	EXCELLENT	
	Brava Executive Search	Fábio Salomon
	Egon Zehnder	Ângela Pêgas
	Nicolau - Recrutamento Especializado	Guilherme Nicolau
	Perroni Consultoria	Eduardo Perroni, Ricardo Oliveira, Karine Duarte
	Vittore Partners	Raul Cury Neto, Tauan Mendonça, Erica Andrade
	HIGHLY RECOMMENDED	
	Flow Executive Finders	Luiz Gustavo Mariano, Bernardo Cavour
	Heidrick & Struggles	Guilherme Maciel, Guilherme Brandão
	Tailor Exec	Mariana Coura, Nathália Filippelli, Ana Miranda
	RECOMMENDED	
	Exec	Danylo Hayakawa, Rodrigo Forte, Thaís Pegoraro
	Fesa Group	Carol Badra
	Korn Ferry	Jorge Maluf, Manoel Rebello
	Michael Page	Ricardo Basaglia
	Prisma Capital Humano	Bernardo Leite
	Robert Half	Mariana Horno
	Spencer Stuart	Michel Hannas
	Talenses	João Marcio Souza
	Toller Consulting	Heloisa Toller
	VALUABLE PRACTICE	
	Fox Human Capital	Filippe Apolo
	Randstad	Guilherme Filgueiras
	Santivo	Andreza Marafon
	Selpe	Glaucus Botinha, Robson Fonseca Barbosa
	Russell Reynolds	Flávia Leão Fernandes
	Tríade Capital Humano	Luciana Matos
	Woke People	Guilherme Petreche

BRAZIL

PRIVATE EQUITY

Best Investment Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advent International	Patrice Etlin, Victor Beattie
Crescera Capital	Daniel Borghi
General Atlantic	Frederico Carvalho, Martín Escobari
Kinea Investimentos	Cristiano Gioia Lauretti
Mubadala Capital	Oscar Fahlgren, Ricardo Paes
Vinci Partners	Carlos Eduardo Martins, Gabriel Felzenszwalb
Warburg Pincus LLC	Henrique Muramoto
EXCELLENT	
EB Capital	Eduardo Sirotsky Melzer, Luciana Antonini Ribeiro
GIC Private Limited	Eduardo de Mesquita Samara, Wolfgang Schwerdtle
H.I.G. Capital	Fernando Marques Oliveira, Marcelo Hudik F. de Albuquerque
Patria Investments	Ricardo Scavazza
XP Asset Management	Chu Kong
HIGHLY RECOMMENDED	
Aqua Capital	Sebastian Popik
Axxon Group	Fábio Maranhão,Nicolas Wollak
DSK Capital	Diego Stark, Felipe Fonseca Pereira
GEF Capital Partners	Alexandre Alvim, Anibal Wadih
L Catterton	Julio Babecki, Peter Lohken
Riverwood Capital	Joaquim Lima
SPX Capital	Fernando Borges
Treecorp	Bruno D'Ancona, Danilo Just Soares, Luis Filipe Lomonaco
RECOMMENDED	
Actis Capital	Davi Carvalho Mota
Angra Partners	Alberto Guth
BlackRock	Carlos Massaru Takahashi
Brookfield Business Partners	Ronald Paz
Canada Pension Plan Investment Board (CPPIB)	Tania Sztamfater Chocolat, Ricardo Szlejf
D1 Capital Partners	Jeremy Katz
Gávea Investimentos	Amaury Bier, Arminio Fraga Neto, Luiz Henrique Fraga
SK Tarpon	Marcelo Lima, Vasco Oliveira
Starboard Asset	Paulo Thiago Mendonça
VALUABLE PRACTICE	
3G Capital	Carlos Alberto Sicupira, Jorge Paulo Lemann, Marcel Telles
Acon Investments	Rodrigo Galvão
Fir Capital	Guilherme Emrich
GP Investments	Antonio Bonchristiano
NOTABLE PRACTICE	
Stratus Private Equity	Álvaro Gonçalves
Lazuli Partners	Piero Minardi
Vidya Capital	Rodrigo Galindo

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Demarest Advogados	Luciana Tornovsky, Thiago Sandim, Paulo Rocha
Lefosse Advogados	Luiz Octavio Lopes, Sérgio Machado
Mattos Filho	Pedro Whitaker de Souza Dias, Marina Procknor, Ana Carolina Lima Nomura
EXCELLENT	
Machado Meyer Advogados	Guilherme Bueno Malouf, Mauro Leschziner, Arthur Penteado
Pinheiro Neto Advogados	Rodrigo de Almeida Manso Vieira, Enrico Bentivegna, Caio Ferreira Silva
Stocche Forbes Advogados	André Stocche, Flavio Meyer, Fabiano Milani
HIGHLY RECOMMENDED	
BMA – Barbosa Müssnich Aragão	Francisco Müssnich, Monique Mavignier, Luís Flaks
Cescon, Barrieu, Flesch & Barreto Advogados	Maria Cristina Cescon, Marcos Rafael Flesch, Ronald Herscovici
Lobo de Rizzo Advogados	Rodrigo Guerra, Guilherme Cooke
Madrona Advogados	Ricardo Madrona, Roberto Pary, Danilo Mininel
Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães, Paula Pessôa, Roberta Pimentel
TozziniFreire Advogados	Carlos Mello, Maria Bofill, Luiz Felipe Aranha
RECOMMENDED	
Bronstein, Zilberberg, Chueiri E Potenza Advogados	André Rainho das Neves
Candido Martins Advogados	Henrique Martins, Alex Cukier, Daniel Rodrigues Alves
Mello Torres	Carlos José Rolim de Mello
Tauil & Chequer Advogados	Carlos Motta, Christian Roschmann, Guilherme Tranquillini
Veirano Advogados	Alberto de Orleans e Bragança, Ricardo Veirano, Robson Barreto
Vidigal Neto Advogados	Rubens Vidigal Neto, Fernanda Mary Sonoki
Vieira Rezende Advogados	Felipe Hanszmann, Alberto Vieira, Ricardo Mafra

BRAZIL

INVESTMENT FUNDS: STRUCTURING

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Lefosse Advogados**	André Mileski, Felipe Paiva, Roberto Zarour
	Mattos Filho	Pedro Whitaker de Souza Dias, Marina Procknor, Ana Carolina Lima Nomura
2	**Machado Meyer Advogados**	Guilherme Malouf, Luciana Costa Engelberg, Thales Tormin Saito
	Pinheiro Neto Advogados	Rodrigo de Almeida Manso Vieira, Enrico Bentivegna, Caio Ferreira Silva
	EXCELLENT	
	Cepeda Advogados	Fábio Cepeda, Fabricio Avino, Andre Wakimoto
	Cescon, Barrieu, Flesch & Barreto Advogados	Maria Cristina Cescon, Marcos Rafael Flesch
	Demarest Advogados	Leticia Galdino Wanderley, Mariane Kondo, Thiago Giantomassi
	i2a Advogados	Ronaldo Ishikawa, Luis Peyser
	Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães, Paula Pessôa, Roberta Pimentel
	Stocche Forbes Advogados	Henrique Filizzola, Marcos Ribeiro, Bernardo Kruel
	VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Erik Oioli, José Alves Ribeiro Jr., Henrique Vicentin Lisboa
	HIGHLY RECOMMENDED	
	Freitas Leite e Avvad Advogados	Cristiano da Cruz Leite, Humberto De Paula Lima Isaac, Fernanda Amaral
	Lobo de Rizzo Advogados	Guilherme Cooke, Milton Pinatti
	Madrona Advogados	Leonardo Di Cola Nunes, Luciana Felisbino, Alice Cotta Dourado
	Vidigal Neto Advogados	Rubens Vidigal Neto, Fernanda Mary Sonoki
	RECOMMENDED	
	BMA – Barbosa, Müssnich, Aragão	Francisco Müssnich, Monique Mavignier, Luís Flaks
	Lacaz Martins, Pereira Neto, Gurevich & Schoueri	Erica Fernandes Campos Verissimo, Flavia Meira de Castro Checchia, Natalia Maria Miquelino Leal
	TozziniFreire Advogados	Alexei Bonamin, Daniel Laudisio
	Altit Advogados	Michael Altit
	Bronstein, Zilberberg, Chueiri E Potenza Advogados	André Rainho das Neves
	NFA - Negrão Ferrari Advogados	Carlos Eduardo Peres Ferrari, Bruno Gagliardi
	Souto Correa Advogados	Alvaro de Lima Rossini, Conrado Davoli, Júlia Vásquez Tourinho, Mariana Guenka
	NOTABLE PRACTICE	
	KLA Advogados	Livia Siviero Bittencourt Huh
	Mello Torres	Carlos José Rolim de Mello
	Monteiro, Rusu, Cameirão e Bercht Advogados	Daniel Monteiro, Roberto Rusu, Allan Bercht
	PMK Advogados	Ricardo Stuber
	Trench Rossi Watanabe	Eduardo Herszkowicz, Evaristo Lucena
	Veirano Advogados	Ingrid Hessling
	Velloza Advogados	Felipe Marin Vieira

CORPORATE / M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**BMA - Barbosa, Müssnich, Aragão**	Amir Bocayuva Cunha, Paulo Cezar Aragão, Luiz Antonio Campos
	Lefosse Advogados	Luiz Octavio Lopes, Sérgio Machado, Felipe Gibson
	Machado Meyer Advogados	Adriana Pallis, Mauro Cesar Leschziner, Arthur B. Penteado
	Mattos Filho	Moacir Zilbovicius, João Ricardo de Azevedo Ribeiro, Rodrigo Figueiredo Nascimento
	Pinheiro Neto Advogados	Alexandre Bertoldi, Carlos Alberto Moreira Lima Junior, Fernando Meira
2	**Cescon, Barrieu, Flesch & Barreto Advogados**	Maria Cristina Cescon, Marcos Rafael Flesch
	Demarest Advogados	José Diaz, Paulo Rocha, Luciana Tornovsky
	Stocche Forbes Advogados	André Mestriner Stocche, Flavio Meyer, Fabiano Milani
	Tauil & Chequer Advogados	Carlos Motta, Alexandre Chequer, Victor Galante
	EXCELLENT	
	Campos Mello Advogados	Fabiano Gallo, Fabio Campos Mello, Carolina Marcondes Sant'angelo
	Lobo de Rizzo Advogados	Ana Paula Miguel, Guilherme Henke Menegassi, In Hee Cho
	Madrona Advogados	Ricardo Madrona, Roberto Pary, Danilo Mininel, Alice Dourado, Luciana Feslibino, Patricia Alvarenga
	Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães Neto, Francisco José Pinheiro Guimarães, Marcelo Lamy Rego
	TozziniFreire Advogados	Carlos Mello, Marcela Waksman Ejnisman, Mirella Mie Abe
	Veirano Advogados	Ricardo Veirano, Gustavo Moraes Stolagli
	HIGHLY RECOMMENDED	
	Costa Rodrigues Advogados – COSRO	Marcelo Frazão, Alexandre Calmon, Henrique Rojas
	KLA Advogados	Karin Alvo, Mariana Cortez, Melissa Kanô
	Mello Torres Advogados	Carlos Jose Rolim de Mello, Clovis Torres, Alexandre Simões Pinto, Vinícius Alvarez, Sergio André Laclau
	Souto Correa Advogados	Carlos Souto, João Gustavo Santiago, Rodrigo Tellechea, Luis Felipe Spinelli, Raquel Stein, Tiago Figueiró
	Spinelli Advogados	Sergio Spinelli Silva Junior, Hiram Pagano Filho, Luis Arthur Terra Alves
	Trench Rossi Watanabe	Anna Mello, Daniel Facó, Mauricio Pacheco
	Trindade Sociedade de Advogados	Marcelo Trindade

MELLO TORRES ADVOGADOS: ELITE M&A COUNSEL FOR HIGH-STAKES TRANSACTIONS

Carlos José Rolim de Mello

Key Figure(s):
Carlos José Rolim de Mello

Established: 2018

Track Record: With a reputation for managing some of Brazil's most complex and high-value M&A deals, Mello Torres Advogados has rapidly established itself as a heavyweight in the large-cap transactional landscape. The team routinely advises on all stages of corporate transactions – from negotiations to post-closing integration – combining technical precision with strategic tax structuring and regulatory insight.

Team & Differentiation: Led by Carlos José Rolim de Mello and Clovis Torres, the firm stands for excellence, responsiveness and market-shaping impact. The M&A department, composed of six partners and eight associates, is recognized for its partner-led execution model and seamless cross-practice integration. The team's deep industry experience extends to healthcare, technology, logistics and energy.

BRAZIL

CORPORATE / M&A: MID CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Bronstein, Zilberberg, Chueiri E Potenza Advogados	Sergio Bronstein, Eduardo Zilberberg, Pedro Chueiri
	EXCELLENT	
1	**Azevedo Sette Advogados**	Luiz Azevedo Sette, Fernando Azevedo Sette
	Cascione Advogados	Eduardo Boulos, Milana Martins, Luiz Eduardo Malta Corradini
	Felsberg Advogados	Evy Marques, Claudia Maniaci, Maria Carolina de Souza Guazzelli, João Carlos A.C. de Mendonça
	FM/Derraik	Fabiana Fagundes, Rodrigo Menezes
	Vieira Rezende Advogados	Alberto Vieira, Camila Borba Lefevre, Helena Guimarães
	VPBG - Vella Pugliese Buosi e Guidoni Advogados	Rodrigo Vella, Denise Chachamovitz Leão De Salles, Gabriella Maranesi Najjar
2	**Bichara Advogados**	Luiz Henrique Vieira, Fabio Ramos, Breno Carvalho Ganem
	BRZ Advogados	Pedro Henrique F. Raimundo, Rodrigo Câmara, Julio Barbosa
	Candido Martins Cukier Advogados	Henrique Martins, Alex Cukier, Daniel Rodrigues Alves
	CGM Advogados	Adriano Chaves, René Gelman, Martim Machado
	Dias Carneiro Advogados	Artur Fernandes Andrezo, André Brickmann Areno, Paula Seabra Carvalho Reis
	Monteiro de Castro, Setoguti Advogados	Rodrigo R. Monteiro de Castro, Rafael Setoguti Julio Pereira
	Ulhôa Canto Advogados	Aloysio Meirelles, Marcelo Maria Santos
	HIGHLY RECOMMENDED	
	/asbz	Ricardo Melaré, Gabriela Claro, Rodrigo Rocha Casarotti
	b/luz	Luis Felipe Baptista Luz, Lia Esposito Roston, Jessica Ann Bernstein Heumann
	Castro Barros Advogados	Helen Valente Figurelli, Guilherme de Oliveira Santos, Érico Lopes Tonussi
	IW Melcheds Advogados	Rodrigo Mello, Fernanda Passos, Gustavo Taiar
	Machado Associados	Mauro Takahashi Mori, Rochelle Ricci, Gilberto Cipullo
	Mundie Advogados	Rodolpho Protasio, Eduardo Zobaran
	Rolim Goulart Cardoso Advogados	Fábio Appendino, Daniel Tardelli Pessoa, Luis Gustavo Miranda
	RECOMMENDED	
	BVA – Barreto Veiga Advogados	Felipe Barreto Veiga, Rafael Teixeira, Gabriel Mendes Abdalla
	Chediak e Cristofaro Advogados	Julian Fonseca Peña Chediak, Luiz Claudio Salles Cristofaro, Pedro Paulo Salles Cristofaro
	CMT – Carvalho, Machado e Timm Advogados	Rafael Bicca Machado, Giordano Andrei dos Santos, Henrique Tetsuaki Matsura Misawa
	Eskenazi Pernidji Advogados	Sergio Eskenazi Pernidji, Carlos Flexa Ribeiro
	FAS Advogados, in cooperation with CMS	Renata Homem De Melo, Carla Anastácio
	Freitas Ferraz Advogados	Bernardo Freitas, Adriano Ferraz, João Cesconi
	Gaia Silva Gaede Advogados	Gerson Stocco, Antonio Pacheco, Alberto Mori

Huck Otranto Camargo	Diego Billi Falcão, Priscila Jane dos Santos Minchillo Conde, Amanda Salis Guazzelli
L.O. Baptista Advogados	Marta Rodrigues, Daniela Zaitz, Sueli de Freitas Veríssimo
Miguel Neto Advogados	José Antônio Miguel Neto, Ronaldo M. Assumpção Filho, Décio Andrade
Santos Neto Advogados	Bruno Salama, Frederico Favacho
Silveiro Advogados	Pedro Chagas, Bia Kowalewski, Rodrigo Nascimento, Rafael Brunati
Vilas Boas Lopes Frattari Advogados	Christian Sahb Batista Lopes
VALUABLE PRACTICE	
Bocater, Camargo, Costa e Silva, Rodrigues Advogados	Francisco da Costa e Silva, João Laudo Camargo, Maria Isabel Bocater
Franco Leutewiler Henriques Advogados	Vitor Henriques, Gabriela Sella
Freitas, Leite e Avvad Advogados	Claudio Fabricio Lima, Pedro Afonso Gutierrez Avvad
Graça Couto, Sequerra, Levitinas, Bicudo, Leal & Abby Advogados	Natalie Sequerra
GVBG | Gentil Monteiro, Vicentini, Beringhs e Gil Advogados	Fernando Gentil Monteiro, Terence Beringhs, Isabel Trigueros
Lacerda Diniz Advogados	Rafael de Lacerda Campos, Rômulo José Martins, Eric Gariglio Nahum
Manucci Advogados	Daniel Manucci, Edson Martins, Renato Andrade
PNM - Pereira Neto | Macedo | Rocco Advogados	Ricardo Ferreira de Macedo, Mônica Figueiredo de Camargo Arruda
VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Erik Frederico Oioli, Amanda Visentini Rodrigues, Renata Simon
NOTABLE PRACTICE	
Almeida Advogados	André de Almeida, Guilherme Doval
BVZ – Bastos Bari Vilela Zugman Advogados	Ivo Bari, Renato Vilela
Cepeda Advogados	Flavia Anagnostopoulos
FCAM - Ferraz de Camargo e Matsunaga Advogados	Luciana Godoi Lorenti, Rodrigo de Mello Motta
HRSA | Sociedade de Advogados	Luís Gustavo Haddad, Bruno Robert, Ana Carolina Barbuio Affonso
Loeser e Hadad Advogados	Enrique Tello Hadad, Daniel Varga, Raphael Valentim
Martinelli Advogados	Carolina Scopel, Cintia Meyer, Daniel Oliveira
Tavernard Advogados	Mário Tavernard Martins de Carvalho, Murilo Melo Vale

MIGUEL NETO ADVOGADOS: PRAGMATIC AND PARTNER-LED M&A COUNSEL

José Antônio Miguel Neto

Key Figure(s):
José Antônio Miguel Neto

Established: 1990

Track Record: Miguel Neto Advogados stands out for its ability to lead complex corporate and M&A transactions with a business-driven, partner-led approach. The firm advises long-term institutional clients and new market-entrants across regulated sectors like food, energy, healthcare and tech. Its consistent track record includes headline-making deals and a growing presence in Brazil's mid-to-large cap M&A landscape.

Team & Differentiation: The firm's nine-partner corporate team is led by founding partner José Antônio Miguel Neto, supported by key figures such as Ronaldo Machado Assumpção Filho and Juliana Miyuki Honda. Known for fast, pragmatic counsel, the firm recently expanded its portfolio with over a dozen new clients, including startups and multinational groups, while reinforcing its leadership with the promotion of Juliana Honda to partner.

B/LUZ: REDEFINING M&A WITH INNOVATION AND PRECISION

Luis Felipe Baptista Luz

Key Figure(s):
Luis Felipe Baptista Luz

Established: 2004

Track Record: Distinguishing itself in the mid-cap M&A landscape, b/luz advises tech companies, venture capital players, and private equity funds on sophisticated corporate transactions. With a client portfolio that has grown by 15 companies in recent times, the firm showcases its reputation for innovative execution, strategic insight, and seamless integration of legal, commercial and technological perspectives across a range of fast-evolving sectors.

Team & Differentiation: Led by founding partner Luis Felipe Baptista Luz, the São Paulo-based firm has a strong presence in Brazil and Miami, with six partners and 16 associates focused on corporate deals. b/luz stands out for its multidisciplinary approach, combining M&A with expertise in IP, data protection, tax and labor. Its adoption of avant-garde technological tools redefines due diligence and collaboration, positioning the firm at the forefront of legal innovation.

BRAZIL

CORPORATE / M&A: SMALL CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carvalho, Sica, Muszkat, Vidigal e Carneiro – CSMV Advogados	Octávio Souto Vidigal Filho, André Sica
Gasparini, Barbosa e Freire Advogados	Marcus Phelipe Barbosa de Souza, Felipe Mavignier, Paula Taira Horiuti
EXCELLENT	
Becker Bruzzi Lameirão Advogados – BBL	Victor Hugo Brito
Farroco Abreu Guarnieri Zotelli Advogados	Bruno H. S. Guarnieri
PGLaw	Carlos Portugal Gouvêa, Caio Henrique Yoshikawa, Rodrigo Fialho Borges
Urbano Vitalino Advogados	Delmar Siqueira, Ricardo Thomazinho, Hermes de Assis
HIGHLY RECOMMENDED	
CBA - Carvalho Borges Araujo Advogados	Rodrigo Caldas de Carvalho Borges, Guilherme Peloso Araujo
Coelho & Dalle Advogados	Eduardo Coelho
Fleichman Advogados	Gustavo Fleichman, Julio Wehrs Fleichman
Martins Villac Advogados	José Ricardo de Bastos Martins, Rafael Villac Vicente de Carvalho, Renato Oliveira Valença
Peixoto & Cury Advogados	Pedro Cury, Claudia Soares Garcia
Villemor Amaral Advogados	Hermano de Villemor Amaral, Alexandre Montoni, Eduardo Tranjan
RECOMMENDED	
Araújo e Policastro Advogados	José Theodoro Alves De Araújo, Camila Araújo, Tania Mara Ferreira, Fernanda Pereira Leite, Fabíola Cavalanti
DDSA - De Luca, Derenusson, Schuttoff Advogados	João Claudio De Luca Junior, Guilherme Filardi
Finocchio & Ustra Sociedade de Advogados	José Luis Finocchio Júnior, Felipe Lopes de Faria Cervone, Andrea Ometto Gonçalves Bittar Tincani
i2a Advogados	Marcos Sader, Alexis Borowik Rosa
Marins Bertoldi Advogados	Marcelo Marco Bertoldi, Maurício Ribeiro Maciel, Caio Cesar Corso Quincozes

FLEICHMAN ADVOGADOS: STRATEGIC EDGE IN SMALL-CAP M&A

Gustavo Fleichman

Key Figure(s): Gustavo Fleichman, Marina Muniz Washington, Rosinei Silvestre Libano and Julio Wehrs Fleichman

Established: 2011

Track Record: Fleichman Advogados has earned a strong reputation in the small-cap M&A landscape for navigating complex corporate reorganizations and high-stakes transactions. The firm is a trusted partner for investors and companies across financial services, telecoms, healthcare, education and customer services. Its growing presence in venture capital and distressed assets reflects a firm attuned to value creation opportunities.

Team & Differentiation: Fleichman Advogados is guided by founder Gustavo Fleichman, supported by a core team of three other partners and three associates. The firm stands out for combining legal precision with a sharp business mindset, offering clients insight into negotiation, timing and regulatory context. Positioned at the intersection of law and business, Fleichman Advogados combines legal acumen with strategic foresight.

M&A: FIRMS TO WATCH

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
Champs Law	Guilherme Champs
Coimbra, Chaves & Batista Sociedade de Advogados	Paula Andrade Ribeiro Chaves, Rafael Costa Zimmer Prados, Francisco Camilo Gruppione Côrtes
Duarte Garcia, Serra Neto e Terra Advogados	Mário de Barros Duarte Garcia, Francisco Capote Valente
Geraldo Néry Lopes Advogados	Geraldo Néry Lopes, Geraldo Teixeira Néry Lopes, Mariana Germano Gontijo
Lautenschlager Romeiro e Iwamizu Advogados - LRI Advogados	Nilson Lautenschlager Jr., Victor Costa Toledo, Vinícius Fonseca Soares
Marcos Martins Advogados	Marcos Martins Da Costa Santos
Moreau Advogados	Pierre Moreau, Jean Pierre Moreau, Juliana Zanotto
Moreira Menezes, Martins Advogados	Mauricio Moreira Menezes, Carlos Martins Neto, Nicholas Furlan Di Biase, Ana Luiza Paes
Nasser Advogados	André Martin, Camila Ramos Montagna, Rabih Nasser
Novotny Advogados	Paulo Penna, Gabriel Rios Corrêa
Orizzo Marques Advogados	Alessandro Orizzo, Fábio Margiela de Fávari Marques, Guilherme Coltro, Debora Ribeiro
Rayes & Fagundes Advogados Associados	Carolina Taunay Joop, Tiago Gomes Cunha
SA Law	Marcos Monteiro Schroeder, Sérgio Eduardo Marcon Filho
Serur Advogados	Eduardo Montenegro Serur, João Loyo de Meira Lins, Bruno Muzzi, Caio Vinícius Lins Azuirson
Silva, Santana e Teston Advogados	Marcus Alexandre da Silva, Eugenio Odilon Xavier Neto, Leonardo Santana
Simões Pires Advogados	Flavia Gatti Gamba, Roberta Graziela dos Santos Aronne
Simões Ribeiro Bernardini e Furiati Advogados	Osmar Simões, Bruno Furiati, Pedro Schiesser Bernardini, Mariana Ribeiro
Sperling Advogados	Marcio Sperling, Felipe Garcia de Souza, Thomas Brink, Viviana Chahda Mendes
Terciotti, Andrade, Gomes, Donato Advogados (TAGD)	Patrícia Barcellos, Laercio Pellegrino Filho
Tilkian Marinelli Marrey Advogados – TMM Advogados	André Muntoreanu Marrey, Gabriel Machado Marinelli
VBD Advogados	Rafael Cury Bicalho, Thalita De Marco Vani

BRAZIL

CORPORATE: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	BMA - Barbosa, Müssnich, Aragão	Paulo Cezar Aragão, Luiz Antonio Campos
	Mattos Filho	Moacir Zilbovicius, João Ricardo de Azevedo Ribeiro, Rodrigo Figueiredo Nascimento
	Pinheiro Neto Advogados	Fernando Meira, Alexandre Bertoldi, Carlos Alberto Moreira Lima Junior
	Trindade Sociedade de Advogados	Marcelo Trindade
	Yazbek Advogados	Otavio Yazbek, Lucas Santanna, Anelise Paschoal Garcia Duarte
	EXCELLENT	
1	**Bocater, Camargo, Costa e Silva, Rodrigues Advogados**	Francisco da Costa e Silva, Maria Isabel do Prado Bocater, João Laudo de Camargo
	Chediak e Cristofaro Advogados	Julian Fonseca Peña Chediak, Luiz Claudio Cristofaro, Pedro Paulo Cristofaro
	Eizirik Advogados	Nelson Eizirik
	Lefosse Advogados	Carlos Barbosa Mello
	Machado Meyer Advogados	Adriana Pallis, Gustavo Rugani, Clarissa Freitas
	Renteria Advogados	Pablo Renteria
	Stocche Forbes Advogados	Fabiano Milani, Alessandra Zequi, Bruna Bellotto
2	**Advocacia Von Adamek**	Marcelo von Adamek
	Cescon, Barrieu, Flesch & Barreto Advogados	Fernanda Cirne Montorfano Gibson, Luciana de Castro Mares Torres
	Gustavo Gonzalez Advogados	Gustavo Gonzalez
	VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Erik Frederico Oioli, Amanda Visentini Rodrigues, Renata Simon
	HIGHLY RECOMMENDED	
	Cepeda Advogados	Fábio Cepeda, Fabricio Avino, Andre Wakimoto
	Costa Rodrigues Advogados – COSRO	Marcelo Frazão, Bruna Rocha, Alexandre Calmon
	Demarest Advogados	Paula Magalhães, Maiara Madureira Mendes, Luiz Felipe Eustaquio
	PG Law	Carlos Portugal Gouvêa, Caio Henrique Yoshikawa, Rodrigo Fialho Borges
	Spinelli Advogados	Sergio Spinelli Silva Junior
	Trench Rossi Watanabe	Alvaro Schmidt Gallo Neto, Anna Tavares de Mello, Bruno von Dreifus

ADVOCACIA VON ADAMEK: SIX DECADES OF CORPORATE ADVISORY EXCELLENCE

Marcelo Vieira Von Adamek

Key Figure(s): Marcelo Vieira Von Adamek
Established: 1958

Track Record: A respected São Paulo-based boutique, Advocacia von Adamek is known for its expert handling of high-level corporate matters, including transactional structuring and legal opinions. The firm also advises on complex commercial litigation, arbitration and has a strong German desk. Clients rely on the team for precise, technical guidance on regulatory and contractual matters.

Team & Differentiation: Led by Marcelo Vieira von Adamek, a renowned professor of commercial law at USP, the firm has more than 65 years' experience in the market. With a compact team of six seasoned attorneys, Advocacia von Adamek combines academic rigor with practical insight. It is also recognized for its capabilities in capital markets and restructuring cases.

CORPORATE / M&A

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Skadden, Arps, Slate, Meagher & Flom	Paul Schnell, Filipe Areno
White & Case	Donald Baker
EXCELLENT	
Cleary Gottlieb Steen & Hamilton	Jeffrey S. Lewis, Francisco L. Cestero, Juan G. Giráldez
Davis Polk & Wardell	Manuel Garciadiaz
Simpson Thacher & Barlett	S. Todd Crider, Grenfel S. Calheiros, Paulo Cardoso
HIGHLY RECOMMENDED	
Clifford Chance	Anthony Oldfield, Thais Garcia
Hogan Lovells	Isabel Costa Carvalho
Paul Hastings	Jonathan Kellner, Filipe Lima
Winston & Strawn	Rodrigo Carvalho, Rodrigo Dominguez, Talbert Navia
RECOMMENDED	
DLA Piper	Amadeu Ribeiro, Marcello Hallake, Bruno Soares
Gunderson Dettmer	Christel H. Moreno
Milbank	Fabiana Sakai, Tobias Stirnberg

BRAZIL

CORPORATE / COMMERCIAL: SOUTHEAST

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Azevedo Sette Advogados	LuÍs Ricardo Miraglia, Fernando Azevedo Sette, Ana Paula Terra
	Madrona Advogados	Alice Dourado, Patricia Alvarenga
	EXCELLENT	
	Cescon, Barrieu, Flesch & Barreto Advogados	Frederico Viana Rodrigues, Alice Fulgêncio Brandão
	Freitas Ferraz Advogados	Adriano Ferraz, Bernardo Freitas, João Cesconi
	Machado Meyer Advogados	Gustavo Rugani
	Rolim, Goulart, Cardoso Advogados	Fábio Appendino, Luis Gustavo Miranda, Alessandra Rezende Torres
	Vilas Boas Lopes Frattari Advogados	Christian Sahb Batista Lopes
	HIGHLY RECOMMENDED	
	Coimbra, Chaves & Batista Sociedade de Advogados	Paula Andrade Ribeiro Chaves, Rafael Costa Zimmer Prados, Francisco Camilo Gruppione Côrtes
	Goulart & Colepicolo Advogados	João Gilberto Freire Goulart, Cristiano Silva Colepicolo, Pedro Paulo Moreira Rodrigues
	Lacerda Diniz Advogados	Rafael de Lacerda Campos, Rômulo José Martins, Eric Gariglio Nahum
	Manucci Advogados	Daniel Manucci, Edson Martins, Délber Lage
	Portela, Lima, Lobato & Colen Advogados	Júlio de Carvalho Paula Lima, Milton Eduardo Colen, Gustavo de Ávila Rajão
	Tavernard Advogados	Mário Tavernard Martins de Carvalho, Murilo Melo Vale, Guilherme Vinseiro Martins
	RECOMMENDED	
	Almeida Advogados	André de Almeida, Guilherme Doval
	DCOM - Drumond Cunha Oliveira Milagres Mackey Advogados	Victor Júlio Oliveira Milagres, Marcus Guimarães Drumond
	Geraldo Néry Lopes Advogados	Geraldo Néry Lopes, Geraldo Teixeira Néry Lopes, Mariana Germano Gontijo
	Gotlib Massara Rocha Advogados	Renzo Brandão Gotlib, David Massara Joanes, Pedro Figueiredo Rocha
	Henrique Mourão Advocacia	Henrique Mourão, Raul de Araujo Filho, Renata Mangualde Felizardo
	Maneira Advogados	Pedro Brito, José Elias de Pádua, Eduardo Caixeta
	Nankran e Mourão Advogados	Luis Nankran, Pedro Mourão, Rodrigo Pinheiro
	VALUABLE PRACTICE	
1	**Bernardes & Advogados Associados**	Flavio Couto Bernardes, André Tostes
	Chenut Oliveira Santiago	Philippe Bouataud-Sanz, Luiz Gustavo R.O. Rocholi, Iara Peixoto Melo
	Sion Advogados	Alexandre Sion, Bernardo Pessoa, Luiza Guerra
2	**Corrêa Ferreira Advogados - CFA**	Marco Antônio Corrêa Ferreira, Lorena Vargas Sickert, Guilherme Rodegheri Gonçalves
	Loyola Advogados	Mariana Loyola
	Marcelo Tostes Advogados	Pedro Vasconcellos, Lorena Castilho
	Moura Tavares, Figueiredo, Moreira e Campos Advogados	Alexandre Figueiredo de Andrade Urbano, Leonardo de Almeida Sandes, Marcelo Belico da Cunha, Carolina Ferreira de Carvalho Versiani Caldeira
	Theon De Moraes Sociedade De Advogados	Leonardo Theon de Moraes, Raphael Oliveira Ferreira de Toledo Piza, Barbara Rita Lamarca Escapin
	TPC Advogados - Toledo, Paoliello, Perpétuo, Pessoa, de Paula, Campos, Cunha e Cordeiro Advogados	Vinicius De Paula Michel, Gisela Romancini, Gustavo Braga

CORPORATE / COMMERCIAL: SOUTH

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**CMT – Carvalho, Machado e Timm Advogados**	Rafael Bicca Machado, Giordano Andrei dos Santos, Henrique Tetsuaki Matsura Misawa
	TozziniFreire Advogados	Maria Bofill, Luis Renato Ferreira da Silva, Fernanda Fossati
	Souto Correa Advogados	Carlos Fernando Souto, Gilberto Deon Corrêa Junior, Rodrigo Tellechea, Luis Felipe Spinelli, Raquel Stein, Fernanda Girardi Tavares
2	**Silveiro Advogados**	Pedro Chagas, Bia Kowalewski, Rodrigo Nascimento, Rafael Brunati
	EXCELLENT	
	Gaia Silva Gaede Advogados	Antonio C. Pacheco Jr, Ivan Alberto Hasse, Enrico Luiz P. de O. Soffiatti
	Lippert Advogados	George Lippert Neto, Juliano Langaro Da Silva
	Martinelli Advogados	Carolina Scopel, Cintia Eliane Meyer, Daniel Oliveira
	Matter, Boettcher, Zanini e Souza Advogados	Carlos Klein Zanini, Rodrigo Rosa de Souza
	Veirano Advogados	Fernando Gava Verzoni, Diego Lerner
	Zulmar Neves Advocacia	Zulmar Neves
	HIGHLY RECOMMENDED	
	Berger, Simões, Plastina e Zouvi Advogados	Fabiano Zouvi
	Braz, Coelho, Veras, Lessa e Bueno Advogados	Felipe Henrique Braz
	Hapner Kroetz Advogados	Tarcísio Araújo Kroetz, Ana Paula Kroetz de Oliveira, Christiany Scarton
	Justen, Pereira, Oliveira & Talamini	Eduardo Talamini, André Guskow Cardoso, Felipe Scripes Wladeck
	Lollato Lopes Rangel Ribeiro Advogados	Felipe Lollato, Francisco Rangel Effting, Aguinaldo Ribeiro Junior
	Mosimann-Horn Advogados	Rafael Horn, Douglas Dal Monte, Rodrigo Horn, Lio Bocorny, Fábio Silveira
	RECOMMENDED	
	Andrade Maia Advogados	Júlio Cesar Goulart Lanes, Fábio Cardoso Machado, Nathália Ceratti Scalco
	b/Luz	Rafael Peixoto Abal, Alexandre José de Pauli Santana
	Buzaglo Dantas Advogados	Marcelo Buzaglo Dantas
	Cabanellos Advocacia	Christian Homero Groff, Marcelo Lima Bertuol, Luiz Henrique Cabanellos Schuh
	Goulart e Lamb Advogados	Gustavo Goulart, Felipe Lamb
	Marins Bertoldi Advogados	Marcelo Bertoldi, Maurício Ribeiro Maciel, Caio Cesar Corso Quincozes
	Trench Rossi Watanabe	Cláudio Moretti
	VALUABLE PRACTICE	
1	**Araúz Advogados**	Carlos Arauz Filho, Rodrigo Laynes Milla, Paulo Roberto Stoberl
	Casillo Advogados	Michel Guerios, Luiz Phillip Moreira, João Casillo
	Eichenberg, Lobato, Abreu & Advogados Associados	Lucas Braga Eichenberg, Gabriela Loreto da Silveira Brandão Gomes
	Ilarrez Advogados	Lucas Martins Dias, Gabriela Caroline Debarba, Larissa Verri Boratti
	Vernalha Pereira Advogados	Luiz Fernando Casagrande Pereira, Bruno Marzullo Zaroni
2	**Andersen Ballão Advocacia**	Wilson Spinelli Andersen Ballão
	De Marck Advogados	Vladimir de Marck
	Menezes Niebuhr Sociedade de Advogados	Andre Lipp Pinto Basto Lupi, Gustavo Miranda Schlosser, Aline Guerra
	Prolik Advogados	Cícero Zanetti de Oliveira, Flávio Oliveira, Heloísa Guarita Souza

BRAZIL

Analysis

MOSIMANN-HORN ADVOGADOS: SOLUTIONS WITH A MULTIDISCIPLINARY EDGE

Rafael Horn

Key Figure(s): Rafael Horn, Douglas Dal Monte, Rodrigo Horn, Lio Bocorny and Fábio Silveira

Established: 1999

Track Record: Mosimann-Horn Advogados is a law firm of reference in southern Brazil thanks to the high level of its legal counsel in corporate and commercial matters. The firm is particularly well known for its structured, strategic approach to complex transactions and multidisciplinary capabilities spanning M&A, succession, data protection, environmental, real estate and tax law.

Team & Differentiation: Founded in Florianópolis 26 years ago, Mosimann-Horn blends tradition and innovation and boasts a team of over 60 professionals. The firm combines deep sectoral knowledge with cross-practice coordination, offering tailored solutions across industries including healthcare, infrastructure, agribusiness and technology. A cohesive team culture and client-first mindset define its reputation.

SOUTO CORREA ADVOGADOS: STRATEGIC REGIONAL EXPERTISE

Carlos Fernando Souto

Key Figure(s): Carlos Fernando Souto, Gilberto Deon Corrêa Junior, Rodrigo Tellechea, Luis Felipe Spinelli and Raquel Stein

Established: 2013

Track Record: Souto Correa Advogados is the leading player in Southern Brazil's corporate legal market, offering strategic guidance on mergers, acquisitions, joint ventures and corporate reorganizations. Its transactional work is bolstered by close collaboration with other departments – such as bankruptcy, tax, labor and competition – ensuring comprehensive solutions to complex corporate matters for major national and international clients.

Team & Differentiation: The firm has established a strong presence in São Paulo, Porto Alegre, Rio de Janeiro and Brasília. The corporate team, led by Carlos Fernando Souto and other prominent partners, is known for its deep regional knowledge and sophisticated handling of corporate structuring. The group combines technical rigor with pragmatic business insight to support companies across Brazil.

CABANELLOS ADVOCACIA: STRATEGIC COUNSEL WITH REGIONAL IMPACT

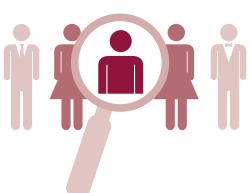
Luiz Henrique Cabanellos Schuh

Key Figure(s): Luiz Henrique Cabanellos Schuh, Marcelo Lima Bertuol and Christian Homero Groff

Established: 2001

Track Record: Cabanellos Advocacia is a key player in corporate and commercial law across southern Brazil. Known for guiding companies in tech, agribusiness, finance and professional sports, the firm supports clients in M&A, governance, tax, regulatory, data protection and antitrust matters. An extensive regional presence and wide-ranging capabilities make it a trusted legal partner for business growth.

Team & Differentiation: Headquartered in Porto Alegre with additional offices in São Paulo, Curitiba and Florianópolis, the firm is led by Luiz Henrique Cabanellos Schuh, a noted expert in corporate and tax law. The team includes 13 partners with multidisciplinary skill sets and deep regional roots. Their client-centric approach is reinforced by the firm's reputation for clear, strategic and commercially minded legal guidance.



METHODOLOGY

The criteria are:

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

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

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

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

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

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

CORPORATE / COMMERCIAL: CENTER-WEST

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Mattos Filho	Thiago Luís Sombra, Adriano Drummond Trindade
Pinheiro Neto Advogados	Carlos Vilhena, José Alexandre Buaiz Neto, Daniel Costa Rebello
EXCELLENT	
Ana Frazão Advogados	Ana Frazão, Angelo Prata de Carvalho, Rafaela Krauspenhar
Justen, Pereira, Oliveira & Talamini	Eduardo Talamini, André Guskow Cardoso, Felipe Scripes Wladeck
Piquet, Magaldi e Guedes Advogados	Guilherme Henrique Magaldi Netto, Arthur Lima Guedes, Antonio Henrique Medeiros Coutinho
Vieira e Serra Advogados	Eduardo Serra Rossigneux Vieira
HIGHLY RECOMMENDED	
Arake Tomazette Advogados Associados	Marlon Tomazzete, Henrique Arake
BRZ Advogados	Bruno Correa Burini
Donati Buzanelli Advogados	Marcus Vinicius Marcondes Buzanelli, José Lavinas Da Rocha Filho
Dutra e Associados Advocacia	José Dutra Jr.
Hadmann & Dutra Advogados	Eric Hadmann Jasper
Malta Advogados	Alberto Malta, Davi Ory
Mudrovitsch Advogados	Rodrigo de Bittencourt Mudrovitsch, Guilherme Pupe da Nóbrega

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BRAZIL

CORPORATE / COMMERCIAL: NORTH

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
DD&L Advogados Associados	Cláudia Lopes Bernardino, Átila de Oliveira Denys, Adriana Rother
Fonseca Brasil Advogados	Eduardo Brasil, Gustavo Fonseca, Brahim Bitar de Sousa
Mendes Advocacia e Consultoria	Lucca Darwich Mendes, Leonardo Costa Norat, Felipe Prata Mendes
Silveira, Athias, Soriano de Mello, Guimarães, Pinheiro & Scaff Advogados	Reynaldo Andrade da Silveira, Pedro Bentes Pinheiro Filho, Juarez Soriano de Mello
EXCELLENT	
Andrade GC Advogados	Germano Costa Andrade, Armando Cláudio Dias dos Santos Junior, Keyth Yara Pontes Pina
Cavalcante, Pereira & Advogados Associados	Ophir Cavalcante Júnior
FFV Advogados	Ugo Vasconcelos Freire, Nelson Nasser, Gustavo Pereira, Saulo Pereira
HIGHLY RECOMMENDED	
ASJUR - Higino, Sordi, Sousa, Toledano & Advogados Associados	José Higino de Sousa Netto
Brandão Ozores Advogados	Luiz Felipe Brandão Ozores, Fábio Silva Andrade, Rennalt Lessa de Freitas
Xerfan Advocacia	Roberto Tamer Xerfan Jr., Leonardo Xerfan, Thiago Mendes, Arthur Nobre, Raul Fraiha
RECOMMENDED	
Abdulmassih Advogados	Chedid Abdulmassih
Bastos Freire Advogados	Hender Claudio Souza Gifoni
BF:LB Advogados	Bruno Frota, Leandro Benevides, Henrique Ribeiro
Coelho de Souza Sociedade de Advogados	Bruno Coelho de Souza, Roberta Coelho de Souza
Jacob Nogueira, Bastos & Choy	Daniel Jacob Nogueira
Monteiro de Brito & Oliveira Advogados	Luis Antonio Monteiro de Brito
Nelson Wilians Advogados	Karem Lúcia Corrêa da Silva, Claudine Basilio
SiqueiraCastro Advogados	Cassio Chaves Cunha, Gustavo Gonçalves Gomes

ASJUR - HIGINO, SORDI, SOUSA, TOLEDANO & ADVOGADOS ASSOCIADOS: CORPORATE EXPERTS

José Higino de Sousa Netto

Key Figure(s): José Higino de Sousa Netto

Established: 1975

Track Record: ASJUR - Higino, Sordi, Sousa, Toledano & Advogados Associados has 50 years' experience in the corporate legal market in Brazil's north region. The firm is trusted by major companies for its comprehensive counsel on corporate and commercial matters, including regulatory compliance, governance, contracts and business structuring, providing pragmatic legal strategies across sectors such as healthcare, retail and industry.

Team & Differentiation: Manaus-headquartered ASJUR brings together a multidisciplinary team of 18 lawyers, coordinated by experienced founding partners José Higino de Sousa Netto, João Bosco Toledano and Marcio Luiz Sordi. The firm is also recognized for its labor expertise, its environmental, compliance, consumer law and corporate practice stands out for delivering business-oriented advice to local and national clients.

FFV ADVOGADOS: STRATEGIC LEGAL FORCE IN NORTHERN BRAZIL

Ugo Vasconcelos Freire

Key Figure(s): Ugo Vasconcelos Freire, Nelson Nasser, Gustavo Pereira and Saulo Pereira

Established: 2002

Track Record: Belém-headquartered FFV Advogados has a solid reputation in northern Brazil thanks to its multidisciplinary expertise. The firm regularly advises major clients from the consumer goods, agribusiness, real estate and mining industries. Known for its academically distinguished team, FFV is particularly sought out for its precision handling of sophisticated corporate, civil, tax, environmental and real-estate matters.

Team & Differentiation: FFV Advogados houses 11 partners and 35 associates under the leadership of Ugo Freire, Daniel Farias and Michel Viana. The firm stands out for its dynamic, solutions-driven legal approach and commitment to client-centric innovation. Its deep regional knowledge and cross-practice capabilities make it a trusted partner for complex transactions and regulatory challenges across northern Brazil.

MENDES ADVOCACIA E CONSULTORIA: CORPORATE REORGANIZATION SPECIALISTS

Felipe Prata Mendes

Key Figure(s): Lucca Darwich Mendes, Leonardo Costa Norat and Felipe Prata Mendes

Established: 2015

Track Record: Mendes Advocacia e Consultoria is a prominent name in northern Brazil's corporate legal scene, especially for complex reorganizations and succession planning, strategic work in M&A, asset protection and shareholder matters. Thanks to deep regional roots, integration with financial and tax experts and a forward-thinking, risk-aware approach, it is trusted by major players in healthcare, agribusiness and real estate.

Team & Differentiation: Led by Lucca Darwich Mendes and Felipe Prata Mendes, the 30-lawyer team at Mendes Advocacia e Consultoria stands out for its combination of technical excellence and business-oriented service. The firm is regularly engaged in both litigation and advisory roles. Its M&A and corporate practice is further distinguished by its agile handling of crises, recoveries and high-stakes negotiations.

NELSON WILIANS ADVOGADOS: FULL-SERVICE POWERHOUSE

Nelson Wilians

Key Figure(s): Nelson Wilians

Established: 1999

Track Record: Operating across Brazil, Nelson Wilians Advogados is a trusted name for businesses requiring strategic legal support for their activities in the north of the country. The firm is particularly adept at navigating complex corporate and commercial matters, with additional strength in tax, labor, real estate and criminal law. It boasts a growing body of work in data-protection and agribusiness disputes.

Team & Differentiation: With 29 offices across all Brazilian state capitals and presence in key cities abroad, NWADV offers rare territorial coverage paired with consistent quality. Led by founder Nelson Wilians, the practice blends modern legal technology with a client-centric structure, making it a top choice for companies seeking efficient and scalable legal solutions across labor, tax and corporate issues.

XERFAN ADVOCACIA: STRATEGIC DISPUTE & CORPORATE COUNSEL IN THE NORTH OF BRAZIL

Roberto Tamer Xerfan Jr.

Key Figure(s): Roberto Tamer Xerfan Jr.

Established: 1999

Track Record: A well-established player in the north region, Xerfan Advocacia is known for its skilled handling of complex dispute-resolution, judicial recovery and corporate law matters. With a strong client base spanning the construction, real estate and hospitality sectors, the firm has steadily expanded its footprint into agribusiness, earning recognition for its tailored legal solutions and efficiency in high-stakes cases.

Team & Differentiation: The Belém-based firm is led by seasoned lawyer Roberto Tamer Xerfan Jr. Its team of eight experienced attorneys maintains a hands-on approach in complex matters, earning the trust of important clients like Agropalma, SINEPE and Quadra Engenharia. Known for offering pragmatic and highly responsive counsel, it is frequently chosen for its ability to combine technical precision with strategic insight.

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BRAZIL

GENERAL BUSINESS LAW: STATE OF SÃO PAULO

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
Andrade Jr. Advogados	Luiz Carlos Andrade Jr., Nathan Pennacchioni, Keythilin Christofoletti
Brasil Salomão e Matthes Advocacia	Luciana Campregher Doblas Baroni
Camilotti Castellani Advogados	José Renato Camilotti, Fernando Ferreira Castellani, José Ricardo Haddad
Claudio Zalaf Advogados Associados	Guilherme Gut Sá Peixoto de Castro, Andréia da Costa Ferreira, Felipe Schmidt Zalaf, Adib Feguri, Carlos Gideon Portes
Diego Joaquim & Advogados	Diego Joaquim
Emerenciano, Baggio & Associados	Adelmo da Silva Emerenciano, Luiz Augusto Baggio, Robertson Emerenciano
Finnochio & Ustra Sociedade de Advogados	José Luis Finocchio Junior, Octávio Lopes Ustra, Veridiana Moreira Police, Camila Somadossi Gonçalves da Silva, Leandro Lucon, Guilherme Cremonesi
FVA Advogados - Fonseca Vannucci Abreu	Geraldo Fonseca, Rogério Abreu, Rodolpho Vannucci
Garcia de Lima Advogados	Eduardo Garcia de Lima, Raquel Köberle, Leandro Garcia de Lima
Gomes & Hoffmann, Bellucci e Piva Advogados	Susy Gomes Hoffmann, Maurício Bellucci, Sílvia Helena Gomes Piva
Lima Junior | Castro Ferreira Advogados	João Lima Junior, Ana Cristina de Castro Ferreira
Marcos Martins Advogados	Angelo Ambrizzi, Marcos Martins
Martinelli Advogados	André Lara Cardoso Garcia, Bruno Baccan Pereira, Fabio Zanin Rodrigues
Mattos Filho	João Marcos Colussi
Oliveira e Olivi Advogados Associados	Adirson de Oliveira Beber Junior, Gilberto Olivi, Rafael Peroto
Reis Advogados	Paulo Roberto Joaquim dos Reis, Luiz Felipe Perrone dos Reis, Maria Elisa Perrone dos Reis Toler
Theon de Moraes Sociedade de Advogados	Leonardo Theon de Moraes, Raphael Toledo Piza, Barbara Rita Lamarca Escapin
Tortoro, Madureira & Ragazzi Advogados	Caio Medici Madureira, Carlos Augusto Tortoro Junior, Nestor dos Santos Saragiotto
TozziniFreire Advogados	Aloisio Carneiro da Cunha Menegazzo, André Barabino
Zanetti e Paes de Barros Advogados	Marcelo Zanetti Godoi, Camilo Francisco Paes de Barros e Penati, Joanna Paes De Barros e Oliveira Kiss

MARCOS MARTINS ADVOGADOS: TECHNICAL PRECISION AND TAILOR-MADE ADVICE

Marcos Martins

Key Figure(s): Ângelo Ambrizzi, Marcos Martins and Leonardo Ribeiro Dias

Established: 1983

Track Record: In existence for over four decades, Marcos Martins Advogados has established itself as a key regional player in São Paulo's legal market. Headquartered in Marília and with extensive operations in São Paulo, the firm is known for its work in corporate, tax, labor, litigation and arbitration. Its team is trusted by clients across industries for navigating complex legal issues with strategic insight and consistency.

Team & Differentiation: The firm combines long-standing tradition with business-oriented solutions tailored to each client's situation. Under the leadership of Marcos Martins and key partners Angelo Ambrizzi and Leonardo Ribeiro Dias, the team blends legal rigor with proximity and client service. The firm's regional presence and hands-on approach have earned it a reputation for technical excellence and commercial acumen.

CORPORATE / COMMERCIAL: NORTHEAST

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Da Fonte Advogados	Alexandre Andrade Da Fonte Filho, Rogério Da Fonte, Guilherme de Sá Cavalcanti
Coelho & Dalle Advogados	Eduardo Coelho
EXCELLENT	
Martorelli Advogados	João Humberto Martorelli, Nathália Grizi
Pupe Braga Monteiro Zirpoli Advogados	Marcelo Pupe Braga, Rodrigo Zirpoli
Queiroz Cavalcanti Advocacia	Camila Oliveira, Gabriela Figueiras, Leonardo Maciel
Serur Advogados	Eduardo Montenegro Serur, João Loyo de Meira Lins, Bruno Muzzi, Caio Vinícius Lins Azuirson
Urbano Vitalino Advogados	Delmar Siqueira, Hermes de Assis, Nathalia Fernandes
Valença & Associados Advocacia e Consultoria	André Parente, Marcio Rafael Gazzineo, Daniel Cidrão
HIGHLY RECOMMENDED	
Advocacia Galdino & Rebêlo	Luís Felipe De Souza Rebêlo
Colares Advogados	Rodrigo Colares, Débora Vieira
Mello Pimentel Advocacia	Marcus Heronydes Batista Mello, Márcio Blanc Mendes
Severien Andrade Advogados	Francisco Loureiro Severien
RECOMMENDED	
Advocacia Tavares Novis	Carolina Alves Mendes, Barbara Victoria Müller Marchezan
Batista, Fazio, Manzi & Millet Advogados	Rafael Fazio
Bomfim Novis Advogados	Elisa Gantois Novis, Rafaela Setenta, Luísa Pinheiro
Nunes Costa Advocacia	Fabiana Nunes
R. Amaral Huland	Laerte de Castro Alves, Ted Pontes, Raphael Araujo
Rego, Nolasco e Lins Advogados	André Monteiro do Rego, Cristiane Nolasco Monteiro do Rego, Waldemiro Lins de Albuquerque Neto

BRAZIL

EQUITY CAPITAL MARKETS

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Lefosse Advogados	Luiz Octavio Lopes, Rodrigo Junqueira, Ricardo Prado
	Machado Meyer Advogados	Gustavo Rugani, Arthur Penteado, Raphael Zono
	Mattos Filho	Jean Arakawa, Vanessa Fiusa, Caio Cossermelli
	Pinheiro Neto Advogados	José Carlos Meirelles, Fernando J. Prado Ferreira, Henrique Lang
	EXCELLENT	
1	**Pinheiro Guimarães Advogados**	Plinio Pinheiro Guimarães N., Francisco José Pinheiro Guimarães, Paula Pessôa
	Tauil & Chequer Advogados	Carlos Motta, Rodolfo Tella, Luis Montes
2	**BMA - Barbosa, Müssnich, Aragão**	Camila Goldberg, Jane Goldman Nusbaum, Felipe Prado
	Cescon, Barrieu, Flesch & Barreto Advogados	Alexandre Gossn Barreto, Ronald Herscovici
	Stocche Forbes Advogados	Henrique Filizzola, Frederico Moura, Marcos Ribeiro
	Trench Rossi Watanabe	Daniel de Miranda Facó, Evaristo Lucena, Eduardo Herszkowicz
	HIGHLY RECOMMENDED	
	Demarest Advogados	Thiago Giantomassi, João Paulo Minetto, Leticia Galdino Wanderley
	Madrona Advogados	Marcelo Cosac, Nair V. Saldanha, Leonardo Di Cola
	NFA - Negrão, Ferrari Sociedade de Advogados	Carlos Eduardo Peres Ferrari, Bruno Gagliardi, Guilherme Iuassê Osima

DEBT CAPITAL MARKETS

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Lefosse Advogados**	Ricardo Prado, Bruno Massis, Mariana Pollini
	Machado Meyer Advogados	Gustavo Rugani, Arthur Penteado, Raphael Zono
	Mattos Filho	Marina Anselmo Schneider, Marina Procknor, Jean Arakawa
	Stocche Forbes Advogados	Henrique Filizzola, Frederico Moura, Marcos Ribeiro
2	**Lobo de Rizzo Advogados**	André Ramos Bedim, Guilherme Fernandes Cooke, Gustavo Silveira Cunha
	Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães Neto, Francisco José Pinheiro Guimarães, Paula Pessôa
	Pinheiro Neto Advogados	Ricardo Russo, José Luiz Homem de Mello, José Carlos Meirelles
	Tauil & Chequer Advogados	Carlos Motta, Rodolfo Tella, Luis Montes
	EXCELLENT	
	Cescon, Barrieu, Flesch & Barreto Advogados	Alexandre Gossn Barreto, Maurício Santos
	Demarest Advogados	Thiago Giantomassi, Julia Lobo Dutra, Letícia Wanderley
	i2a Advogados	Ronaldo Ishikawa, Luis Peyser
	Monteiro, Rusu, Cameirão e Bercht Advogados	Roberto Pekelman Rusu, Allan Borba Bercht, Marina Lipener Fenerich
	VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Erik Frederico Oioli, José Alves Ribeiro Jr., Henrique Vicentin Lisboa
	HIGHLY RECOMMENDED	
	Campos Mello Advogados	Jorge Gallo, Marcelo Mattos, Alex Jorge
	Cascione Advogados	Fábio Cascione, Gabriel Capella, Ana Paula Calil
	Franco, Leutewiler, Henriques Advogados	Gabriel Buscarini Leutewiler, William Rizzi
	Madrona Advogados	Marcelo Cosac Said, Leonardo Di Cola Nunes, Nair Veras Saldanha
	Mello Torres	Carlos Jose Rolim de Mello
	TozziniFreire Advogados	Alexei Bonamin, Daniel Laudisio, Leonardo Braghetto
	RECOMMENDED	
	BMA - Barbosa, Müssnich, Aragão	Camila Goldberg, Rafael Dutra, Anna Carolina Malta
	PMK Advogados	Rana Moraz Müller, Rafael Gobbi, Ricardo Stuber
	Trench Rossi Watanabe	Luis Ambrosio, Daniel Facó, Eduardo Herszkowicz
	Veirano Advogados	Ingrid Hessling
	VALUABLE PRACTICE	
	Bocater Advogados	Matheus Corredato Rossi, Flávio Martins Rodrigues, Jaques Wurman
	Coelho Advogados	Diego Gonçalves Coelho
	Duarte Garcia, Serra Netto e Terra – Sociedade de Advogados	Helena Mendonça de Toledo Arruda Caldas, Caio Watanabe Rocha de Mello
	NFA - Negrão Ferrari Advogados	Carlos Eduardo Peres Ferrari, Bruno Gagliardi, Guilherme Iuassê Osima
	Santos Neto Advogados	Matheus Zilioti, Henrique Takeda, Domicio dos Santos Neto
	Souto Correa Advogados	Mariana Guenka
	Vieira Rezende Advogados	Celso Contin, Roberto Vianna

MONTEIRO, RUSU, CAMEIRÃO, BERCHT ADVOGADOS: PRECISION-DRIVEN CAPITAL MARKETS COUNSEL

Roberto Pekelman Rusu

Key Figure(s): Daniel Lopes Monteiro, Roberto Pekelman Rusu and Allan Borba Bercht

Established: 2016

Track record: Monteiro, Rusu, Cameirão, Bercht Advogados has carved out a strong reputation for its technical mastery in handling high-stakes capital markets deals. The firm is regularly engaged by prominent players across banking, insurance, real estate, and agribusiness to lead the structuring and execution of complex financial instruments – including debenture issuances, commercial papers, and CRIs/CRAs. Clients value the team's ability to anticipate regulatory risks.

Team & differentiation: With three partners and 17 associates based in São Paulo, the debt capital markets team is known for combining senior partner involvement with an agile execution style. Founding partners Roberto Pekelman Rusu and Allan Borba Bercht bring hands-on experience to each mandate, fostering long-term relationships with clients such as Itaú, Santander, and Bradesco. The firm's approach blends legal precision with commercial insight.

BRAZIL

CAPITAL MARKETS: INTERNATIONAL LAW FIRMS

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Davis Polk & Wardwell**	Maurice Blanco, Manuel Garciadiaz
	White & Case	John Anderson
2	**Milbank**	Fabiana Y. Sakai, Tobias Stirnberg
	Simpson Thacher & Bartlett	Grenfel S. Calheiros
	Skadden, Arps, Slate, Meagher & Flom	J. Mathias von Bernuth
	EXCELLENT	
	Cleary Gottlieb Steen & Hamilton	Jonathan Mendes de Oliveira, Francisco L. Cestero, Juan G. Giráldez
	Winston & Strawn	Rodrigo Carvalho, Sey-Hyo Lee, Talbert Navia
	HIGHLY RECOMMENDED	
	A&O Shearman	Roberta Cherman
	Clifford Chance	Anthony Oldfield, Patrick Jackson
	DLA Piper	Amadeu Ribeiro, Marcello Hallake, Bruno Soares
	Hogan Lovells	Isabel Carvalho
	Linklaters	Matthew Poulter
	Paul Hastings	Jonathan E. Kellner
	Proskauer Rose	Antonio Piccirillo, David Fenwick, Fabio Yamada

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MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**BMA - Barbosa, Müssnich, Aragão**	Barbara Rosenberg, Marcos Exposto, José Inacio Ferraz de Almeida Prado Filho
	Mattos Filho	Lauro Celidonio Neto, Marcio Soares
2	**Machado Meyer Advogados**	Tito Amaral de Andrade, Maria Eugenia Novis
	Pinheiro Neto Advogados	Cristianne Zarzur, José Alexandre Buaiz Neto, Leonardo Peres da Rocha e Silva
	EXCELLENT	
	Berardo, Lilla, Becker, Segala e Daniel Advogados	José Carlos Berardo
	Cescon, Barrieu, Flesch & Barreto Advogados	Joyce Midori Honda, Ricardo Lara Gaillard
	Demarest Advogados	Bruno De Luca Drago, Daniel Oliveira Andreoli
	Lefosse Advogados	Paola Pugliese, Milena Mundim
	Magalhães e Dias Advocacia	Gabriel Nogueira Dias, Raquel Cândido, Yi Shin Tang
	PNM - Pereira Neto | Macedo | Rocco Advogados	Caio Maio da Silva Pereira Neto, Ricardo Ferreira Pastore
	Stocche Forbes Advogados	Ana Paula Paschoalini
	VMCA Advogados	Ticiana Lima, Marcela Mattiuzzo
	HIGHLY RECOMMENDED	
	Caminati Bueno Advogados	Eduardo Caminati, Marcio Bueno
	Del Chiaro Pereira Advogados	José Del Chiaro, Ademir Antonio Pereira Junior
	Grinberg Cordovil Advogados	Mauro Grinberg, Leonor Cordovil, Karen Ruback
	Lobo de Rizzo Advogados	Sergio Varello Bruna, Natalia Salzedas Pinheiro da Silveira
	Marcos Veríssimo Advogados (MVA)	Marcos Paulo Verissimo, Ana Carolina Carvalho
	Todorov, Giannini & Nisiyama Advogados	Francisco Todorov, Adriana Giannini, Lorena Nisiyama
	TozziniFreire Advogados	Marcelo Calliari, Guilherme Ribas, Marcel Medon Santos
	Veirano Advogados	Leonardo Maniglia Duarte, Enrico S. Romanielo
	RECOMMENDED	
	Brolio Gonçalves Advogados	Priscila Brolio Gonçalves, Mariana Villela
	Campos Mello Advogados	Luciana Martorano
	Levy & Salomão Advogados	Bolívar Moura Rocha, Ana Paula Martinez, Mariana Tavares de Araujo
	Madrona Advogados	Luis Nagalli, Julia Haddad Niemeyer
	Mello Torres	Fabricio A. Cardim de Almeida
	Trench Rossi Watanabe	Paulo Casagrande, Francisco Niclós Negrão, Tulio Freitas do Egito Coelho
	VALUABLE PRACTICE	
	Cascione Advogados	Denise Junqueira
	Dias Carneiro Advogados	Joyce Ruiz Rodrigues Alves
	Figueiredo & Velloso Advogados Associados	Bruno Droghetti Magalhães Santos
	L.O. Baptista Advogados	Patricia Agra Araujo
	Marchini Botelho Caselta Advogados	Aurélio Marchini Santos, Ricardo Botelho, Daniel Caselta
	Mudrovitsch Advogados	Victor Santos Rufino
	Sampaio Ferraz Advogados	Tércio Sampaio Ferraz Jr., Thiago Francisco da Silva Brito
	Souto Correa Advogados	Isadora Telli
	Vilanova Advocacia	Polyanna Vilanova

BRAZIL

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Bicalho Navarro Advogados**	Rodrigo Cury Bicalho, Renato José Mirisola Rodrigues, Thiago Antonio Dias
	Duarte Garcia, Serra Netto e Terra	Marcelo Terra, Guilherme Caffaro Terra, Natália Japur
2	**KLA Advogados**	Pedro Cortez, Tomaz Matheus, Rodrigo Pontes
	PMK Advogados	Fernando Maximiano, Rafael Gobbi, Patricia Monteiro
	EXCELLENT	
1	**Machado Meyer Advogados**	Maria Flavia Seabra, Fatima Tadea Rombola Fonseca, Marina Zajakoff
	Pinheiro Neto Advogados	Luciano Garcia Rossi, Franco Musetti Grotti, Gustavo S. Freitas
	Stocche Forbes Advogados	Alexandre Clápis, Vilmar Lima Carreiro Filho, Debora Andrade Stupp Santiago
	Tauil & Chequer Advogados	José Paulo Marzagão, Ludmila Braga
2	**Campos Mello Advogados**	Bernardo Buarque Schiller, Ivandro Trevelim, Rafael Bussière
	Lefosse Advogados	Andréa Caliento, Mariana Rodrigues
	Mattos Filho	Rossana Fernandes Duarte, Mariana Spoto Cobra, Janaína Vargas
	VBD Advogados	Olivar Lorena Vitale Junior, Daniele Brandão Gazel de Araújo, Bruno Sales da Silva
	HIGHLY RECOMMENDED	
	Demarest Advogados	Marc Stalder, Pablo Meira Queiroz, Robson de Oliveira
	Huck Otranto Camargo	Estela Monteiro Soares de Camargo, Thalita Duarte Henriques Pinto, Paulo Vitor Paula Santos Zampieri
	i2a Advogados	Luis Peyser, Ronaldo Ishikawa, Vanessa A. Oliveira
	TozziniFreire Advogados	Julian Junqueira Rillo, Gabriela Nunes Machado
	RECOMMENDED	
	Amaral e Nicolau Advogados	José Vicente Amaral Filho, Julio Nicolau Filho
	BMA - Barbosa, Müssnich, Aragão	Cristiana Moreira, Guilherme Zoghbi Ayala
	Caselli Guimarães Advogados	Lúcia Silveira Frias, Fernanda Inhasz
	Lacaz Martins, Pereira Neto, Gurevich & Schoueri	Erica Fernandes Campos Verissimo, Flavia Meira de Castro Checchia, Natália Maria Miquelino Leal
	Madrona Advogados	Eduardo Tristão
	NFA - Negrão Ferrari Advogados	Ricardo Negrão
	Souto Correa Advogados	Gilberto Deon Côrrea Jr., Fabio Baldissera, Felipe Tremarin
	Veirano Advogados	Rodrigo de Castro, Raphael Moreira Espírito Santo, Gisela Alves de Melo Miranda

VALUABLE PRACTICE	
Amatuzzi Advogados	Bruno Amatuzzi, Gabriela Pacela Moraes, Daniel Cardoso Gomes
Cascione Advogados	Fábio Cascione
Cescon, Barrieu, Flesch & Barreto Advogados	Marcos Lopes Prado
Eichenberg, Lobato, Abreu & Advogados Associados	Lucas Braga Eichenberg, Carlos Eduardo Fransceschini Lobato, Theo Keiserman de Abreu
Gustavo Padilha Advogados	Gustavo Pinheiro Guimarães Padilha, Celio dos Santos Kelab, Mariana Neves Monteiro
Lobo & Lira Advogados	José-Ricardo Pereira Lira, Joana Ribeiro, Juliana Zielinsky
Lobo de Rizzo Advogados	Fernanda Rosa
Pantano Advogados	Tania Pantano, Tiana Di Lorenzo Alho
Portela, Lima, Lobato & Colen Advogados	Humberto Rossetti Portela, Júlio de Carvalho Paula Lima, Milton Eduardo Colen
Silveiro Advogados	Rodrigo Mutti, Nicolas Aires Paiva, Bruna Quintana, Ana Larissa da Rosa Pereira, Giovanni Pallaoro

NOTABLE PRACTICE		
1	**ALM Advogados**	Telmo Arbex Linhares
	CGM Advogados	Carolina Galvão
	Dib, Almeida, Laguna e Manssur Sociedade de Advogados	Luis Rodrigo Almeida, William Adib Dib Junior
	Goulart & Colepicolo Advogados	João Gilberto Freire Goulart
	Martens & Dornaus Advogados	Georges Louis Martens Filho, Victor Dornaus
	Romani Advogados	Tarso Romani
2	**/asbz**	Raquel de Moraes Laudanna
	Andrade Foz Advogados	Carolina Moura Foz
	Claudio Mandelblatt Advogados Associados	Claudio Mandelblatt, Ilan Levacov, Carolinne Barcelos Thomé, Ananda Ulhoa B. de Almeida
	Elias, Matias Advogados	Rubens Carmo Elias Filho, Carla Maluf Elias
	Freitas, Leite e Avvad Advogados	Cristiano da Cruz Leite
	Isoldi Advogados	Maria Cecilia Guimarães Isoldi
	Juliana Rubiniak Advogados	Juliana Rubiniak
	Lange Conti Advogados	Renata Lange Moura, Fabiana Conti Della Manna
	Pinheiro Guimarães Advogados	Plinio Pinheiro Guimarães N., Bruno Lardosa, Carolina Alonso
	VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Erik Frederico Oioli, José Alves Ribeiro Jr., Henrique Vicentin Lisboa
	Viseu Advogados	Giselle Vergal Lopes

CLAUDIO MANDELBLATT ADVOGADOS: TAILORED COUNSEL FOR STRATEGIC REAL ESTATE DEALS

Claudio Mandelblatt

Key Figure(s): Carolinne Barcelos, Ilan Levacov, Claudio Mandelblatt and Ananda Ulhoa

Established: 2007

Track Record: Expert real estate law boutique frequently retained for structuring acquisitions, joint ventures, due diligence and sale-and-leaseback operations. Noted for its personalized legal advice across diverse developments, including retail, residential and hospitality. Its client portfolio features Gafisa, Cyrela and Cury Construtora.

Team & Differentiation: Based in Rio de Janeiro and led by Claudio Mandelblatt, the firm is a key player in the local property market. Its team of four partners and seven associates offers end-to-end legal services in contract drafting and real-estate structuring. The practice also covers litigation, tax planning, arbitration and wealth management.

BRAZIL

REAL ESTATE: FIRMS TO WATCH

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
Bichara Advogados	Marcos Tiraboschi
BVA Advogados	Gustavo Fiuza Quedevez, Felipe Barreto Veiga, Lucas Tosetti Silveira
Graça Couto, Sequerra, Levitinas, Bicudo, Leal & Abby Advogados	Pedro Marino Bicudo
HRSA | Sociedade de Advogados	Thomaz Henrique Monteiro Whately, Juliana Petiz Melo Bueno, Pedro Lopes de Carvalho
Malta Advogados	Alberto Malta, Davi Ory
Orizzo Marques Gabrilli Coltro Advogados	Henrique Gallo
Porto Lauand Advogados	Henrique Anders
Rolim Goulart Cardoso Advogados	Luis Gustavo Miranda, Fábio Appendino
Schmidt Lourenço e Kingston Advogados	Alexandre Kingston, Eliana da Costa Lourenço, Alexandre Tourinho Zonis
Severo da Costa Advogados	Gustavo Lopez Rodrigues de Aguiar, Milena Visconde Ferrario de Aguiar
Sion Advogados	Alexandre Sion, Bernardo Pessoa, Luiza Guerra
SiqueiraCastro Advogados	Ana Luiza Taques, Carlos Fernando Siqueira Castro
TMM Advogados – Tilkian Marinelli e Marrey Sociedade de Advogados	Narjara Pavan
Velloza Advogados	Leandro Vilarinho Borges
Vieira Rezende Advogados	Lúcia Aragão
Villemor Amaral Advogados	Aloisio Santini

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POWER LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Edelstein Advogados	André Fabian Edelstein, Ana Clara Brito, Gabriel Faria Bernardes, João Paulo Gusmão, Isadora Brondani, Bruno Caceres
	Julião Coelho Advocacia	Julião Silveira Coelho, Camila Alves e Fontes, Pedro Henrique Maciel Fonseca
	Lefosse Advogados	Raphael Gomes, Pedro Dante
	Ulhôa Canto Advogados	Isabel Lustosa
	EXCELLENT	
	Machado Meyer Advogados	Ana Karina Esteves de Souza, Paulo Machado, Laura Souza
	Mattos Filho	Fabiano Ricardo Luz de Brito, Giovani Loss, Felipe Feres
	Pinheiro Neto Advogados	José Roberto Oliva Júnior
	Rolim Goulart Cardoso Advogados	Maria João Rolim, Vitor Sarmento de Mello, Helvécio Franco Maia Júnior
	SiqueiraCastro Advogados	Daniela Afonso, Ana Luiza Martins Taques, Guilherme Reisdorfer
	Tauil & Chequer Advogados	Alexandre Chequer, Débora Yanasse, Bruno Salzano
	HIGHLY RECOMMENDED	
1	**Bermudes Advogados**	Marcio Vieira Souto Costa Ferreira, Vitor Ferreira Alves de Brito, Elena Landau
	Madrona Advogados	Rodrigo Machado, Eduardo Evangelista, Gustavo Uchiyama
	Mundie Advogados	Rafael Fabbri D'Avila
2	**/asbz**	Daniel H. Ribeiro do Valle, Rafael Janiques, Nicole Alvo
	Baggio e Costa Filho Sociedade de Advogados	Guilherme Baggio
	Demarest Advogados	Rosi Costa Barros, Maria Beatriz Grella Vieira
	TozziniFreire Advogados	Leonardo Miranda, Ligia Schlittler, Jun Makuta
	Veirano Advogados	Daniel Engel, Ali El Hage Filho
	RECOMMENDED	
	Advocacia Bettiol	Luiz Antonio Bettiol, Marcio Pina
	Furcolin Mitidieri Advogados	Felipe Furcolin, Marcos D'Avino Mitidieri
	GSA - Girardi & Schmitke Advogados	Claudio Girardi
	L.O Baptista Advogados	Felipe Kfuri
	Lobão Cosenza, Figueiredo Cavalcante Advogados Associados	Caio Figueiredo Cavalcante, Tiago Lobão Cosenza, Valéria De Souza Rosa
	Souto Correa Advogados	Tiago Figueiro, Erika Donin Dutra, Carolina Liers
	Stocche Forbes Advogados	Frederico Moura, Bruno Gandolfo, Mariana Saragoça
	Trench Rossi Watanabe	José Roberto Martins, Mauricio Pacheco
	VALUABLE PRACTICE	
	Braz, Coelho, Veras, Lessa e Bueno Advogados	Rafael Veras de Freitas, Leonardo Coelho, Felipe Henrique Braz
	Dias Carneiro Advogados	Ricardo Sanches, Paulo Leme, Alexandre Leite
	Freitas Ferraz Advogados	Thiago Riccio
	Terciotti, Andrade, Gomes, Donato Advogados	Marvin Menezes
	VPBG - Vella Pugliese Buosi e Guidoni Advogados	Antonio Carlos Guidoni, Gabriella Maranesi Najjar, Antonio Celso Pugliese

ULHÔA CANTO ADVOGADOS: PIONEERS IN BRAZIL'S ELECTRIC POWER LEGAL FRAMEWORK

Isabel Lustosa

Key Figure(s): Isabel Lustosa
Established: 1959

Track Record: Ulhôa Canto Advogados has a distinguished track record in regulatory matters, privatization frameworks and institutional structuring in the electricity sector. It has issued over 500 legal opinions related to electricity legislation and played an instrumental role in shaping core entities such as ANEEL, ONS, and CCEE. Its comprehensive expertise spans generation, distribution, transmission and electricity trading.

Team & Differentiation: Operating from offices in Rio de Janeiro, São Paulo and Brasília, the firm delivers integrated legal solutions across regulatory, administrative and judicial fronts. The power-law team, led by Harvard alum Isabel Lustosa, has deep sector-knowledge which, combined with a history of involvement in Brazil's energy infrastructure, positions it as a trusted advisor on high-stakes and technically complex matters.

BRAZIL

POWER LAW: FIRMS TO WATCH

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
André Menescal Advogados	André Menescal, Raissa Freire de Almeida
Bichara Advogados	Luciana Gil, Patrícia Mendanha Dias, Luciana Campos Maciel da Cunha
BVA – Barreto Veiga Advogados	Gustavo Fiuza Quedevez, Felipe Barreto Veiga
Gaia Silva Gaede Advogados	Rodrigo V. Sluminsky, Alexandre Barcik
Leite, Tosto e Barros Advogados	Thaina Cervi
Monteiro Nascimento Advogados	Carlos Augusto Monteiro Nascimento, Carlos Edgar Andrade Leite, Jurandyr Cavalcante Dantas Neto
Schmidt, Valois, Miranda, Ferreira & Agel Advogados	Guilherme Schmidt, Paulo Valois Pires, Rogério Miranda
Souza Araujo Butzer e Zanchim Advogados – SABZ Advogados	Paulo Doron Rehder de Araujo, Renan Tadeu de Souza Soares, Kleber Luiz Zanchim
VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Diogo Olm Ferreira
Vieira Rezende Advogados	Paula Padilha Cabral Falbo, Alberto Weyland Vieira, Daniela Davila
Villemor Amaral Advogados	Alexandre Montoni, Eduardo Tranjan, Gabriel Bon de Macedo

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OIL & GAS

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Mattos Filho**	Giovani Loss, Felipe Feres, Nilton Mattos
	Tauil & Chequer Advogados	Alexandre Chequer, Bruno Belchior, Tiago Macedo
2	**Machado Meyer Advogados**	Daniel Szyfman, Maria Fernanda Soares, Fernando Xavier
	EXCELLENT	
	Campos Mello Advogados	Rogerio Campos, Fabiano Gallo, Camila Caetano
	Demarest Advogados	David Meiler, João Almeida, Marina Aidar
	Lefosse Advogados	Felipe Boechem, Jayme Freitas
	Vieira Rezende Advogados	Daniela Ribeiro Davila, Paula Padilha Cabral
	HIGHLY RECOMMENDED	
	Pinheiro Neto Advogados	Marcelo Viveiros de Moura, Ricardo Coelho, Bianca Pumar
	Trench Rossi Watanabe	Danielle Valois
	RECOMMENDED	
	Alexandre Aragão Advogados	Alexandre Santos de Aragão, Daniel Bento Duarte
	Cescon, Barrieu, Flesch & Barreto Advogados	Rafael Baleroni
	Faveret Tepedino Londres & Fraga	José Roberto Faveret Cavalcanti
	Stocche Forbes Advogados	Guilherme Forbes, Frederico Moura, Bruno Gandolfo, Mariana Saragoça, Marco Saliba, Ana Clara Viola
	Veirano Advogados	Ali El Hage Filho, Lívia Amorim
	VALUABLE PRACTICE	
	Costa Rodrigues Advogados – COSRO	Marcelo Frazão, Alexandre Calmon, Henrique Rojas
	Gaia Silva Gaede Advogados	Marcelo Carvalho Pereira, Gustavo Noronha
	Kincaid | Mendes Vianna Advogados	Godofredo Mendes Vianna, Camila Mendes Vianna Cardoso, Paulo Fernandes
	Villemor Amaral Advogados	Alexandre Montoni, Eduardo Tranjan

BRAZIL

PROJECT FINANCE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Machado Meyer Advogados**	Jose Virgilio Lopes Enei, Mauro Bardawil Penteado, Jose Prado
	Mattos Filho	Marina Anselmo Schneider, Pablo Sorj, Thiago Moreira
2	**Pinheiro Guimarães Advogados**	André Sigelmann, Roberta Pimentel Fonseca, Paloma Lima
	Stocche Forbes Advogados	Frederico Moura, Bruno Gandolfo
	Tauil & Chequer Advogados	Eduardo Lima, Luis Montes, Anna Gouvea
	EXCELLENT	
	Cescon, Barrieu, Flesch & Barreto Advogados	Maurício Teixeira dos Santos, Rafael Baleroni
	Lefosse Advogados	Miriam Signor
	Lobo de Rizzo Advogados	Maria Costa Neves Machado, André Ramos Bedim, Gustavo Silveira Cunha
	TozziniFreire Advogados	Leonardo Miranda, Jun Makuta, Carlos Mello
	HIGHLY RECOMMENDED	
	Demarest Advogados	Bruno Aurélio, Marina Aidar, Leticia Galdino Wanderley
	Dias Carneiro Advogados	Thiago Vallandro Flores, Gustavo Junqueira, Paulo Leme
	Pinheiro Neto Advogados	Júlio César Bueno, Ricardo Coelho, Ricardo Russo
	Veirano Advogados	Ana Carolina Barretto, Daniel Engel, João Paulo Servera
	RECOMMENDED	
	Cascione Advogados	Ana Paula Calil, Fabio Cascione, Gabriel Capella
	Mello Torres	Clovis Torres, Fabrizio Sasdelli, Solange Costa
	Souza Araujo Butzer e Zanchim Advogados – SABZ Advogados	Kleber Zanchim
	VALUABLE PRACTICE	
	BMA - Barbosa, Müssnich, Aragão	Rafael Dutra
	Campos Mello Advogados	Fabiano Gallo
	Souto Correa Advogados	Tiago Figueiró
	Vieira Rezende Advogados	Cláudio Guerreiro, Claudio Roberto Pieruccetti Marques, Roberto Barros

PROJECT DEVELOPMENT

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Machado Meyer Advogados	Jose Virgilio Lopes Enei, Mauro Bardawil Penteado, José Ribeiro do Prado Jr.
	Mattos Filho	Marina Anselmo Schneider, Pablo Sorj, Thiago Moreira
	EXCELLENT	
1	**Lobo de Rizzo Advogados**	Marcelo Lennertz, Rodnei Iazzetta
	Pinheiro Neto Advogados	Júlio César Bueno, Ricardo Coelho, Ricardo Russo
	Stocche Forbes Advogados	Guilherme Forbes, Bruno Gandolfo, Ana Clara Viola Ladeira
	Tauil & Chequer Advogados	Bruno Werneck, Alexandre Chequer, Henrique Rocha
2	**Cescon, Barrieu, Flesch & Barreto Advogados**	Maurício Teixeira dos Santos, Rafael Baleroni
	Demarest Advogados	Marcelo Guaranys, Rosi Costa Barros, Bruno Aurélio
	Lefosse	Miriam Signor
	Pinheiro Guimarães	André Sigelmann, Roberta Pimentel Fonseca Kelley, Paloma Lima
	HIGHLY RECOMMENDED	
	Dias Carneiro Advogados	Thiago Vallandro Flores, Gustavo Junqueira, Fernando de Melo Gomes
	Giamundo Neto Advogados	Luiz Felipe Pinto Lima Graziano, Antonio Carlos Bastos, Giuseppe Giamundo Neto
	Justen, Pereira, Oliveira & Talamini	Cesar Pereira, Rafael Wallbach Schwind
	Toledo Marchetti Advogados	Leonardo Toledo da Silva, Marcelo Vicentini Marchetti, Rodrigo Esposito Petrasso
	TozziniFreire Advogados	Leonardo Miranda, Jun Makuta, Caio Loureiro
	Veirano Advogados	Ana Carolina Barretto, Daniel Engel, Marcos Ludwig
	Vernalha Pereira Advogados	Fernando Vernalha, Angélica Petian, Thiago Lima Breus
	RECOMMENDED	
	Arap, Nishi & Uyeda Advogados	Massami Uyeda, Sami Arap
	Azevedo Sette Advogados	Frederico Bopp Dieterich, Rafael Adler, Leonardo Moreira
	Manesco, Ramires, Perez, Azevedo Marques Sociedade de Advogados	Floriano de Azevedo Marques Neto
	Trench Rossi Watanabe	José Roberto Martins, Danielle Valois, Henrique Frizzo
	Xavier Vasconcelos Advogados	Eduardo Xavier, Beto Vasconcelos, Ana Luísa Pinto, Carla de Ávila Nascimento, Beatriz Bastide Horbach
	VALUABLE PRACTICE	
1	**Campos Mello Advogados**	Fabiano Gallo, Paulo Valois
	Felsberg Advogados	Maria da Graça Pedretti, Marianne Albers
	Lacaz Martins, Pereira Neto, Gurevich e Schoueri Advogados	Eduardo Isaias Gurevich, Vanessa Souza Rosa, Gabriela Silvério Palhuca
	Mello Torres	Clovis Torres, Diogo Octavio Nebias
	Rolim Goulart Cardoso Advogados	Luis Gustavo Miranda, Fábio Appendino
	SiqueiraCastro	Carlos Roberto Siqueira Castro, Thiago de Oliveira
	Souto Correa Advogados	Tiago Figueiró, Erika Donin Dutra, Carolina Liers
	SouzaOkawa Advogados	Rosane Menezes Lohbauer, Fernando Gallacci
	Vieira Rezende Advogados	Cláudio Guerreiro, Claudio Roberto Pieruccetti Marques, Roberto Barros
	VPBG - Vella Pugliese Buosi e Guidoni Advogados	Gabriella Maranesi Najjar, Anderson Moura, Pedro G. Seraphim

BRAZIL

2	**BMA - Barbosa, Müssnich, Aragão**	José Guilherme Berman, Ana Cândida de Mello Carvalho
	Madrona Advogados	Rodrigo Barata, Gustavo Uchiyama, Gustavo Magalhães, Rodrigo Machado, Anderson Novais, Eduardo Evangelista, Paulo Valois
	PNM - Pereira Neto | Macedo | Rocco Advogados	Caio Mario da Silva Pereira Neto, Mateus Piva Adami, Daniel Douek
	Portugal Ribeiro Advogados	Mauricio Portugal Ribeiro
	Queiroz Maluf Sociedade de Advogados	Letícia Queiroz de Andrade
	Ulhôa Canto Advogados	Isabel Lustosa
	NOTABLE PRACTICE	
	Aroeira Salles Advogados	Alexandre Aroeira Salles
	Braz, Coelho, Veras, Lessa e Bueno Advogados	Rafael Véras de Freitas, Leonardo Coelho, Felipe Henrique Braz
	Dal Pozzo Advogados	Augusto Neves Dal Pozzo, Antonio Araldo Ferraz Dal Pozzo, Beatriz Neves Dal Pozzo
	Lampert Advogados	Claudio Lampert
	Piquet, Magaldi e Guedes Advogados	Gilberto Mendes Calasans Gomes

MINING

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Cescon, Barrieu, Flesch & Barreto Advogados	Marcelo Mendo de Souza, Mauricio Pellegrino de Souza, Paula Azevedo
	Mattos Filho	Adriano Drummond C. Trindade
	Veirano Advogados	Carlos Americo Castro, Pedro Garcia
	William Freire Advogados Associados	William Freire, Tiago de Mattos Silva, Bruno Costa
	EXCELLENT	
1	**Mello Torres**	Clovis Torres, Renata Ribeiro Kingston, Solange Costa
	Rolim Goulart Cardoso Advogados	Thiago Pastor Alves Pereira, Fábio Appendino
	Sion Advogados	Alexandre Sion, Bernardo Pessoa, Luiza Guerra
2	**Azevedo Sette Advogados**	Fernando Azevedo Sette, Leonardo Lamego
	Machado Meyer Advogados	Pedro Henrique Jardim, Lilliam Fernanda Yoshikawa, Ana Karina Esteves de Souza
	HIGHLY RECOMMENDED	
	Almeida Advogados	André de Almeida, Guilherme Doval
	Bichara Advogados	Filipe Morais Cunha, Virgílio Borba
	BSBC - Borba, Simões Barbosa, Bessone, Cristofaro Advogados	Daniela Bessone
	Demarest Advogados	Thiago Maia, Paulo Rocha, Izabella Reis
	Pinheiro Neto Advogados	Roberta Bilotti Demange
	RECOMMENDED	
	Grebler, Mohallem, Greco Advogados	Eduardo Mohallem
	Lacerda Advogados	Carlos Alberto Lacerda
	Lima Feigelson Advogados	Marcello Ribeiro Lima Filho, Bruno Feigelson, Thiago Costa
	Tauil & Chequer Advogados	Victor Galante
	VALUABLE PRACTICE	
	Braz, Coelho, Campos, Veras, Lessa e Bueno Advogados - BCVL	Luiz Lessa, Rodrigo Ponce Bueno, Felipe Henrique Braz
	Corrêa Ferreira Advogados - CFA	Marco Antônio Corrêa Ferreira, Breno Cardoso, Lorena Vargas Sickert Vargas
	Manucci Advogados	Diego Koiti de Brito Fugiwara, Robert Luiz Gomes dos Santos

AGRIBUSINESS

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Franco Leutewiler Henriques Advogados**	Nancy Gombossy de Melo Franco, Gabriel Buscarini Leutewiler, Thiago Soares Gerbasi
	VBSO - Vaz, Buranello, Shingaki & Oioli Advogados	Renato Buranello, Marcelo Winter, José Afonso Leirião Filho
2	**Demarest Advogados**	José Diaz, Claudio Mattos, Lucas Tavares Bueno
	Santos Neto Advogados	Domicio dos Santos Neto, Fernando Bilotti Ferreira, Matheus Zilioti Silva, Frederico Favacho
	EXCELLENT	
1	**PSAA - Passos e Sticca Advogados Associados**	André Ricardo Passos de Souza, Ralph Melles Sticca, André Morais Bachur Silva
	Souto Correa Advogados	Fernando Pellenz, Gilberto Deon Correa Junior, Ticiane Vitória Figueiredo, Thiago Medeiros Borba, Danielli Barreto, Francisca Caroline da Silva Peres
	TozziniFreire Advogados	Elias Marques de Medeiros Neto, Alexei Bonamin, Luiz Renato Okumura
2	**Ernesto Borges Advogados**	Ernesto Borges Neto, Flávia Andrea Sant'Anna Benites, Priscila Ziada Camargo Fernandes
	Luchesi Advogados	Celso Umberto Luchesi, Guilherme Fernandes Guardelin, Ellen Carolina da Silva
	Pinheiro Neto Advogados	Tiago Themudo Lessa
	HIGHLY RECOMMENDED	
	Brasil Salomão e Matthes Advocacia	Henrique Furquim Paiva, Ricardo Sordi Marchi, Mariana Denuzzo Salomão
	CMT - Carvalho, Machado e Timm Advogados	Luciano Timm, Cristiano Rosa de Carvalho, Lucas Tavares
	Huck Otranto Camargo Advogados	Eduardo de Oliveira Lima, Amanda Salis Guazzelli, Thalita Duarte Henriques
	Mattos Filho	Bruno Mastriani Simões Tuca, Marina Procknor
	Petribu, Cabrera e Pires de Mello Advogados – PCPM Advogados	Ben-Hur Cabrera Filho, Rodrigo Pires de Mello, Henrique Petribu Faria
	RGSH Advogados	Christian de Lima Ramos
	Trench Rossi Watanabe	Cláudio Moretti, Alvaro Schmidt Gallo Neto, Luis Ambrosio
	RECOMMENDED	
	Feijó Lopes Advogados	Lucio Feijó
	J. Ercílio de Oliveira Advogados	J. Ercílio de Oliveira, Adauto Kaneyuki
	Machado Meyer Advogados	Bruno Racy, Eduardo de Campos Ferreira, João Vitor Luke Reis
	Madrona Advogados	Luis Bellini
	Mattos Engelberg Echenique Advogados	Fernando Engelberg De Moraes, Leonardo Santini Echenique, Ubiratan Mattos
	Oliveira Paolucci Advogados	Amauri de Oliveira, Luciano Paolucci, Olavo Guarnieri
	Tauil & Chequer Advogados	Christian Roschmann, Lilian Toscani, Victor Galante
	VALUABLE PRACTICE	
	Araúz Advogados	Carlos Araúz Filho, Rodrigo Laynes Milla
	GVBG | Gentil Monteiro, Vicentini, Beringhs e Gil Advogados	Pedro C. E. Vicentini
	Lefosse Advogados	Renata Cardoso, Rubens Granja, Andrea Caliento
	Martinelli Advogados	Cintia Meyer, Luis de Carvalho Cascaldi, Ricardo Costa Bruno
	Salomão Advogados	Rodrigo Figueiredo da Silva Cotta, Luis Felipe Salomão Filho, Rodrigo Cunha Mello Salomão
	SiqueiraCastro Advogados	Ana Luiza Taques, Gustavo Gonçalves Gomes, Cristina Mancebo
	Veirano Advogados	Diego Lerner
	VPBG - Vella Pugliese Buosi e Guidoni Advogados	Antonio Carlos Guidoni Filho, Ricardo Braghini

BRAZIL

Analysis

ERNESTO BORGES ADVOGADOS: AT THE CORE OF BRAZIL'S AGRIBUSINESS GROWTH

Ernesto Borges Neto

Key Figure(s):
Ernesto Borges Neto, Flávia Sant'Anna Ferreira Benites and Priscila Ziada Camargo Fernandes

Established: 1951

Track Record: With over 70 years of history and deep roots in the central-west region, the firm is a key legal partner to Brazil's agribusiness development. It advises on rural credit instruments, alternative financing, and high-impact restructurings for major players like JBS and Bradesco. Known for handling complex disputes involving credit recovery, land ownership and agribusiness contracts.

Team & Differentiation: The practice is led by Ernesto Borges, supported by 17 partners and 43 associates with expertise across civil, tax, environmental and corporate law. Its multidisciplinary team addresses rising demand for strategic advisory and litigation services in a rapidly evolving sector. Trusted by multinationals, producers, financial institutions, and class associations alike, the firm combines vast legal depth with sectoral insight.

J. ERCÍLIO DE OLIVEIRA ADVOGADOS: LEGAL PRECISION FOR AGRIBUSINESS DEALS

José Ercílio de Oliveira

Key Figure(s):
José Ercílio de Oliveira and Adauto Kaneyuki

Established: 2003

Track Record: J. Ercílio de Oliveira Advogados is a boutique firm recognized for providing specialist legal support across a broad range of agribusiness operations. Particularly skilled in structuring barter agreements and leading credit recovery efforts in rural finance. Also active in corporate, tax and commercial matters tied to complex agricultural deals and guarantees.

Team & Differentiation: Founded by José Ercílio de Oliveira and Adauto Kaneyuki, the firm is known for combining legal expertise with operational fluency in agribusiness. Services include land documentation, creditor representation and back-office support for agricultural credit. Clients also benefit from a proprietary digital platform for real-time tracking of registrations and contract workflows.

OLIVEIRA PAOLUCCI ADVOGADOS: AGRIBUSINESS AND FINANCIAL MARKETS EXPERTS

Amauri de Oliveira

Key Figure(s):
Amauri de Oliveira, Luciano Paolucci and Olavo Guarnieri

Established: 2001

Track Record: Recognized for its deep expertise in agribusiness, capital markets and international trade, the firm is frequently sought out for complex project structuring and contentious agribusiness financing cases. Clients include major players in commodities, financial services and international trade, with notable work involving CRA disputes and rural credit collection. The firm has handled matters worth R$131 billion.

Team & Differentiation: The São Paulo-based firm is led by Amauri de Oliveira and Luciano Paolucci, supported by a multidisciplinary team with academic backgrounds in agribusiness finance and international trade. Known for its work with clients from the US, Austria, England and Peru, the firm maintains strategic alliances across Latin America. Its tailored, cross-border legal services make it a go-to name for complex advisory and litigation demands.

SANTOS NETO ADVOGADOS: EXCELLENCE IN AGRIBUSINESS FINANCE

Domenico dos Santos Neto

Key Figure(s):
Domicio dos Santos Neto, Fernando Bilotti Ferreira, Matheus Zilioti Silva and Frederico Favacho

Established: 1992

Track Record: Renowned for its high-end expertise in receivables securitization, structured commodity finance, and international agribusiness transactions. Advises top-tier institutions, trading companies, and investors in headline-grabbing deals and litigation. Frequently involved in regulatory reform efforts and landmark sector cases across the Brazilian market.

Team & Differentiation: With offices in São Paulo and Ribeirão Preto, the firm is led by Domicio dos Santos Neto, a central figure in shaping Brazil's agribusiness legal framework in recent decades. Its team of 10 partners and 17 associates brings a wealth of experience in capital markets, litigation, and cross-border mandates. Trusted by major clients such as Itaú, Amaggi, and Cofco for delivering strategic legal solutions in complex, high-stakes matters.

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ENVIRONMENTAL LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Machado Meyer Advogados**	Roberta Danelon Leonhardt, Eduardo Ferreira
	Milaré Advogados	Édis Milaré, Lucas Milaré, Thiago Sales Pereira, Rubens Silveira Neto, Maria Clara Rodrigues Alves, Lupércio Alves Cruz de Carvalho
	Pinheiro Neto Advogados	Werner Grau Neto, Alexandre O. Jorge
2	**Graça Couto, Sequerra, Levitinas, Bicudo, Leal e Abby Sociedade de Advogados**	Oscar Graça Couto, Guilherme Leal, Alexandre Abby
	Mattos Filho	Antonio Augusto Reis, Rômulo Sampaio
	EXCELLENT	
	Demarest Advogados	Luiz Fernando Sant'Anna, Fernanda Stefanelo
	Lobo de Rizzo Advogados	Renata Pires Castanho, Amália Botter Fabri
	Tauil & Chequer Advogados	Luiz Gustavo Bezerra, Gedham Gomes
	TozziniFreire Advogados	Adriana Mathias Baptista, Bianca Signorini Antacli, Danilo Sousa
	Trench Rossi Watanabe	Renata Amaral, Giovani Tomasoni, Manuela Demarche Mello
	HIGHLY RECOMMENDED	
	Bermudes Advogados	Marcio Vieira Souto Costa Ferreira, Fabiano Robalinho Cavalcanti, Vitor Frreira Alves de Brito
	Bichara Advogados	Luciana Gil, Patricia Mendanha Dias
	BMA - Barbosa, Müssnich, Aragão	Márcio Pereira
	Campos Mello Advogados	Fabiano Gallo
	Felsberg Advogados	Fabricio Soler, Daniela Mota
	Veirano Advogados	Maria Christina Gueorguiev
	RECOMMENDED	
	Azevedo Sette Advogados	Leonardo Pereira Lamego
	Senise & Paiva Advogados	Walter José Senise, Diogo de Mello Paiva Ferreira
	Silveira, Athias, Soriano de Mello, Bentes, Lobato & Scaff - Advogados	Jorge Alex Athias, Paula Vianna, Fábio Flores
	Sion Advogados	Alexandre Sion, Bernardo Pessoa, Luiza Guerra
	SiqueiraCastro Advogados	Simone Paschoal Nogueira, Iris Zimmer, Annelise Abi-Ramia Ferreras
	Souto Correa Advogados	Fabiana Figueiró, Juliana Stangherlin, Mariana Vicente Niquel
	Stocche Forbes Advogados	Beatriz Marcico Pereira
	Tabet Advogados	Fernando Tabet

BRAZIL

	VALUABLE PRACTICE	
1	**Cescon, Barrieu, Flesch & Barreto Advogados**	Marcelo Mendo, Maurício Pellegrino de Souza, Roberta Jardim
	CGM Advogados	Paula Chaccur de Cresci
	Julia Rabinovici Advocacia Ambiental	Julia Rabinovici
	Lefosse Advogados	Guilherme d'Almeida Mota
	Mattei Franco Advocacia Ambiental	Juliana Flavia Mattei, Rita Maria Borges Franco
2	**Almeida Advogados**	Rafael Zinato Moreira, Guilherme Doval
	Buzaglo Dantas Advogados	Marcelo Buzaglo Dantas, Fernanda de Oliveira Crippa
	Cascione Advogados	Rafael Fernando Feldmann
	KLA Advogados	Flávia Marcilio, José Davi Fidalgo
	VPBG - Vella Pugliese Buosi e Guidoni Advogados	Anderson Moura
	William Freire Advogados Associados	Marcelo Azevedo
	NOTABLE PRACTICE	
1	**Antici Vidigal Werneck Sociedade de Advogados**	Vera Rezende Vidigal
	Nascimento e Mourão Advogados	Anita Pissolito Campos
	Ricardo Carneiro Advogados Associados	Ricardo Carneiro
	Sales & Kesselring Advogados	Ana Beatriz Kesselring, Rodrigo Sales
	Savin Paiva Advogados	Glaucia Savin, Sergio Luis da Costa Paiva, Heloisa Couto dos Santos, Renato Spaggiari, Camila Canesi Morino, Sergio Barbosa Jr.
	Trindade / Lavratti Direito Ambiental	Gustavo Trindade
2	**Cipriano e Castilho Advocacia**	Tasso Cipriano
	Duarte Garcia, Serra Netto e Terra – Sociedade de Advogados	Douglas Nadalini, André Pereira de Morais Garcia, Bruno Vinciprova Pileggi
	Madrona Advogados	Marina Vieira Freire
	Monteiro de Brito & Oliveira Advogados	Luis Antonio Monteiro de Brito
	Pimentel, Ribeiro & Borges Advocacia	Ian Pimentel Gameiro, Ana Carolina Farias Ribeiro Betzel
	Verri Paiva Advogadas	Heloisa Verri

MILARÉ ADVOGADOS: GOLD STANDARD ENVIRONMENTAL PRACTICE

Édis Milaré

Key Figure(s): Édis Milaré and Lucas Milaré
Established: 1996

Track Record: Leading environmental law boutique with a distinguished record in litigation, preventive counseling and regulatory matters. The firm advises major clients such as Braskem, Pirelli and Eletrobras in complex environmental cases involving licensing, remediation and compliance. The firms involvement in landmark infrastructure, sanitation and energy projects places it at the center of Brazil's evolving environmental landscape.

Team & Differentiation: Founded by Édis Milaré, a renowned environmental law scholar, the firm was Brazil's first to focus exclusively on this area of law. Its team of legal experts, supported by engineers, chemists and biologists, operates in specialist departments. With strategic leadership from Lucas Milaré and a strong ESG and comparative-law focus, the firm continues to shape jurisprudence and public policy.

SAVIN PAIVA ADVOGADOS: LEGAL PRECISION IN ENVIRONMENTAL MATTERS

Glaucia Savin

Key Figure(s): Glaucia Savin, Sergio Luis da Costa Paiva, André Zanetti Papaphilippakis, Heloisa Couto dos Santos, Renato Spaggiari and Camila Canesi Morino
Established: 1999

Track Record: Savin Paiva Advogados' dedication to environmental law sets it apart. The firm regularly handles complex licensing, remediation, litigation and due diligence matters for major players in the chemical, food and commodities sectors. It advises clients such as Raízen, BRF and Louis Dreyfus on cases involving contamination, environmental performance and public health, including the landmark Cubatão/SP matter.

Team & Differentiation: Founded by Glaucia Savin and Sergio Luis da Costa Paiva, the firm delivers tailored legal strategies by marrying legal knowledge and technical precision. Its team of 13 attorneys works closely with internal experts and corporate stakeholders, delivering measurable results. Known for cross-disciplinary collaboration and a client-centric approach, it's a firm of reference for customized, strategic, ESG-driven legal counsel.

ENVIRONMENTAL LAW: FIRMS TO WATCH

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
Advocacia Correa de Castro e Associados - ACC	Adriana D'Avila Oliveira, Geórgia Bordin Jacob Graciano, Geórgia Bordin Jacob Graciano
Araúz Advogados	Rafaela Aiex Parra, Carlos Araúz Filho
COSRO - Costa Rodrigues Advogados	Vilmar Luiz Graça Gonçalves
Délton Carvalho Advogados Associados S.S.	Délton Winter de Carvalho, Melânia Lunardi, Ângela Molin
Desio Senra Advogados	Camila Steinhoff
Dotti Advogados	Francisco Zardo, André Meerholz, Pedro Gallotti
Franco Leutewiler Henriques Advogados	Flávia Reis
Gaia Silva Gaede Advogados	Rodrigo V. Sluminsky
Manucci Advogados	Diego Koiti de Brito Fugiwara, Robert Luiz Gomes dos Santos
Martinelli Advogados	Isabela Bernardes, Ricardo Costa Bruno, Patricia De Padua Rodrigues
Pinheiro Guimarães	Vicente Habib de Sant' Anna Reis, Juliana Leite de Araújo
Rolim Goulart Cardoso Advogados	Thiago Pastor Alves Pereira
Toledo Marchetti Advogados	Ana Claudia La Plata de Mello Franco
Urbano Vitalino Advogados	Ana Carolina Famá
Vilas Boas Lopes Frattari Advogados	Leonardo Alves Corrêa

BRAZIL

PUBLIC LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Justen, Pereira, Oliveira & Talamini**	Marçal Justen Filho, Cesar Pereira, Fernão Justen de Oliveira
	Manesco Advogados	Floriano de Azevedo Marques Neto, Marcos Augusto Perez
2	**Machado Meyer Advogados**	Jose Virgilio Enei, Lucas Sant'Anna, Rafael Domingos Faiardo Vanzella
	Sundfeld Advogados	Carlos Ari Sundfeld, Vera Monteiro, Jacintho Arruda Câmara
	EXCELLENT	
1	**Binenbojm, Cyrino, Koatz, Voronoff & Associados**	Gustavo Binenbojm, André Cyrino, Alice Voronoff
	Demarest Advogados	Bruno Aurélio, Renan Sona, Virginia Mesquita
	Giamundo Neto Advogados	Giuseppe Giamundo Neto, Camillo Giamundo, Thays Chrystina Munhoz de Freitas
2	**Mattos Filho**	André Luiz Freire, Thiago Luís Sombra, Henrique Lago da Silveira
	Pereira Neto | Macedo | Rocco Advogados	Caio Mario da Silva Pereira Neto, Ricardo Ferreira Pastore, Mateus Piva Adami
	Queiroz Maluf Reis Sociedade de Advogados	Letícia Queiroz de Andrade, Fabio Maluf Tognola, Márcio Monteiro Reis
	Tauil & Chequer Advogados	Bruno Werneck, Flávio Amaral, Henrique Bastos Rocha
	HIGHLY RECOMMENDED	
	Lobo de Rizzo Advogados	Rodnei Iazzetta, Marcelo Rangel Lennertz, João Pedro Ribeiro Assis
	Madrona Advogados	Gustavo Magalhães, Anderson Novais, Gustavo Uchiyama
	TozziniFreire	José Augusto Dias de Castro, Caio de Souza Loureiro
	RECOMMENDED	
	Aroeira Salles Advogados	Alexandre Aroeira Salles
	Duarte Garcia, Serra Netto e Terra - Sociedade de Advogados	Luis Eduardo Menezes Serra Netto, Paola Martinelli Szanto Mendes dos Santos, Rodrigo Scalamandré Duarte Garcia
	Lefosse Advogados	Eduardo Carvalhaes
	Portugal Ribeiro Advogados	Mauricio Portugal Ribeiro
	Tojal Renault Advogados Associados	Sebastião Botto de Barros Tojal, Jorge Henrique de Oliveira Souza, Renata Rocha Villela
	Vernalha Pereira Advogados	Fernando Vernalha Guimarães, Thiago Lima Breus, Aline Lícia Klein
	VLR Advogados	Luís Felipe Valerim Pinheiro
	Xavier Vasconcelos Advogados	Eduardo Xavier, Beto Vasconcelos, Ana Luísa Ferreira Pinto

VALUABLE PRACTICE	
Arap, Nishi & Uyeda Advogados	Massami Uyeda
Azevedo Sette Advogados	Frederico Bopp Dieterich
Dias Carneiro Advogados	Joyce Ruiz Rodrigues Alves, Mário Saadi, Ricardo Sanches
Pinheiro Neto Advogados	Ricardo Pagliari Levy, Marcello Alfredo Bernardes
Tavernard Advogados	Murilo Melo Vale
Trench Rossi Watanabe	Heloísa Uelze, Henrique Kruger Frizzo, Bruno Duarte
VAK Advogados	Fernando Villela de Andrade Vianna, Renato Otto Kloss

NOTABLE PRACTICE		
1	**BMA - Barbosa, Müssnich Aragão**	Ana Cândida de Mello Carvalho
	Braz, Coelho, Veras, Lessa e Bueno Advogados	Rafael Véras de Freitas, Leonardo Coelho, Felipe Henrique Braz
	Campos Mello Advogados	Carolina Caiado
	Cescon, Barrieu, Flesch & Barreto Advogados	Edison Freitas
	SABZ Advogados	Kleber Luiz Zanchim, Paulo Doron Rehder de Araujo, Anna Sylvia Vitorino de Albuquerque
2	**BFBM - Barroso Fontelles, Barcellos, Mendonça & Associados**	Ana Paula de Barcellos, Rafael Barroso Fontelles
	Carneiros Advogados	Rafael Araripe Carneiro, Felipe Santos Correa
	Coelho & Dalle Advogados	Ricardo Dalle
	Dal Pozzo Advogados	Augusto Neves Dal Pozzo, Antonio Araldo Ferraz Dal Pozzo, Beatriz Neves Dal Pozzo
	Dotti Advogados	Francisco Augusto Zardo Guedes, André Leonardo Meerholz, Pedro Gallotti
	Lacaz Martins, Pereira Neto, Gurevich e Schoueri Advogados	Eduardo Isaias Gurevich, Vanessa Souza Rosa, Gabriela Silvério Palhuca
	Piquet, Magaldi e Guedes Advogados	Guilherme Henrique Magaldi Netto, Arthur Lima Guedes, Antonio Henrique Medeiros Coutinho
	Salomão Advogados	Eduardo Oliveira Machado de Souza Abrahão, Rodrigo Moraes Mendonça Raposo, Luis Felipe Salomão Filho
	Stocche Forbes Advogados	Mariana Saragoça

JUSTEN, PEREIRA, OLIVEIRA & TALAMINI ADVOGADOS: INFRASTRUCTURE-DRIVEN PUBLIC LAW EXPERTISE

Marçal Justen Filho

Key Figure(s): Marçal Justen Filho, Cesar Pereira, Fernão Justen de Oliveira, Eduardo Talamini, André Guskow Cardoso and Alexandre Wagner Nester

Established: 1986

Track Record: Justen, Pereira, Oliveira & Talamini is a leading name in public law, with a robust track record in infrastructure, particularly in port terminals, railways, highways, energy, sanitation and airport concessions. The firm advises key players in Brazil and internationally on bidding procedures, administrative contracts and regulatory disputes, consolidating its strategic role in high-stakes public utility projects.

Team & Differentiation: Present in São Paulo, Brasília and Curitiba, the team is anchored by partners Marçal Justen Filho, Cesar Pereira, Fernão Justen de Oliveira and Eduardo Talamini. Its public-law department is known for a pragmatic and detail-oriented approach, with partners directly engaged at every stage. Clients appreciate the firm's structure, which promotes agility and technical consistency across all sectors served.

BRAZIL

PUBLIC LAW: FIRMS TO WATCH

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
MAPPING	
Alexandre Aragão Advogados	Alexandre Santos de Aragão, Daniel Bento Duarte
Almeida Advogados	Rafael Zinato Moreira
Almeida Alvarenga Advogados	Luiz Antônio de Almeida Alvarenga, Helga Araruna Ferraz de Alvarenga, Gisele Beck Rossi
Andrade Maia Advogados	Fabio Brun Goldschmidt, Maria de Lourdes Luizelli, Natália Cepeda Fernandes
Ane E. Perez Sociedade de Advogados	Ane Elisa Perez
Batista Uchida Uehbe Advogados	Joana Batista, Daniele Uchida, Diogo Uehbe
Bocater, Camargo, Costa e Silva, Rodrigues Advogados	André Uryn, Thiago Cardoso Araújo
CGM Advogados	André Gilberto, Alexei Vivan, Natali Santos
Deborah Toni Advocacia	Deborah Toni
Felsberg Advogados	Marianne Albers
Figueiredo & Velloso Advogados Associados	Luciano Barros, Daniel Mesquisa
KLA Advogados	Roberto Lambauer
Lourenço Ribeiro Advogados	Cássio Lourenço Ribeiro
R. Amaral, Huland, Castro Alves, Linhares e Barros Leal Advogados	Ted Pontes, Adriano Huland, Raul Amaral
SiqueiraCastro Advogados	Carlos Roberto Siqueira Castro, Thiago de Oliveira, Guilherme Reisdorfer
Souto Correa Advogados	Tiago Figueiro, Rafaella Peçanha Guzela, Gustavo Kaercher
SouzaOwaka Advogados	Rosane Menezes Lohbauer, Fernando Gallacci
Warde Advogados	Rafael Valim, Gustavo Marinho

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GOVERNMENT RELATIONS

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
MJ Alves Burle e Viana	Marcos Joaquim Gonçalves Alves, Fernanda Burle
EXCELLENT	
Celuppi Advocacia	Juliana Celuppi
Cescon, Barrieu, Flesch & Barreto Advogados	Luciano Inácio de Souza
De Paula Kraft Advogados	Felipe de Paula, Amanda Kraft, Rebeca Albuquerque
Malta Advogados	Alberto Malta, Ana Vogado, Fellipe Cunha
Perman Advogados Associados	Bruno Perman, Tiago Santana, Martim Andrada
Toro: RIG	Antonio Totaro Neto
TozziniFreire Advogados	Caio de Souza Loureiro, Jose Augusto Dias de Castro
Xavier Vasconcelos Advogados	Eduardo Xavier, Beto Vasconcelos, Carla De Ávila Nascimento
HIGHLY RECOMMENDED	
BFA - Bialer Falsetti Associados	Mauro Falsetti, Ana Paula Bialer
Figueiredo & Velloso Advogados	Ticiano Figueiredo, Pedro Ivo Velloso, Daniel Mesquita
Queiroz Monteiro & Lima Advogados	Armando Monteiro Bisneto, João Carlos Lima, Renata Dantas Montenegro
Strozzi e Hoffmann Advogados	Andrea Hoffmann Formiga, Thaís Strozzi C. Carvalho
Tauil & Chequer Advogados	Luis Inácio Adams

BRAZIL

AVIATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
/asbz	Guilherme Amaral, Thiago Carvalho, Priscila Zanetti
Bernardi & Schnapp Advogados	Ricardo Bernardi
Machado Meyer Advogados	Fabio Falkenburger
EXCELLENT	
Basch & Rameh Advogados	Nicole René G. e Cunha, Eytan Basch, Renata Duarte Iezzi
Costa, Albino & Rocha Sociedade de Advogados	Julio Costa, Eduardo Penna
DDSA - De Luca, Derenusson, Schuttoff Advogados	Ana Luisa Castro Cunha Derenusson, Rita de Cássia Fernandes de Godoy
Di Ciero Advogados	Simone Di Ciero, Luisa Medina, Valeria Curi de Aguiar
Veirano Advogados	João Paulo Servera, Luiz Antonio dos Santos Junior, Beatriz França
HIGHLY RECOMMENDED	
Demarest Advogados	Gabriel Ricardo Kuznietz, Bruno Aurélio, Marcelo Guaranys
Leal Andreoli Advogados	Roberta Fagundes Leal Andreoli
Montgomery & Associados	Neil Montgomery
Pinheiro Neto Advogados	Caroline Guazzelli Queiroz Gomes
RECOMMENDED	
Fenelon Barretto Rost Advogados	Ricardo Fenelon
Mattos Filho	Giovani Loss
Motta Fernandes Advogados	Regina Mangabeira Albernaz Lynch
Nantes Mello Advogados	Marcelo Mello, Caio Nantes, Flavio Igel
Simões Sociedade de Advogados	Adriana Simões
Taliba e Advogados Associados	Rita Taliba
VALUABLE PRACTICE	
Bonsenso Advogados	Felipe Bonsenso
Costa e Tavares Paes Sociedade de Advogados	Antonio Tavares Paes Jr., Vamilson Jose Costa, Carolina Xavier da Silveira Moreira
JG Assis de Almeida Sociedade de Advogados	José Gabriel Assis de Almeida
Souto Correa Advogados	Guilherme Rizzo Amaral, Jorge Cesa Ferreira, Luis Felipe Spinelli

BONSENSO ADVOGADOS: BOUTIQUE PRECISION IN AVIATION LAW

Felipe Bonsenso

Key Figure(s): Felipe Bonsenso
Established: 2021

Track Record: Exclusively focused on aviation, Bonsenso Advogados has carved out a singular reputation by guiding clients through high-stakes aircraft transactions, from the acquisition of Gulfstream G500s to cross-border leasing of helicopters for offshore operations. The team routinely handles regulatory, tax and financing structures for both business and commercial aviation, serving as a strategic partner in transactions.

Team & Differentiation: Led by Felipe Bonsenso, the firm has assembled a compact team of experts who blend legal sophistication with operational fluency. With over 15 years dedicated to the sector, Bonsenso Advogados offers a rare combination of boutique agility and sectoral insight, advising airlines, lessors, operators and airports. Clients value the firm's ability to navigate Brazil's regulatory complexity with clarity and efficiency.

SHIPPING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Kincaid | Mendes Vianna Advogados	Godofredo Mendes Vianna, Camila Mendes Vianna Cardoso, Iwam Jaeger
EXCELLENT	
Castro Barros Advogados	Olympio Carvalho, Camilla Werneck
Escritório Jurídico Carbone	Artur R. Carbone, Luís Felipe Galante
Pedro Calmon Filho & Associados (PCF&A)	Pedro Calmon Filho, Henrique Oswaldo Motta, Pedro Calmon Neto
Sammarco Law Office	Osvaldo Sammarco, Marcelo Sammarco
Siano & Martins Advogados Associados	Luiz Roberto Leven Siano, Fabiana Simões Martins, Marcos Martins
Vieira Rezende Advogados	Bernardo Mendes Vianna, Daniela Ribeiro Davila, Tiago Vasconcelos Severini
HIGHLY RECOMMENDED	
Advocacia Rocha Baptista	Arthur Rocha Baptista
Demarest Advogados	Bruno Aurélio, Gabriel Ricardo Kuznietz, David Meiler
Farinon, Carvalho da Silva & Advogados Associados	Roberto Farinon, Ruy Fernando Carvalho da Silva
Garbois+Melo Advogados	Breno Garbois, Flavia Melo
RC Law - Rabb Carvalho Advocacia	Larry Carvalho, Mariana Félix, Jeová Costa Lima Neto
Salomão Advogados	Livia Sancio, Rodrigo Cotta, Pedro Neiva de Santana Neto
RECOMMENDED	
Mattos Filho	Nilton Gomes de Mattos Neto
Reis, Braun e Regueira Advogados	João Paulo Justo Braun, Baudilio Gonzalez Regueira
Ruy de Mello Miller Advocacia	Thiago Testini de Mello Miller
Shipping Consultoria	Fernando Sobrino Porto, Antonio Francisco Sobral Sampaio
Tauil & Chequer Advogados	Juliana Pizzolato Furtado Senna, Eduardo Telles, João Cople
VALUABLE PRACTICE	
Arruda Advocacia - ARR Law	Rebeca Arruda Gomes
Lefosse Advogados	Eduardo Carvalhaes
Lopes Pinto Advogados Associados	Alessander Lopes Pinto
Lourenço Ribeiro Advogados	Cássio Lourenço Ribeiro
NOTABLE PRACTICE	
Advocacia Pacheco de Castro	Luciana Pacheco de Castro
Campos Mello Advogados	Marcelo Frazão, Carolina Caiado, Marcelo Ribeiro Mattos
Pinheiro Neto Advogados	Luis Cláudio Furtado Faria
Veirano Advogados	Ali El Hage Filho, Marcos Ludwig, Elinor Cotait

BRAZIL

INTERNATIONAL TRADE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Demarest Advogados	Victor Bovarotti Lopes, Fernando Benjamin Bueno, José Setti Diaz
	MPA Trade Law	Claudia Marques, Rodrigo Pupo
	Pinheiro Neto Advogados	Renê Guilherme da Silva Medrado, Mauro Berenholc, Carol Sayeg
	Veirano Advogados	Ana Caetano
	EXCELLENT	
1	**Madrona Advogados**	Lucas Spadano, Luiza Tângari Coelho
	Monteiro & Weiss Trade - MW Trade	Andrea Weiss Balassiano, Carol Monteiro de Carvalho
	Trench Rossi Watanabe	Francisco Negrão, Paulo Casagrande, Rafael Gregorin
2	**Carla Junqueira & Associadas**	Carla Amaral Junqueira
	Magalhães e Dias Advocacia	Yi Shin Tang, Gabriel Nogueira Dias, Camila Tomimatsu
	HIGHLY RECOMMENDED	
	Azevedo Sette Advogados	Luiz Eduardo Salles
	Bichara Advogados	Giuseppe Melotti, Carolina Muller
	Gringberg Cordovil Advogados	Ricardo Motta, Leonor Cordovil
	Nasser Sociedade de Advogados	Rabih Nasser, Marina Takitani
	VK Law	Vera Kanas
	RECOMMENDED	
	Barral, Parente Pinheiro Advogados	Welber Barral, Gilvan Brogini, Celso Figueiredo
	BFSA - Borges Furlaneto & Sayeg Advogados	Karla Borges Furlaneto, Fernanda Manzano Sayeg
	TozziniFreire Advogados	Lisandra Pacheco, Marcelo Calliari
	Unotrade	Roberto Kanitz, Thomas Fischer
	VALUABLE PRACTICE	
	Souto Correa Advogados	Fernando Ayres, Valter Tremarin Junior
	Lefosse	Adriana Dantas, João Paulo Muntada Cavinatto

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FICADE

DÉCIDEURS CORPORATE FINANCE

CHILE

M&A

International Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**BTG Pactual**	José Ignacio Zamorano
2	**JP Morgan**	Alfonso Eyzaguirre
	EXCELLENT	
	Banco Santander Chile	Carlos Ruiz de Gamboa
	Credicorp Capital	Eduardo Montero Dasso
	Goldman Sachs Chile	Joaquin Escribano
	HIGHLY RECOMMENDED	
	Bank of America Merrill Lynch	Rodrigo Demaria
	BNP Paribas Cardif Chile	Sebastián Valle Lorenzini
	Deloitte (investment bank area)	Christian Durán
	Morgan Stanley	Pedro P. Jottar Awad
	Rothschild	Matthew Smith
	Union Bank of Switzerland - UBS	Jerónimo Correa Braun

M&A

Best Local Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**Larrain Vial**	Felipe Porzio
2	**Asset Chile**	Georges de Bourguignon, Gonzalo Fanjul, Jaime Guzmán
	Landmark - Alantra Group	Julio Cardenal
	Tyndall Group	Juan Ignacio Langlois
	EXCELLENT	
	Bansud Capital	Jaime Milic
	Econsult	Alejandro Leay, Jorge Muñoz
	Providence Capital	Pablo D' Agliano
	HIGHLY RECOMMENDED	
	Altis	Alejandro Puentes
	Hudson Bankers	Todd Huckaby
	IMAP Chile	Sergio Milic
	Key Capital Chile	Cristián Mandiola Silva
	Quest Capital	Gustavo Avaria
	RECOMMENDED	
	Ameris	Rodrigo Guzmán
	Banmerchant	Agustín Larrain
	Capital Trust	Rodrigo Muñoz Vivaldi
	Link Capital Partners	Fernando Edwards

CHILE

PRIVATE EQUITY

Best Private Equity Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Linzor Capital Partners	Carlos Ingham
Patria Investments	José Mestres
Riverwood Capital Partners	Francisco Alvarez
Venturance Alternative Assets	Roberto Loehnert
Victoria Capital Partners	Carlos Garcia

VENTURE CAPITAL

Best Venture Capital Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Alaya VC Capital	Luis Bermejo
Aurus	Raimundo Cerda
Austral Capital	Gonzalo Miranda
Beagle Ventures	Pablo Vicuña
Chile Ventures	Felipe Matta
Dadneo	Allan Jarry
Devlabs	Rubén Hernandez
Fen Ventures	Cristobal Silva
Genesis Ventures	Rodrigo Castro
HCS Capital Partners	Alex Horvitz, Luis Felipe San Martin
Invexor Venture Partners	Jorge Rodriguez Ibañez
Magma Partners	Nathan Lustig
Manutara Ventures	Cristian Olea
Masisa	Alejandro Carrillo
Scale Capital	Oliver Alexander Flögel
Taram Capital	Felipe Camposano
Venturance Alternative Assets	Roberto Loehnert

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Barros & Errázuriz	Pablo Guerrero, Bernardo Simian
Bofill Mir Abogados	Octavio Bofill, Ana Maria Yuri, Rodrigo Saffirio, Feliciano Tomarelli
Carey	Jaime Carey, Pablo Iacobelli, Salvador Valdés, Francisco Ugarte, Marcos Ríos, Guillermo Acuña, Cristián Eyzaguirre, Jorge Ugarte, Francisco Guzmán, Cristián Figueroa, Patricia Silberman, Alejandra Daroch, and Jaime Carey Jr.
Cariola Diez Pérez-Cotapos	Sergio Diez, Juan Pablo Matus, Carlos Perez-Cotapos, Gerardo Varela
Claro & Cia	Matias de Marchena, Jose Maria Eyzaguirre B.
EXCELLENT	
CMS Carey & Allende	Jorge Allende D., Ignacio Errazquin, Ramon Valdivieso
Garrigues Chile	Jaime De Larraechea, Cristóbal Fainé, Luis Felipe Merino, Rodrigo Fernandez
Guerrero Olivos	Juan Enrique Allard, César Gálvez, Pedro Lyon, Pedro Pellegrini
Morales & Besa	Eugenio Besa, Macarena Laso, Guillermo Morales E., Carlos Silva
Philippi Prietocarrizosa Ferrero DU & Uria	Alberto Pulido
Prieto Abogados	Fernando Bravo V., Juan Tagle Q.
HIGHLY RECOMMENDED	
Arteaga Gorziglia	Ignacio Arteaga, Arnaldo Gorziglia, Luciano Cruz
Baker McKenzie	Leon Larrain, Jaime Munro
Cepd Abogados	Alejandro Edwards G, Arturo Poblete, Tomás Poblete
Cuatrecasas	Roberto Guerrero, Michel Diban
DLA Piper Chile	Marco Salgado, Jorge Timmermann, Matías Zegers, Diego Noguera
Larrain Y Asociados Abogados	Arturo Bulnes, Juan de Dios Ferrada
NLD Abogados	Paulo Larrain M., José Pablo Dulanto
Urenda Rencoret Orrego & Dörr	Nicholas Mocarquer, Sergio Orrego, Gonzalo Rencoret, Felipe Rencoret
RECOMMENDED	
1 **Alessandri**	Felipe Cousiño, Fernando Jamarne, José Antonio Cuadra
Aninat Abogados	Luis Alberto Aninat, Guadalupe Orrego
Barros Silva Varela & Vigil	Rodrigo De Alencar, Francisco Varela Echaurren, Jorge Vigil
Clyde & Co Chile	Franco Acchiardo, Hugo Prieto
Dentons Larraín Rencoret	Karlfranz Koehler, José Manuel Larraín, Felipe Rencoret, Carlos Urzúa
HD Legal	Gonzalo Delaveau
Jara Del Favero	Sven Herlin Kaiser, Felipe Ovalle
Lembeye Abogados	Nicolás Espina, Jorge Lembeye, Rony Zimerman
Pagbam Schwencke	Juan Pablo Schwencke, Francisco Prado
Ried Fabres	Cristian Fabres, Jaime Hirschberg, Jose Miguel Ried
Villarino Ilharreborde	Juan Andrés Ilharreborde, Cristóbal Villarino

CHILE

2	**A/C/R Legal**	Sebastián Barros, Fernando De Carcer, Luis Felipe Arze, Diego Rodríguez
	ACU Abogados	Santiago Achurra, Arturo Costabal, Pablo Undurraga
	Albagli Zaliasnik	Rodrigo Albagli, Álvaro Rosenblut
	Baraona Marshall	Juan Pablo Baraona, Raul Marshall, Rodolfo Vega
	ICMS Abogados	Andrés Correa Cruzat, Ricardo Ihnen Becker, Guillermo Malatrassi Mozó, Tzu-Hsin Shen
	Magliona Abogados	Giovanni Donati, Claudio Magliona, Juan Pablo Montiel
	Marinovic & Alcalde Abogados	Javier Gonzalez, Alberto Polette, Tomas Polette, Martín Vilajuana
	Russi Eguiguren / Quadrant	Alberto Eguiguren, Carlos Russi, José Miguel Sanhueza
	VALUABLE PRACTICE	
1	**ABI Abogados**	Alejandra Aguad, Eduardo Izquierdo
	Alvarez Abogados	José Antonio Velasco
	Chirgwin	Andrés Chirgwin
	Contreras Velozo	Oscar Contreras Blanco, Oscar Contreras P., Rafael Cruzat
	Fischer & Cía	Gerardo Cruzat, Cristóbal Herrera
	Harris Gómez Group	Harris Gómez, Carla López
	Lathrop Mujica Herrera & Diez Abogados	Fernando Lathrop Aubert
	Mendoza Luksic Valencia Abogados	Alvaro Mendoza Negri
	Ossandón Abogados	Monserrat Alarcón, Roberto Grant, Marko Jurgensen, Roberto Ossandón, Josemaria Romero
	Ovalle Consejeros Legales	Matías Ovalle, Javier Ovalle
	Pérez-Iñigo Abogados	Rodrigo Pérez-Iñigo
	Porzio Rios García	Ignacio García
	SPG Abogados & Consultores	Pedro Pablo Gutiérrez, Gabriel Palma
	UH&C Abogados	Luis Felipe Hübner Guzmán, Felipe Hübner Valdivieso
2	**Abdala & Cia**	Nicolás Abdala, Ricardo Abdala Hirane
	Allende& Cia	Felipe Allende, José Luis Ibáñez
	Bascuñan & Cía Abogados	Agustín Alessandri
	BER Abogados	Jorge Echeverría, Martín Casse
	DNPV Abogados	Rodrigo Novoa, Juan Pablo Vergara
	EDN Abogados	Felipe Díaz Toro
	Eyzaguirre Y Cia	María Daniela Del Solar Nielsen, Gonzalo Eyzaguirre Alvarado, Antonio Marinovic
	Garnham Abogados	Daniela Gazmur, José Manuel Henríquez
	IVM Abogados	José Alberto Guzmán, Gonzalo Molina, Héctor Enrique Vidal Delgado
	Lagos Maclean Abogados	Kenneth Maclean, Angelina Morales
	Misraji & Béjar Abogados	Arie Misraji
	Palma	Juan Eduardo Palma Cruzat, Juan Eduardo Palma Jara
	Parraguez Marín & del Río + Budasis	Marcela Achurra
	Saez Abogados	Gonzalo Alberto Sáez Pinochet, Vicente Tadeo Sáez Pinochet

LAGOS MACLEAN ABOGADOS: TAILORED CORPORATE & M&A SOLUTIONS

Kenneth Maclean

Key Figure(s): Kenneth Maclean and Angelina Morales

Established: 2001

Track Record: The firm excels in M&A matters, advising on acquisitions, sales, joint ventures and cross-border deals for national and international clients. Its transactional expertise is reinforced by a real-estate team active in major infrastructure and development projects and a labor practice skilled in collective bargaining, litigation and complex employment matters.

Team & Differentiation: Founding partner Kenneth Maclean combines over 25 years of corporate and M&A expertise with strong labor and real-estate knowledge, advising companies in a wide range of sectors, from agribusiness to technology. Backed by a cohesive, multidisciplinary team, he ensures efficient, business-oriented solutions and reinforces LMA's cross-industry strength and cross-border transactional capabilities.

NLD ABOGADOS: DEALMAKERS ACROSS BORDERS

Paulo Larrain

Key Figure(s): Paulo Larrain and José Pablo Dulanto

Established: 2007

Track Record: NLD stands out for its strong M&A track record, advising private equity funds, multinationals and major Chilean companies on complex cross-border transactions. Its expertise covers the full deal-cycle – from due diligence to post-closing – enhanced by financial capabilities that support structuring, financing and refinancing, ensuring comprehensive, business-oriented solutions tailored to diverse client needs.

Team & Differentiation: Paulo Larraín offers deep expertise advising private equity funds and multinationals on cross-border M&A, while José Pablo Dulanto is noted for steering complex corporate transactions with strategic precision. Backed by an integrated team of seasoned lawyers, they deliver partner-level involvement and innovative, commercially driven solutions that set NLD apart in Chile.

CAREY: INTEGRATED APPROACH TO CORPORATE MATTERS

Jaime Carey

Key Figure(s): Jaime Carey, Pablo Iacobelli, Salvador Valdés, Francisco Ugarte, Marcos Ríos, Guillermo Acuña, Cristián Eyzaguirre, Jorge Ugarte, Francisco Guzmán, Cristián Figueroa, Patricia Silberman, Alejandra Daroch and Jaime Carey Jr.

Established: 1905

Track Record: Carey is a market leader in corporate/M&A, advising multinationals, funds and local companies on high-profile transactions in Chile and across Latin America. The firm's expertise spans public takeovers, private equity, joint ventures and governance matters. With considerable experience in regulated industries, Carey delivers comprehensive, strategic advice in negotiation, structuring, financing and compliance mandates.

Team & Differentiation: The corporate/M&A team stands out for its unparalleled depth and versatility, combining expertise across regulated industries, private equity and cross-border transactions. Its members include corporate, tax, finance and antitrust specialists, ensuring clients receive comprehensive, innovative solutions. The team's track record in high-profile deals consolidates Carey's position as a leader in complex, multi-jurisdictional mandates.

BOFILL MIR ABOGADOS: POWERING FINANCE, TRANSFORMING BUSINESS

Octavio Bofill

Key Figure(s): Octavio Bofill, Ana María Yuri, Feliciano Tomarelli and Rodrigo Saffirio

Established: 2006

Track Record: Bofill Mir is recognized for its strength in banking & finance and M&A practices, advising domestic and international clients on complex financing, restructuring, acquisition and joint-venture matters. The firm also offers expertise in corporate tax, real estate, labor, merger control and insolvency, providing comprehensive, business-oriented solutions across industries including energy, mining, agribusiness and aviation.

Team & Differentiation: Bofill Mir's strength lies in its experienced team led by Octavio Bofill, renowned for his expertise in M&A and finance. He is joined by Ana María Yuri, a leading figure in banking and capital markets; Feliciano Tomarelli, recognized for corporate and tax matters; and Rodrigo Saffirio, noted for labor and restructuring expertise.

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CHILE

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Barros & Errázuriz	José Ignacio Ovalle, Oscar Ruiz Tagle, Patricio Solorzano
	Fontaine & Cía	Juan Eduardo Troncoso, Montserrat Valverde
	Guerrero Olivos	Tomás Rosemary, Martin Santa María, José Gabriel Undurraga
	EXCELLENT	
1	**CMS Carey & Allende**	Pabla Gainza
	Garrigues Chile	José Miguel Rioseco, Eduardo Tirado
	Philippi Prietocarrizosa Ferrero DU & Uria	José Tagle
2	**Bofill Mir Abogados**	Octavio Bofill, Ana Maria Yuri, Rodrigo Saffirio, Feliciano Tomarelli
	Carey	Eduardo Martín, Juan Pablo Stitchkin, Tomás Varela
	Cariola Diez Pérez-Cotapos	Juan Pablo Matus
	CEPD Abogados	Sebastián Aninat, Antonio Dittborn
	Marinovic & Alcalde Abogados	Domingo Edwards, Juan Carlos Méndez
	Urenda Rencoret Orrego & Dörr	Gonzalo Errazuriz, Felipe Rencoret
	HIGHLY RECOMMENDED	
1	**Álamos, Álvarez & Aldunate Abogados**	Mario Aldunate, Felipe Álvarez, Juan Pablo Álvarez
	Andreucci & Torrejon	Rodrigo Andreucci Aguilera, José Arcadio Torrejón Linares
	Barros Silva Varela & Vigil	José Joaquin Silva
	Correa Squella	Carolina Squella
	HD Legal	Juan Ignacio Peña
	ICMS Abogados	Andrés Correa Cruzat, Ricardo Ihnen Becker, Tzu-Hsin Shen
	Larrain Y Asociados Abogados	José Pedro Baraona, Juan Carlos Bulnes
	Morales & Besa	Macarena Laso
	Prieto Abogados	Fernando Samaniego
	Urenda, León, Rivas & Darraïdou Abogados	Juan Ignacio León Lira, Juan Pablo Urenda Bilicic
2	**ABI Abogados**	Alejandra Aguad, Eduardo Izquierdo
	ACU Abogados	Arturo Costabal
	Albagli Zaliasnik	Álvaro Rosenblut
	Baker McKenzie	Andrés Wagner
	Clyde & Co Chile	Hugo Prieto
	De Iruarrizaga Arnaiz Y Compania	Juan Rafael Arnaiz
	DLA Piper Chile	Bernardita Doren
	Jara Del Favero	Sven Herlin Kaiser, Julio Trucco
	Lathrop Mujica Herrera & Diez Abogados	Pedro Pablo Mujica Galarce, Fernando Lathrop Aubert
	Maira Gutiérrez Abogados	Esteban Maira
	Villarino Ilharreborde	Cristóbal Villarino

RECOMMENDED	
A/C/R Legal	Karin Muñoz
Abdala & Cia	Ricardo Abdala Hirane
Alvarez Abogados	Alejandro Alvarez, Joaquín Recart, Manuel Sánchez, José Antonio Velasco
Arteaga Gorziglia	Luciano Cruz
Infante Valenzuela Molina Abogados	María Eugenia Badilla, José Miguel Infante, Héctor Enrique Vidal Delgado
Pagbam Schwencke	Barbara Neyra, Juan Pablo Schwencke, Francisco Prado
Ried Fabres	Ricardo Abogabir, Cristian Fabres, Jaime Hirschberg
VALUABLE PRACTICE	
Eyzaguirre Y Cia	Daniela del Solar Nielsen
Lagos Maclean Abogados	Kenneth Maclean, Catalina Parker
Misraji & Béjar Abogados	Arie Misraji
Ossandón Abogados	Monserrat Alarcón, Roberto Grant, Marko Jurgensen, Roberto Ossandón, Josemaria Romero
Pérez-Iñigo Abogados	Rodrigo Pérez-Iñigo
Russi Eguiguren / Quadrant	Alberto Eguiguren, Jaime Andrés Salas V., José Miguel Sanhueza, Felipe Undurraga

CAREY: ACTIVE IN LANDMARK REAL-ESTATE DEALS

Juan Pablo Stitchkin

Key Figure(s):
Juan Pablo Stitchkin, Tomás Varela and Eduardo Martin

Established: 1905

Track Record: Carey's real-estate team is one of the largest and most sophisticated in Chile, advising on all manner of related matters, including development, financing, construction and sales across residential, commercial, industrial and infrastructure projects. With integrated support from its renowned construction practice, among other areas, the firm represents clients such as IFC, Elanco, Sencorp, Mountain Capital Partners and Santander.

Team & Differentiation: Juan Pablo Stitchkin, who heads the real-estate group, is renowned for advising on infrastructure, energy, construction and real-estate development projects. He is joined by Eduardo Martin, with expertise spanning real estate, project finance and corporate law, and counsel Tomás Varela, who focuses on permitting, transactions and development.

LATHROP MUJICA HERRERA & DIEZ ABOGADOS: WHERE LAW MEETS GROWTH

Fernando Lathrop

Key Figure(s):
Fernando Lathrop

Established: 2023

Track Record: The firm has an outstanding track record in real estate and M&A, advising on transactions, project development, financing and corporate governance. It also delivers strategic solutions in corporate, tax, labor and wealth management matters. This comprehensive expertise enables the firm to provide integrated, results-driven advice to national and international clients across diverse industries in Chile.

Team & Differentiation: The firm is led by five partners, including Fernando Lathrop, whose leadership and academic background enhance its prestige. Together with Pedro Mujica, Sebastián Herrera, José María Diez and Francisco Cárcamo, they offer cross-disciplinary expertise, rigorous analysis and a client-centric approach, distinguishing the firm in Chile's competitive market through innovative, strategic legal solutions.

BARROS SILVA VARELA & VIGIL: TOP-TIER REAL ESTATE ADVISORY

José Joaquin Silva

Key Figure(s):
José Joaquin Silva

Established: 2012

Track Record: Barros Silva Varela & Vigil specializes in real estate, representing top developers and funds on housing, rental, energy and subsidized projects, advising on financing, structuring and regulatory challenges. Key clients include Ingevec, Inspira, Ilumina and Ecasa. Its corporate/M&A team complements this strength, handling cross-border and domestic transactions for clients such as Latin America Power and Patria Investimentos.

Team & Differentiation: The firm's real-estate practice is led by a team of highly qualified specialists, recognized for their deep understanding of urban and environmental regulations. Partner José Joaquín Silva stands out for his strategic approach to complex projects and negotiations. BSVV differentiates itself by delivering comprehensive, tailored solutions that combine legal, financial and regulatory expertise.

ICMS ABOGADOS: STRATEGIC TRANSACTIONAL COUNSEL

Guillermo Malatrassi

Key Figure(s):
Ricardo Ihnen, Andrés Correa, Tzu-Hsin Shen and Guillermo Malatrassi

Established: 2024

Track Record: ICMS Abogados' real-estate practice spans residential, commercial and rural projects, combining financing, regulatory and transactional expertise. The firm also shines in M&A matters, advising on complex domestic and cross-border deals with particular strength in mining, energy and infrastructure. Corporate tax and wealth management services provide efficient, tailored structures to protect assets.

Team & Differentiation: ICMS Abogados' partners Tzu-Hsin Shen, Ricardo Ihnen, Guillermo Malatrassi and Andrés Correa provide cross-border and sector-focused expertise. Shen's China-related skills, Malatrassi's mining knowledge, Correa's capital markets and real estate focus and Ihnen's versatility enhance the team. Supported by senior associates, they deliver client-tailored legal solutions that are strategic and comprehensive.

CHILE

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Carey	Oscar Aitken, Francisco Arce, Francisca Corti
	Munita & Olavarria	Cristián Olavarria, Enrique Munita
	Uribe Legal	María de los Ángeles Bittner, Enrique Uribe Casasbellas, Silvestre Lyon, Pablo Prieto, Enrique Uribe
	EXCELLENT	
	Barros & Errázuriz	María Fernanda Espinosa, Juan Cristóbal Iturrate
	Clyde & Co Chile	Christian Alvarado
	Della Maggiora Eyzaguirre Abogados Laborales	Francisco Della Maggiora, Domingo Eyzaguirre, Camila Herrera, Aníbal Zalaquett
	Lizama Abogados	Diego Lizama Castro, Luis Lizama Portal
	Sáez Abogados / Labor Law Group	Felipe Saéz
	HIGHLY RECOMMENDED	
1	**Aninat Abogados**	Rodrigo Ugarte
	Baker McKenzie	Andrés Valdés
	Bofill Mir Abogados	Luis Alberto Cruchaga, Pablo Gutiérrez
	Cariola Diez Pérez-Cotapos	Ignacia López, Bárbara Zlatar
	CMS Carey & Allende	Julio Frías, Constanza Yáñez
	DLA Piper Chile	Luis Parada
	Doña Riveaux	Santiago Doña Vial, Margarita Riveaux García-Huidobro
	Fontaine & Cía	Diego Marín
	GNP Canales Abogados Laborales	Alfonso Canales, Carlos Gutiérrez, Francisco Plass
	Guerrero Olivos	Rocío García de la Pastora
	Larrain Y Asociados Abogados	Jorge Parro, Andrés Silva
	Morales & Besa	Valentina Morales
	Parga Montes & Vasseur, Laborales	Jorge Montes, Sebastián Parga, Pablo Vasseur
	Philippi Prietocarrizosa Ferrero DU & Uria	Paulina Miranda
	Prieto Abogados	Cristobal Raby, Christian Von Bergen
	Provoste Matamala Abogados	Raimundo Mira Gumucio, Pedro Matamala Souper, Matías Provoste
	Saavedra & Cia Abogados	Gabriela Gerpe, Juan Pablo Saavedra
2	**A/C/R Legal**	Enzo Canales
	Abdala & Cia	José Ignacio Arteaga Manieu
	ABI Abogados	Eduardo Izquierdo
	Albagli Zaliasnik	Jorge Arredondo, Jocely Aros
	Asesorias Pimentel Abogados	Valentín Pimentel, Christian Alviz Riffo
	Barros Silva Varela & Vigil	Roberto Lewin
	De Marchena y Urcelay Abogados	José Luis de Marchena, Jorge Reyes, Josefina Riveaux, Gonzalo Urcelay
	Domínguez y Cía	Ramón Dominguez, Francis Reyes
	Estudio Navarro	Benjamín Costa, Juan Pablo Fernandez, Luis Navarro, Catalina Navarro Soffia
	Porzio Rios García	Ignacio García

	RECOMMENDED	
	AEM Abogados	Cristian Aguayo, Rubén Soto
	Álamos, Álvarez & Aldunate Abogados	Benjamín Pumpin
	Albornoz & Cía	Marcelo Albornoz, Ximena Vidal
	Garrigues Chile	Bárbara Vera
	Hurtado & Bonito Abogados	Mijail Bonito, José María Hurtado
	Jara Del Favero	Felipe Ovalle, Alfred Sherman
	Ovalle Consejeros Legales	Juan Ready
	Palma	Paz Palma
	Rosso Abogados	Marco Rosso
	SCR Abogados	Constanza Contreras
	UH&C Abogados	Marcelo Andrés Soto Ulloa
	Urenda Rencoret Orrego & Dörr	Alberto Rencoret
	VALUABLE PRACTICE	
1	**Acu Abogados**	Paula Escobar Díaz, Pedro Errázuriz Aguirre
	Alcalde & Cía	Horacio Del Valle Fraga
	Cuatrecasas	Raúl Fernandez
	Eyzaguirre Y Cia	Rodrigo Trucco Fuenzalida, Francisca Vial Herrera, Antonio Marinovic M.
	HAG Solutions	Osvaldo Parada
	Lagos Maclean Abogados	Kenneth Maclean, Silvia Morales
	MLV Aabogados	Zarko Luksic Sandoval
	Pérez-Iñigo Abogados	Francisco Larrain Baraona
	Sandoval Abogados	Cristián Sandoval Soto
2	**Arteaga Gorziglia**	Ignacio Arteaga, Camila Torres
	Equitat	Tomás Larraín Raglianti, Estela Otárola Sanchez
	HD Legal	Rebeca Zamora
	Lembeye Abogados	Gonzalo Aravena, Rony Zimerman
	Marinovic & Alcalde Abogados	Cristóbal Muñoz
	Ossandón Abogados	Juan Pablo Grant
	Saez Abogados	Gonzalo Alberto Sáez Pinochet
	Vidal Abogados	María José Vidal

CAREY: LEADING LABOR COUNSEL

Oscar Aitken

Key Figure(s): Oscar Aitken, Francisca Corti and Francisco Arce

Established: 1905

Track Record: Carey's labor & employment team, the largest of its kind in Chile, delivers comprehensive advice on corporate employment, litigation, union relations and compliance. The group handles complex disputes (wrongful dismissal, harassment and rights violations) while also advising on M&A due diligence, global mobility, immigration and compensation, offering integrated, strategic solutions for domestic and international clients.

Team & Differentiation: The practice is led by partners Oscar Aitken, Francisca Corti and Francisco Arce, supported by counsel and 15 associates. The team stands out for its expertise in litigation, collective bargaining, investigations, compliance, global mobility and immigration, providing comprehensive, strategic and innovative solutions to complex employment challenges across industries.

CHILE

IMMIGRATION LAW

Best Law Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Apparcel Uriarte Abogados	Pamela Toro, Anastassia Charpentier
Carey	Francisca Corti, Valentina Kuscevic
Cariola Diez Pérez-Cotapos	Bárbara Zlatar, Ignacia López
Doña Riveaux	Santiago Doña Vial, Margarita Riveaux García-Huidobro
GNP Canales Abogados Laborales	Diego Nodleman
Hurtado & Bonito Abogados	Mijail Bonito, José María Hurtado
Lizama Abogados	Diego Lizama Castro, Luis Lizama Portal
Munita & Olavarria	Cristián Olavarria, Marcela Salazar
Prieto	Valentina Flen, Christian Von Bergen, Cristóbal Raby

HURTADO & BONITO ABOGADOS: SHAPING CHILE'S IMMIGRATION LANDSCAPE

José María Hurtado

Key Figure(s): Mijail Bonito and José María Hurtado
Established: 2022

Track Record: Hurtado & Bonito Abogados advises leading national and international companies across industries such as engineering, transport, pharma, construction and food on complex immigration and mobility matters. The firm stands out for the quality of its executive relocation services, its EMS alliance spanning 100+ jurisdictions, innovative CRM tools and high-impact pro-bono cases, including refugee athletes.

Team & Differentiation: Founding partners José María Hurtado and Mijail Bonito combine deep public and private sector expertise, having advised the State of Chile on its New Migration Law. Their strategic vision and policy-making experience underpin the firm's leadership in executive relocation, complex immigration and labor matters, enhanced by a firm-wide ethos of innovation and ethical commitment.

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MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Carey	José Pardo, Lorena Pavic
Claro & Cia	Cristóbal Eyzaguirre, Jose Miguel Huerta
Ferrada Nehme	Diego Hernandez, Nicole Nehme
Pellegrini & Rencoret	Julio Pellegrini, Diego Ramos, Pedro Rencoret
EXCELLENT	
Barros & Errázuriz	Francisco Borquez, José Luis Corvalán, Luis Eduardo Toro
Cariola Diez Pérez-Cotapos	Juan Cristóbal Gumucio
Contreras Velozo	Pablo Pardo, Javier Velozo
Guerrero Olivos	Pedro Pellegrini
Morales & Besa	María José Henríquez
Prieto Abogados	Benjamín Grebe, Andrea Von Chrismar
HIGHLY RECOMMENDED	
CEPD Abogados	Juan Enrique Coeymans, María José Larrain
DLA Piper Chile	Felipe Bahamondez, Sofia O'Ryan
Estudio Lewin Abogados	Nicolás Lewin
Urenda Rencoret Orrego & Dörr	Nicholas Mocarquer, Gonzalo Rencoret
RECOMMENDED	
Baker McKenzie	Rodrigo Díaz de Valdés
Barros Silva Varela & Vigil	Jose Manuel Bustamante
Bofill Mir Abogados	Manfred Zink
Bordoli Doren	Carla Bordoli
Bulnes & Urrutia Abogados	Felipe Bulnes
CMS Carey & Allende	Carolina Veas
Garrigues Chile	Mario Ybar
Pagbam Schwencke	Sander Van der Voorde
Ugarte & Correa	José Joaquín Ugarte

AUDITING

Best Consulting Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
ADDVAL Auditores	Guillermo Ureta
Artl Chile Auditores	Luis Landa
Asesorías Mañío	Marco Apablaza
Baker Tilly Chile Auditores	Marcos Guerra
BDO	Ricardo Hetz
CFA (Chile Finance Advisors)	José Luis Aviles
Crowe	Sergio Bascuñan
Deloitte (Chile)	Carla Carvajal Noveroy
Ecovis	William Ruz
EY Auditores	Chris Heidrich
Grant Thornton	Alejandro Cerda
Kennedy consultores auditores	Marcelo Cabezas
KPMG Chile	Joaquín Lira
Forvis Mazars Chile	Damien de La Panouse
Moore Landa	Juan Landa
PKF Chile Auditores Consultores	Antonio Gonzalez
Puente Sur	Nicholas Walker
PwC Chile	Renzo Corona
RSM Chile	John Droguett
TGS C&C Canessa SA	José Canessa
Unitax	Hernán Fuentes, Boris León

COLOMBIA

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AUDITING

Best Consulting Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Amézquita & Cía	Vivian Amezquita
Auren Colombia	Raúl Alberto Menco Vargas
Baker Tilly Colombia	Ricardo Vásquez Bernal
BDO Colombia	Diego Fernando Quijano Vivas
Castro Auditores	Aldemar Castro
Crowe Colombia	Oscar L. Villarruel
Deloitte Colombia	Carlos Mazo
EY Colombia	María Elisa Badel Contreras
Grant Thornton Colombia	Jose de Jesús Hernández Herrera
KPMG Colombia	Rodrigo Rivera
Forvis Mazars Colombia	Edwin Franco Arevalo, Andrés Camilo Hernández Ovalle, Vivian Paola Mariño, Carlos Andrés Molano, José Manuel Trujillo López
Moore Colombia	Heyman Gil
PwC Colombia	Diego Henao
RSM Colombia	Victor M. Gomez
Russell Bedford	Carlos A Linares Vargas
UHY Colombia	Diego Charry Mejía

M&A

International Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
RECOMMENDED	
Banco Santander	Marcel Patino, Juan David Gil Zuluaga
Bank of America	Eduardo Mayoral
BBVA Colombia	Rolando López Briceño
BNP Paribas	Jorge Valderrama
BTG Pactual	Juan Rafael Perez Velez
Colpatria (part of Scotiabank Group)	Olga Lucia Varón
Credicorp Capital	Carlos Alberto Sanchez
Crédit Agricole	Juan Carlos Álvarez
Goldman Sachs	Samuel Villegas, Fernando Bravo
Itau BBA	Jaime Otero
J.P. Morgan	Angela Hurtado

M&A

Local Investment Banks

Banks are ordered alphabetically

BANK	KEY FIGURE(S)
RECOMMENDED	
B.A. M&A Coporate Finance	José Noel Gomez, Rafael Esguerra
Banca De Inversión Bancolombia	Jean Pierre Serani
Banicol	Diego Calderón, Alejandro Jaramillo, Andrés Velasco
Estrategia En Acción	Alba Luz Hoyos
Estrategias Corporativas	Federico Márquez
Exponencial	Sergio Restrepo
GBS Finance	Jorge A. Jiménez
Génesis	Juan Pablo Ortíz
HBI (Helm Banca de Inversion)	Pablo Bickenbach
Incorbank	Jaime Ricaurte
Inverlink	Mauricio Saldarriaga
Latinvestco	Hugo Díaz, Miguel Reyna
MD Banca de Inversión	Carlos Martinez Diez, Juan Camilo Moreno
Oaklins Colombia	Carlo Barona, Juan Pablo Bayter
Silk & Co	Martha Juliana Silva
Structure Banca de Inversión	Héctor Ulloa
Sumatoria	Luis Carlos Valenzuela
Valor y Estrategia	Mauricio Gonzalez, Mónica Fernández

COLOMBIA

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Brigard Urrutia	Fernando Castillo, Tomás Holguín, Sergio Michelsen, Jaime Robledo
Martínez Quintero Mendoza González Laguado & De La Rosa	Camilo Martínez, Felipe Quintero, Juan Manuel De La Rosa, Darío Laguado, Felipe Aristizábal, Juan Carlos Gambín, Juan Camilo Varón
Pérez-Llorca Colombia	Natalia Garcia, Ana Cristina Jaramillo, Juan David Quintero, Maria Fernanda Restrepo, Lina Uribe
Philippi Prietocarrizosa Ferrero DU & Uría	Martin Acero, Juan Carlos Rocha, Felipe Cuberos, Hernando Padilla
Posse Herrera Ruiz	José Alejandro Torres, Jaime Cubillos Porto, Susana Gomez, Jaime Herrera, Gabriel Sanchez, Oscar Tutasaura
EXCELLENT	
Baker McKenzie	Jaime Trujillo
Cuatrecasas	Felipe Mariño, Juan Felipe Vera, Jaime Moya
Dentons Cárdenas & Cárdenas	Mauricio Borrero, Eduardo Cárdenas Caballero
Lloreda Camacho	Andrés Hidalgo
Muñoz Tamayo & Asociados	Diego Muñoz Tamayo, Felipe Trias Visbal
HIGHLY RECOMMENDED	
CMS Rodríguez-Azuero	Juan Camilo Rodríguez
Gamboa, García, Roldán & Co	Daniel García, Mónica Pastor Mahecha, Juan Felipe Roldán
Garrigues Colombia	Andrés Ordoñez
Holland & Knight	Juan Carlos Valencia, Gustavo Cuberos, Enrique Gomez-Pinzon, Alba Malagón, Julia Velásquez, Inés E. Vesga, José Vicente Zapata
Parra Rodríguez Abogados	Alvaro Parra Gomez, Bernardo Rodríguez
Pinilla González & Prieto	Carlos Felipe Pinilla, Claudia Mora
RECOMMENDED	
BBGS Abogados Colombia	Luis Felipe Barrios, Monica Serrano
Brick Abogados	Santiago Arías, Jorge Castaño, Juan Diego Rodriguez
CMM Abogados	Paula Muñoz Romero
Contexto Legal	Guillermo Villegas
EY Colombia	María Camila González, Ximena Zuluaga
GodoyHoyos_GOH	Antonio José Núñez
Serrano Martínez CMA	Juan Diego Martinez
VALUABLE PRACTICE	
Chalela Abogados	Federico Chalela, Felipe Chalela
Due Legal	Nicolás Becerra Cardona, Natalia Chavarro Bocanegra, Felix Hernández Sagbini
Esguerra JHR	Juan Pablo González Mejía, Luis Alfonso Riveros Garavito, Andrés Parias, Verónica Arango
Gallego Abogados	Mónica Gutiérrez, Hasley Romero, Helmuth Gallego
Gamboa Abogados	Eduardo Gamboa, Ernesto Gamboa Morales, Paula Isaza
LLP – Latam Law Partners S.A.S	Massimiliano Castellari, Carlos Delgado, Emilio García, Giacomo Savatoni
Mendoza	Mateo Mendoza
Paniagua & Tovar	Michael Moreno
Sabatino Abogados	Niella Sabatino
Sanclemente Fernández Abogados S.A	Diana Sanclemente
Solvere	Tomás Calderon Mejía

MARTÍNEZ QUINTERO MENDOZA GONZÁLEZ LAGUADO & DE LA ROSA: SHAPING COMPLEX M&A MATTERS

Camilo Martínez

Key Figure(s): Camilo Martínez, Felipe Quintero, Juan Manuel De La Rosa, Darío Laguado, Felipe Aristizábal, Juan Carlos Gambín and Juan Camilo Varón

Established: 1996

Track Record: The firm stands out in corporate/M&A, with strong expertise in private equity, healthcare, energy, real estate, finance and hospitality. Its specialist team consistently leads high-profile transactions, addressing industry and cross-border challenges with precision. With offices in Bogotá and Madrid, it offers agile, strategic and personalized advice for clients navigating complex domestic and international deals.

Team & Differentiation: The team is led by Camilo Martínez, recognized for his strategic vision and experience in complex corporate/M&A and private equity matters. Alongside six other partners and a growing group of associates, the firm combines depth and specialization with agility and tailored service, attracting top talent and reinforcing its reputation across diverse industries and cross-border deals.

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Baker McKenzie	María Carolina Pardo Cuéllar
Brigard Urrutia	Alejandro García de Brigard
Garrigues Colombia	José Miguel de la Calle
Ibarra Rimôn Abogados	Alejandro Ibarra, Gabriel Ibarra Pardo, Ana Parra
Pérez-Llorca Colombia	Mauricio Jaramillo
Posse Herrera Ruiz	Jorge De los Ríos
EXCELLENT	
Esguerra JHR	Andrés Jaramillo Hoyo, Alfonso Miranda Londoño
Jaeckel/Montoya Abogados	Jorge Jaeckel Kovács
Philippi Prietocarrizosa Ferrero DU & Uría	Diego Cardona
Serrano Martínez CMA	Felipe Serrano
HIGHLY RECOMMENDED	
Dentons Cárdenas & Cárdenas	Ximena Zuleta
Lizarazu, Sossa, Peña & Lozano	Guillermo Sossa G.
Lloreda Camacho	Enrique Álvarez, Darío Cadena
Martínez Quintero Mendoza González Laguado & De La Rosa	María Claudia Martínez
Valbuena Abogados	Gustavo Valbuena
RECOMMENDED	
CMS Rodríguez-Azuero	Lorenzo Villegas-Carrasquilla
Holland & Knight	Danilo Romero Raad
Olartemoure	Juan Guillermo Moure
RAD/DF	Alejandro Acevedo

COLOMBIA

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Álvarez Liévano & Laserna	Felipe Alvarez, Carlos Barco, María Lucía Laserna, Claudia Liévano Triana, Carlos Alvarez
	Baker McKenzie	Tatiana Garcés, Evelyn Romero
	Godoy Córdoba member of Litter Global	Francisco Buriticá, Carlos Hernán Godoy, Andrés Godoy Cordoba
	López & Asociados	Alejandro Miguel Castellanos, Rocío Lagos, Juan Pablo López, Ana María Rubiano, Angélica María Carrión
	EXCELLENT	
	Brigard Urrutia	Catalina Santos
	Chapman Wilches	Charles Chapman, Mirna Wilches
	Herrera Laboral	Jose Roberto Herrera Vergara
	Philippi Prietocarrizosa Ferrero DU & Uría	Carolina Porras
	Posse Herrera Ruiz	Vicente Umaña
	Quintero y Quintero Asesores	Iván Quintero, Saida Quintero
	HIGHLY RECOMMENDED	
1	**Cortés Romero & Asociados**	José Luis Cortés, Catalina Romero, María Victoria Romero, Juan Pablo Sarmiento
	Dentons Cárdenas & Cárdenas	Lorena Arámbula
	Escandón Abogados	Alberto Escandón
	Gamboa, García, Roldán & Co	Andrés Paz
	Holland & Knight	Diego Acevedo, Camilo Cuervo
	Lloreda Camacho	Enrique Álvarez
	Muñoz Tamayo & Asociados	Joe Bonilla Galvez
	Scola Abogados	Nicolás Rico, Diego Felipe Valdivieso
2	**Acevedo Abogados Consultores S.a.s**	José Darío Acevedo Gámez
	Casas Pardo Suárez Abogados	Juan Camilo Casas, Daniel Pardo Durana, Diego Suárez Rodriguez
	CMS Rodríguez-Azuero	Adriana Escobar
	Guerrero & Asociados Asesores Laborales	Juan Manuel Guerrero
	Pérez-Llorca Colombia	Mauricio Montealegre
	Pilonietalvarez Abogados Laboralistas	Patricia Alvarez, Eduardo Pilonieta
	RECOMMENDED	
	Barrera Palacio Abogados	Jorge Palacio, María Lucía Barrera
	Brick Abogados	Boris Alfaro, Jorge Castaño
	CMM Abogados	Karla Sofía Escobar Arango
	Contexto Legal	Melissa Echeverri
	Esguerra JHR	Luis Felipe Bonilla Escobar
	Garrigues Colombia	Carolina Camacho Solana
	Martínez Quintero Mendoza González Laguado & De La Rosa	Diana Zuleta
	Muñoz Abogados	July Elizabeth Sarmiento
	Nidia Osorio & Co	Nidia Osorio
	Parra Rodríguez Abogados	Alvaro Parra Gomez, Angélica Pico Carrillo
	Santiago Meza Abogados & Asesores	David Martinez, Oscar Martinez

AVIATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Garciarboleda Abogados	José Ignacio García
Parra Rodríguez Abogados	Bernardo Rodríguez, Juan Felipe Reyes
EXCELLENT	
Brigard Urrutia	Alvaro Cala, Carlos Urrutia
CMC Abogados	Alfonso Plana
Leal Angarita Abogados	Ilva Restrepo
HIGHLY RECOMMENDED	
Cuatrecasas	Juan Felipe Vera, Isabella Gandini
Del Hierro Abogados	José Elias del Hierro

PARRA RODRÍGUEZ ABOGADOS: AVIATION FINANCING SPECIALISTS

Bernardo Rodríguez Ossa

Key Figure(s): Bernardo Rodríguez Ossa and Álvaro Parra Gómez

Established: 1991

Track Record: Parra Rodríguez stands out in aviation law and finance, having led Colombia's adoption of the Cape Town Convention and handled over $1 billion in aircraft asset financings to date. The firm advises major airlines, financiers and lessors on complex cross-border transactions, complemented by robust expertise in banking, corporate and tax law.

Team & Differentiation: Bernardo Rodríguez Ossa is a highly experienced practitioner in banking and aviation finance, with over 25 years to his name advising on complex cross-border financings and asset-based transactions, particularly in the aviation industry. Álvaro Parra Gómez contributes deep expertise in corporate, finance and tax matters, allowing the firm to deliver integrated, strategic solutions across a range of sectors.

GARCIARBOLEDA ABOGADOS: TRUSTED ADVISORS TO THE AVIATION INDUSTRY

José Ignacio García Arboleda

Key Figure(s): José Ignacio García Arboleda and Mauricio García Arboleda

Established: 2011

Track Record: Garciarboleda Abogados specializes in aviation law, advising airlines, associations, insurers, reinsurers, financiers, lessors and manufacturers on regulatory compliance, contracts, liability and disputes. The firm also assists real sector companies connected to aviation and handles administrative proceedings, litigation and consumer claims. Additionally, it provides selective legal services within the maritime industry.

Team & Differentiation: José Ignacio García Arboleda leads the firm's aviation practice, focusing on liability disputes, regulatory defense and aircraft transactions. Mauricio García Arboleda spearheads maritime law matters, including permits, insurance and litigation. Together, they deliver specialist, client-centric advice to airlines, financiers, insurers and companies engaged in the aviation and maritime industries.

ECUADOR

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Bustamante Fabara**	José Rafael Bustamante C., Juan Felipe Bustamante, María Rosa Fabara Vera, José Rafael Bustamante E., Mariana Villagómez, Ricardo Menéndez
	Pérez Bustamante & Ponce (PBP)	Diego Pérez Ordóñez, Juan Manuel Marchán, Bruno Pineda Cordero, Pedro Manuel Pérez, Carmen Simone Lasso, Andrés Brown Pérez, Daniel Dziouba
2	**Corralrosales**	Xavier Rosales, Santiago Palacios, Milton Carrera, Francisco Rosales, Rafael Rosales
	EXCELLENT	
1	**Ecija GPA**	Michael Veintimilla, Santiago Vega, Edgar Mendez, Karen Álava
	Lexvalor Abogados	Juan Francisco Almeida, Héctor Barahona, Alfredo Peñaherrera, Ricardo Peñaherrera, Fabricio Dávila
	Noboa, Peña & Torres Abogados	Marcelo Torres B., Francisco Larrea, Patricia Marchan Cordovez, Gonzalo Noboa B., Camila González, José Carlos Portilla
	Robalino	Martín Pallares, Daniel Robalino
2	**Flor Bustamante Pizarro & Hurtado**	Roque Bustamante, Mario Flor, Jorge Pizarro, Juan Andrés Gortaire
	Pino Elizalde Abogados	Daniel Pino, Fernanda Guzmán
	HIGHLY RECOMMENDED	
1	**AVL Abogados**	Santiago Andrade, Xavier Andrade, Jorge Alfonso Cevallos, José Luis Cuesta
	Dentons Paz Horowitz	Agustín Acosta Cárdenas, Rocío Córdova, María del Mar Heredia, Jorge Paz Durini, David Benalcáza
	Tobar ZVS	Bernardo Tobar, Alvaro Sevilla, Rene De Sola, Hipatia Donoso
	Spingarn	Sebastián Saá Tamayo, Diego Armas Medina, Andrés Narváez Pacheco
2	**Consulegis Abogados SA**	Fernando Cisneros, Roberto González
	Solines & Asociados	Santiago Solines, Gabriela Granja Romo, Steven Alvear Santos
	RECOMMENDED	
	Coronel & Pérez Abogados	Hernán Pérez Loose
	Heka Law Firm	Daniel Fernandez Salvador, Mauricio Subia, Andrés Terán
	Romero Arteta Ponce	Gustavo Romero, Diego Romero
	Sur Legal	Marco Andrés Ávila Roura, Antonio Martinez Borrero, Antonio Andrés Martinez Montesinos, Santiago Jara Reyes, Marcelo Rafael Chico Jaramillo, Pablo Jara Manzano, Paulina Recalde Poma, Julio Andrés Chico Jaramillo, Diego Fernando Chico Jaramillo
	VALUABLE PRACTICE	
	Almeida Guzmán Asociados	Jose Urizar
	Altac International Ecuador	Daniel Alfonso Maldonado Garcés, Carlos Andrés Prócel Alarcón
	Apolo Abogados	Rafael Balda, Javier Cardoso, Andrés Suárez, Hugo Arias, María José Arias, Paulina Andrade
	CCB Abogados	Carlos Julio Balseca, Daniela Cevallos Casals
	DLL Abogados	Juan Esteban Espinosa, Xavier Sisa Cepeda
	Falconi Puig Abogados	Priscilla Falconi
	Profilegal Cia	Juan Carlos Peralvo, Gabriel Alejandro Pesantez Izquierdo, María Dolores Padilla Escalante, Camila Sosa
	PwC Legal	Elizabeth Grijalva, Sergio Mera, César Ortiz
	Sperber & Álvarez	José E. Álvarez Ñ., Cynthia Andino, Pablo A. Lara M., David Sperber

NOBOA, PEÑA & TORRES: SOLID TRACK RECORD

Patricio Peña Romero

Key Figure(s): Patricio Peña Romero, Francisco Larrea Naranjo and Margarita Vélez Casanova

Established: 2001

Track Record: With over 20 years of experience in legal matters, the firm is widely recognized both locally and internationally for its exceptional quality and service. The firm boasts a solid track record in handling sophisticated transactions. It has offices in Quito and Guayaquil. The experience of Patricio Peña has helped the firm consolidate its position in the Ecuadorian commercial market.

Team & Differentiation: The team has been involved in complex, multi-jurisdictional transactions requiring high-level expertise and possesses vast experience working with foreign and international banks, multilateral institutions, investment funds and investment banking clients. It has successfully supported leading clients across the banking, industrial, agro-industrial and retail sectors.

BUSTAMANTE FABARA: COMPREHENSIVE M&A ADVICE

Key Figure(s): José Rafael Bustamante C., Juan Felipe Bustamante, María Rosa Fabara Vera, José Rafael Bustamante E., Mariana Villagómez, Juan Carlos Bustamante, Francisco Bustamante, Josemaría Bustamante and Patricia Ponce

Established: 2022

Track Record: Bustamante Fabara is acknowledged as a trusted partner for complex, cross-border transactions that require specialist advice, thanks to its leading position in the Ecuadorian M&A market. Its highly skilled team performs detailed due diligence for a variety of clients, from private equity firms to multinational conglomerates, and possesses deep expertise in corporate reorganizations and spinoffs.

Team & Differentiation: The firm's leadership is reinforced by its unparalleled expertise and growing recognition from both competitors and clients. Its professionals are renowned for their deep commercial know-how, providing guidance to industry leaders across sectors from manufacturing to high-tech. Its portfolio includes clients such as Amazon, Heineken, PepsiCo, Pfizer, Siemens, Saint-Gobain and Mitsui & Co.

AVL ABOGADOS: KEY PLAYER IN M&A TRANSACTIONS

Jorge Cevallos Carrera

Key Figure(s): Jorge Cevallos Carrera, Xavier Andrade, Elvira de Rosa Sviercovich, Tania Irigoyen and Salome Davalos

Established: 1974

Track Record: AVL Abogados is well-regarded for its solid track record handling complex cross-border transactions and delivering world-class service. The firm also stands out for its superior expertise in arbitration and dispute resolution related to M&A matters. Its advisory services reflect a deep understanding of financial, tax and commercial aspects, enabling the structuring of successful transactions.

Team & Differentiation: The team has extensive experience in M&A transactions in highly regulated industries such as energy, mining, technology and consumer goods, as well as in structuring and negotiating critical shareholder agreements (SPAs, APAs). Jorge Cevallos has led due diligence processes for the acquisition of all types of companies and actively participates alongside financial teams and investment banks.

MINING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Flor Bustamante Pizarro & Hurtado	Roque Bustamante, Andrés Ycaza
Pérez Bustamante & Ponce (PBP)	Maria Isabel Aillon, Sebastian Perez, Jaime Zaldumbide
Tobar ZVS	César Zumarraga, Juan Fernando Larrea
EXCELLENT	
AVL Abogados	Xavier Andrade, Rodrigo Borja
Bustamante Fabara	Juan Carlos Bustamante, Rafael Valdivieso
Dentons Paz Horowitz	María del Mar Heredia, Jorge Paz Durini, Gabriel Santelices
Ecija GPA	Alvaro Ordoñez, Gonzalo González
Puente & Asociados	Elisa Moran
Robalino	Andrés Donoso
HIGHLY RECOMMENDED	
Pino Elizalde Abogados	Stevie Gamboa
RECOMMENDED	
Apolo Abogados	Javier Andrés Cardoso Andrade, Henry Troya Figueroa, Steven Augusto Petersen Rojas
Estudio Jurídico Borja y Borja	Ramiro Borja Dousdebes, Ramiro Borja Gallegos
Noboa, Peña & Torres	Francisco Larrea
Springarn	Sebastián Saá
CorralRosales	Carlos Torres

ECUADOR

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Lexvalor Abogados	Karla Villacís, Daniela Irigoyen, Santiago Aguirre, Marcelo Morabowen
	Pérez Bustamante & Ponce (PBP)	Sandra Reed Serrano, Diego Pérez Ordóñez, Juan Manuel Marchán
	EXCELLENT	
1	**Bustamante Fabara**	Juan Felipe Bustamante, José Rafael Bustamante C.
	Dentons Paz Horowitz	Verónica Mieles
	Heka Law Firm	Santiago Alban, Mauricio Subia
2	**Gallegos Valarezo & Neira**	Juan Carlos Gallegos Happle, María Edith Játiva
	Noboa, Peña & Torres Abogados	Gonzalo Noboa Kronfle, Patricio Peña Aguilar, José Carlos Portilla, Margarita Vélez Casanova
	Robalino	Martín Pallares, Daniel Robalino
	HIGHLY RECOMMENDED	
	Almeida Guzmán Asociados	Pablo Saenz
	Ecija GPA	Ingrid Rodríguez, Édgar Méndez, Byron Sotomayor, Genesis Bermeo, Nicolás Romero
	Pino Elizalde Abogados	Jaime Arosemena, María Ritha Guillén
	RECOMMENDED	
	Apolo Abogados	Jose Gabriel Apolo, Andrés Suarez Trujillo
	Corralrosales	Xavier Rosales, Ramon Paz y Miño, Santiago Palacios, Mateo Zavala
	Flor Bustamante Pizarro & Hurtado	Roque Bustamante, Mauricio Bustamante, Jorge Pizarro, Mario Flor
	Sempertegui Abogados	Marcelo Dávila
	VALUABLE PRACTICE	
	Profilegal	Juan Carlos Peralvo, Gabriel Alejandro Pesantez Izquierdo, María Dolores Padilla Escalante, Camila Sosa
	Romero Arteta Ponce Abogados	Diego Romero, Gustavo Romero, Patricia del Pozo
	Solines & Asociados Abogados	Santiago Solines Moreno, Gabriela Granja Romo, Steven Alvear Santos

HEKA LAW FIRM: CUTTING-EDGE REAL ESTATE SERVICES

Daniel Fernández-Salvador

Key Figure(s):
Daniel Fernández-Salvador, Santiago Albán and Mauricio Subia

Established: 2018

Track Record: Heka stands out for its level of technological advancement, leveraging cutting-edge digital tools to optimize internal processes and deliver high-quality service and accurate solutions in a proactive, ethical and efficient manner. Among the services the firm offers are real estate and labor due diligence, mortgage factory, collective bargaining, employment contracts and restructuring.

Team & Differentiation: The team consists of professionals with multidisciplinary backgrounds. Daniel Fernández-Salvador brings over a decade of experience providing labor counsel to both local and international companies. Santiago Albán collaborates with leading construction and real estate developers; and Mauricio Subia specializes in advising on project financing and real estate transactions more broadly.

BUSTAMANTE FABARA: EMPOWERING CLIENTS' GROWTH

Juan Felipe Bustamante

Key Figure(s):
Juan Felipe Bustamante and José Rafael Bustamante C.

Established: 2022

Track Record: The firm stands out for its distinguished market presence and client portfolio. Its expertise includes zoning, land-use rights and environmental law, key aspects in non-urban contexts. Its regulatory expertise is further shown through frequent collaborations with municipalities on administrative matters. The department delivers strategic, high-value support that empowers clients' business growth.

Team & Differentiation: The team, led by Juan Felipe Bustamante, combines corporate and financial expertise with in-depth regulatory knowledge, handling all aspects of real estate transactions. Its technical excellence and sophisticated advisory capabilities are reinforced by deep sector-specific knowledge, addressing issues related to diverse sectors such as agriculture, construction, telecommunications and tourism.

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Lexvalor Abogados**	Karla Villacís
	Pérez Bustamante & Ponce (PBP)	Javier Salvador
2	**Corralrosales**	Edmundo Ramos
	Dentons Paz Horowitz	Patricia Andrade
	Jaramillo Dávila Abogados	Fabian Jaramillo, Diego Jaramillo Terán
	EXCELLENT	
	Bustamante Fabara	Francisco Vacas, Patricia Ponce
	HIGHLY RECOMMENDED	
1	**Ecija GPA**	Francisco Dávalos, Juan Carlos Montenegro, Byron Sotomayor, Juan José Palacios
	Heka Law Firm	Daniel Fernández Salvador
	Phaslegal Abogados	Daniel Hidalgo
	Robalino	Luis Carlos Fernández, Melissa Arroyo
2	**Corral Barriga**	Fabián Corral Burbano
	DLL Abogados	Leopoldo González
	Flor Bustamante Pizarro & Hurtado	Alfonso Becerra, José Cisneros
	Puente & Asociados	Guillermo Córdova, Miguel Angel Puente
	Solines & Asociados	Ximena Moreno, Pablo Solines
	RECOMMENDED	
	Almeida Guzmán	Belen Jaramillo
	Apolo Abogados	Oscar Erraez Blum
	CCB Abogados	Daniela Cevallos Casals
	Gesstiona EC	Andrés Chong Qui Toris
	Noboa, Peña & Torres Abogados	Marcelo Torres Bejarano, Patricio Peña Romero, Italo Sotomayor Medina, Alejandra Chávez Sánchez
	Romero Arteta Ponce	Gustavo Romero, Diego Romero, Carlos Cisneros
	Tobar ZVS	Marta Villagómez
	VALUABLE PRACTICE	
	Altac Internacional	Daniel Alfonso Maldonado Garcés, Carlos Andrés Prócel Alarcón
	AVL Abogados	Jose Luis Cuesta Ribadeneira
	Census Consultores	José Loayza
	Durini & Guerrero	Juan Francisco Guerrero del Pozo, Danilo Román Fabara, Emilio Suárez Salazar
	Mundo Laboral	Jorge Izurieta Torres, Jorge Izurieta Vásconez
	Nobek Asesores Legales	Verónica Benalcazar, Belén Noboa
	Pino Elizalde Abogados	Jaime Arosemena, Jorge Cedeño, Ritha Guillén Fernández
	Salinas Villacrés Abogados	Pablo Salinas

BUSTAMANTE FABARA: PROMINENT LABOR PRACTICE

Key Figure(s): Francisco Vacas and Patricia Ponce
Established: 2022

Track Record: Bustamante Fabara is home to one of the most prominent labor law practices in Ecuador. It currently handles approximately 150 clients, including local and international companies from various industries. The firm specializes in providing both preventive and litigation services, such as the due diligence process assessing labor risks in operations like M&A and spinoffs.

Team & Differentiation: Francisco Vacas leads the team and is a recognized labor-law expert with over 18 years' experience. The team has gained increased visibility and recognition in Ecuador for its excellent work with clients, including KFC, Pfizer and Farmacid. The firm specializes in social security, industrial safety, special labor regimes, labor litigation and personnel selection.

LEXVALOR: LABOR & EMPLOYMENT EXPERTS

Karla Villacis

Key Figure(s): Karla Villacis
Established: 2005

Track Record: Lexvalor's robust labor & employment practice enjoys a strong reputation in Ecuador. The firm places considerable emphasis on preventing labor disputes, offering strategic, effective solutions tailored to the needs of the client. Its expertise extends to occupational safety, workplace risk management, labor regulatory compliance and the prevention of workplace discrimination and harassment.

Team & Differentiation: Lexvalor's labor and employment team is the largest in the country. It is composed of multidisciplinary professionals dedicated to solving labor related legal issues: workplace risks; social security; labor litigation; immigration; diversity and inclusion; data protection; compliance; sustainability (social responsibility); collective labor law and collective bargaining.

PERU

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PRIVATE EQUITY

Best Private Equity Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Brookfield	Rodrigo Franco
Carlyle	Eduardo Ramos
Colca Capital	Diego Febrero
Emefin	Paul Mulder
Enfoca	Jorge Basadre
Faro Capital	Alfredo Sillau
Macrocapitales	Fernando Manrique
Nexus Group	Misael Shimizu
SouthLight Capital	Hector Martinez, Miguel Olea
TC Latin America Partners	Renato Constantini
W Capital	Rodrigo Arróspide

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**LXG Capital**	Martín Fariña, Javier Zavala
2	**Apoyo Finanzas Corporativas**	Eduardo Campos, Mauricio Concha
	Capia	Augusto Barreto, Gonzalo Leigh, Javier Rodriguez
	Scotiabank	Marcos Dytz, Lucas Martins de Araujo, José Váldez
	Une Asesores	Susan Chu, Ian Fry Cisneros, José Martino, Gabriel Miró Quesada
	EXCELLENT	
	MacroInvest	Mónica Com, Mateo Moreyra, Manuel Salazar
	Prime Capital Advisors	Ramesh Agrawal, Rafael Derteano
	Summa Asesores Financieros	Carlos Garcia, Daniela Polar, Guido Vingerhoets
	HIGHLY RECOMMENDED	
	Efic Partners	Marcos Quiroz
	Misti Capital	Eduardo Gómez de la Torre, Rodrigo Mejía
	RECOMMENDED	
	Banco Santander	Alberto Rivero
	Bank Of America Merrill Lynch	Antero Carrillo
	BBVA Continental	Javier Canchano
	BNP Paribas Peru	Salvador Carrillo
	BTG Pactual	José Antonio Blanco
	ITAU BBA	Daniel Menendez
	KPMG Peru	Pedro Villegas, Myrko Salas, Magdalena Bunikowska
	Reaño Asesores Financieros	Martín Reaño

VENTURE CAPITAL

Best Venture Capital Firms

Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
Angel Ventures Peru	Greg Mitchell
Ataria	Alejandro Ponce
Diversity VC	Meghan Stevenson-Krausz
Krealo	Adolfo Vinatea
Salkantay Ventures	Martín Aspillaga
Winnipeg Capital	José García Herz

PERU

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Estudio Muñiz	Mauricio Olaya, Juan Carlos Vélez, Ricardo de la Piedra, Carlos Arata
Miranda & Amado	Luis Miranda, Nathalie Paredes, Bruno Amiel, Roberto MacLean, Mariano Peró, Javier García, José Luis Vargas-Machuca
Payet, Rey, Cauvi, Pérez Abogados	José Antonio Payet, Susan Castillo, Juan Antonio Egüez, Giovanna García, Alfredo Chan, Guillermo Arribas
Philippi Prietocarrizosa Ferrero Du & Uría	Rafael Boisset, Guillermo Ferrero, Víctor Abad
Rebaza, Alcázar & De Las Casas	Alberto Rebaza, Felipe Boisset, Luis Miguel Elías, Alexandra Orbezo, Daniel Gonzáles
Rodrigo, Elías & Medrano Abogados	Jean Paul Chabaneix, Luis Enrique Palacios, Eduardo López, Jorge Trelles, Nicolas Cornejo, Juan Diego De Vinatea, Victor Leon, José Villafuerte
EXCELLENT	
Cuatrecasas	Oscar Trelles, Diego Carrión, Kiomi Osorio
DLA Piper Perú	Luis Vargas, Fernando Lanfranco
Estudio Echecopar -Member of Baker McKenzie International	Inés Baca, Liliana Espinosa
Garrigues Peru	Sergio Amiel, Thomas Thorndike, José Francisco Meier, Héctor Zegarra
Hernández & Cía. Abogados	Juan Luis Hernández, Alfredo Filomeno, Jose Manuel Abastos, Sandro Cogorno, Luis Rodríguez-Mariátegui, Miyanou Dufour, Brendan Oviedo
HIGHLY RECOMMENDED	
CMS Grau	Miguel Viale, Juan José Hopkins, Juan Carlos Escudero
Estudio Olaechea	Carlo Viacava, Martin Serkovic, José Antonio Honda, Joanna Dawson
Rubio Leguía Normand	Andrés Kuan-Veng
RECOMMENDED	
Arbe Abogados	César Arbe, Diego Torres, Cristhina Speicher
BBGS Saco-Vertiz & Landerer Abogados (Perú)	Maritza Guerrero, Eduardo Landerer Sanchez, Carlos Saco-Vertiz
Benites Vargas & Ugaz Abogados	Jeanette Aliaga
CPB Abogados	Luis Mejia, Giuseppe Manini, Eva Figueroa, Germán Carrera
Dentons Perú	Manuel Barrios, Julio Gallo, Sandra Lorca, Jose Delmar
DS Casahierro Abogados	Percy Castle, Ricardo Montero, Alex Montoya

EY Law	Fernando Tori, Edwin Sarmiento, Maria Sabogal, Mercedes Fernandez, Sonia Rengifo
GSA Legal	Shirley Cárdenas, Luis Gastañeta, Alfonso Tola
KPMG en Perú	María Julia Sáenz, Carlos Rodriguez, Roberto Casanova, Ahmed Vega, Melissa Ruiz
Lazo Abogados	Vanessa Lamac, Jorge Lazo
Santiváñez Abogados	Fernando Martinot, Yanira Becerra, Guillermo Auler
Stucchi Abogados	Samuel Véliz
Vizquerra Cordova & Galvez Abogados	Luis Enrique Cordova, Raul Vizquerra

VALUABLE PRACTICE

Aguirre Abogados & Asesores	Walter Aguirre, María Angela Vásquez
Amprimo, Flury, Barboza & Rodríguez Abogados	Eduardo Barboza
CCO Legal Advisors	Luis Orrego, Álvaro Carrera
De Bracamonte Haaker Castellares	Christian Castellares, Ricardo Haaker
Estudio Llona Bustamante Abogados	Juan Prado, Úrsula Cortés
Fernández-Dávila Abogados	Hector Portugal, Alvaro Lara
Hundskopf & García Nores Abogados	Alan García Nores
León e Iparraguirre Abogados	José Luis Pinto
Miró Quesada & Miranda Abogados	Gustavo Miró Quesada, Rodolfo Miranda
Ontier Peru	Juan Enrique Dupuy García
Porto Legal	Jose Miguel Porto, Francisco Galvez, Jessica Valdivia
PwC Peru	Gino Menchola
Robles Ibazeta Consultores	Daniel Robles, Dayan Ibazeta, Lucero Villalobos, Amy Oyarse, Katherine Caqui
Salazar & Zúñiga Abogados	Jorge Zúñiga
Valderrama Abogados	Erick Valderrama, Manuel Vargas, Edison Traba
Vargas Pareja Abogados & Consultores	Alberto Vargas Pareja, Lucianno Giorffino, Vanesa de la Sota, Angela Blanco
Vega & Abogados	Fernando Valdivieso, Jorge Vega

PERU

Analysis

ESTUDIO MUÑIZ: TRUSTED COUNSEL IN M&A AND BEYOND

Mauricio Olaya

Key Figure(s): Mauricio Olaya, Juan Carlos Vélez and Ricardo de la Piedra
Established: 1981

Track Record: The firm's M&A and corporate practice is distinguished by its strong record in both the value and volume of transactions in Peru. It advises on joint ventures, acquisitions, integrations, and reorganizations, often handling complex deals. Recent work includes advising Solum Partners and Alpine Fresh on the sale of Bomarea and AvoAmerica Peru to Unifrutti Group.

Team & Differentiation: The team is composed of seasoned lawyers with local knowledge and a global outlook. Over the years, the firm's M&A and corporate department has developed extensive experience and a strong reputation for handling complex transactions.

RUBÍO, LEGUÍA & NORMAND ABOGADOS: REFINED TRANSACTIONS EXPERTISE

Andrés Kuan-Veng

Key Figure(s): Andrés Kuan-Veng
Established: 1980

Track Record: The M&A team consistently manages high-profile transactions, with a particular focus on the mining and energy sectors. It has successfully represented mining companies in a variety of intricate transactions crucial to the growth and sustainability of their businesses, ensuring optimal outcomes for clients navigating industry complexities.

Team & Differentiation: The team boasts extensive experience in finance and corporate practice, allowing it to effectively assist clients in fostering business growth. The firm specializes in capital markets, sovereign debt, corporate law, securities, banking law, and insurance/reinsurance.

BBGS SACO-VÉRTIZ: PAN-LATIN AMERICAN TRANSACTIONAL EXPERTS

Carlos Saco Vertiz

Key Figure(s): Carlos Saco-Vertiz, Maritza Guerrero, Eduardo Landerer Sanchez
Established: 2012

Track Record: The team possesses extensive experience in the buying and selling of companies, as well as the acquisition and disposal of assets. It offers guidance on due diligence, legal and tax planning for optimal transaction structures and corporate agreements. They are experts at banking and finance operations, including project financing and banking regulations.

Team & Differentiation: A prominent player in the Peruvian legal market, the firm has a presence in Chile, Colombia, and Mexico, enabling it to operate as a pan-Latin American firm. The professionals leverage decades of experience in providing legal counsel to companies and specialize in structuring, drafting, and analyzing financing agreements and corporate financing schemes.

ONTIER PERU: GLOBAL & MULTISECTOR ADVISORY

Juan Enrique Dupuy García

Key Figure(s): Juan Enrique Dupuy García
Established: 2013

Track Record: The Corporate and M&A department is a multidisciplinary practice with international recognition. The team counsels local and global clients on complex commercial, transactional, and financial matters, drawing on experience across diverse sectors such as hospitality, food and beverage, telecoms, finance, real estate, mining and retail.

Team & Differentiation: The department is recognized as a globally esteemed multidisciplinary practice, one which places a strong emphasis on specialization. With locations across Latin America and a deep bench of corporate law experts the team is adept at advising both local and international clients on complex commercial, transactional, and financial issues across diverse sectors.

VALDERRAMA ABOGADOS: TAILORED SOLUTIONS FOR DIVERSE INDUSTRIES

Erick Valderrama

Key Figure(s): Erick Valderrama and Dulmer Malca
Established: 2016

Track Record: The M&A and Corporate Law Department is renowned for its expertise in company incorporation and addressing complex legal challenges. The team serves a wide range of sectors, including healthcare, real estate, and the food and beverage industry, delivering exceptional service and strategic insights.

Team & Differentiation: The team is known for its comprehensive understanding of clients' business activities and its talent for crafting innovative solutions to complex challenges. Their responsibilities encompass labor negotiations, the design of investment structures, company acquisition processes, and the identification of foreign investment opportunities in Peru.

SALAZAR & ZÚÑIGA ABOGADOS: M&A EXPERTISE ACROSS DIVERSE INDUSTRIES

Jorge Zúñiga

Key Figure(s): Jorge Zúñiga
Established: 2023

Track Record: The firm is recognized for its extensive experience supporting national and international companies in all facets of M&A transactions, corporate governance, and investment regulations. They have advised on significant matters spanning diverse industries, including mining, construction, financial services, health, and media, among others.

Team & Differentiation: The team possesses strong expertise in corporate, real estate, and general commercial issues. They engage fluently with clients and are skilled in analyzing and drafting legal documents related to financial matters, serving a clientele of leading national and international companies.

ACCOUNTING OUTSOURCING

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
RECOMMENDED	
AC Globally - Alvarez, Castillo y Asociados	Morgan Alvarez, Quinny Castillo
BDO Perú	Javier Hurtado, Marcela Priori
Deloitte Peru	Angelina Viacava
EY Peru	Alicia Hurtado, Antonio Sanchez
Grant Thornton	Yessica Takahashi
Grupo Siglo BPO	Hera Valesvilla
Grupo Verona	Jose Verona
HLB Peru – Alcala, Hohagen & Asociados	Edward Alcalá, Jorge Hohagen Mory, Héctor Machuca, Úrsula Verástegui
KPMG en Perú	Ahmed Vega, Iván Mejía, Doris Navarro, Rosa Cajaleon
Lynch Contadores & Abogados	David Lynch, Carla Ospino
Mazars Peru (C y A Auditores y Asesores de Negocios)	Carlos Medina
PKF Vila Naranjo	Ana María Díaz, Esteban Hilgert, Fiorella Peralta, Renato Vila
PwC Peru	Juana Mollo, Víctor Ventura
Quantum Consultores (Morrison KSI)	Marysol León, Rossana Montalto, Monica Villar, Eduardo Huayanca, Leopoldo Sanchez, Oswaldo Lozano, Jaime Villalva, Karen De La Cruz, Hector Contreras, Jessica Torres
RSM Peru (Panez, Chacaliaza & Asoc.)	Marisa Panez
TGS Sarrio & Asociados	Mario Matassini, Javier Paz, Andrés Ropert, Luis Sánchez

LYNCH CONTADORES & ABOGADOS: FOSTERING EFFICIENT GROWTH

David Lynch

Key Figure(s): David Lynch, Manuel Lynch, Gustavo Leo and Milagros Lynch

Established: 2018

Track Record: Lynch & Asociados is a recognized and trusted accounting and tax services firm. It is known for delivering exceptional support in accounting and tax outsourcing, tax advisory, consulting, corporate and labor advisory. The firm is committed to easing the burden of financial and legal responsibility on its clients, allowing them to concentrate on their core business activities.

Team & Differentiation: The firm's solid reputation is built on its ability to adapt to client needs, fostering growth with security and efficiency. Beyond traditional accounting and tax services, the team brings extensive expertise in enterprise resource planning (ERP) systems like SAP Business One, Odoo and Exactus. Its comprehensive solutions help clients achieve improved financial and operational results.

PERU

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Rodrigo, Elías & Medrano Abogados	José Balta, Mario Pasco, Ernesto Cárdenas
	Vinatea & Toyama	Jorge Toyama, Luis Vinatea, Alfredo Salvador, Renato Mejía, Roberto Matallana, Herbert Prelle, Magaly Alarcón, Eduardo Mercado, Juan Carlos Girao, Fabiola Maza, Alfonso Higa
	EXCELLENT	
1	**Philippi Prietocarrizosa Ferrero Du & Uría**	César Gonzáles, Lidia Vilchez
	Rebaza, Alcázar & De Las Casas	Omar Díaz, Maria Haydee Zegarra
	Rubio Leguía Normand	Víctor Ferro, Armando Gutiérrez, Sandro Núñez, André Cossio
2	**CMS Grau**	Cecilia Vargas
	Echecopar	Luis Miguel Almendariz, Mónica Pizarro
	Estudio Muñiz	Ricardo Herrera, César Puntriano, María Florez, Ricardo Vilchez, Boris Sebastiani, Rocío Saux, Oxal Avalos, Guillermo Gonzales
	EY Peru	José Ignacio Castro, Mauro Ugaz, Valeria Galindo, Miguel Rubio, Mauricio Matos, Jaime Cuzquén, Adriana Gianotti, Lesli Ruiz Del Águila, Roberto Llanos, Karen Marquina, José Morales
	Miranda & Amado	Eric Castro, Carlos Cadillo, Luis Santa-Cruz, Fernando Rodríguez, Carol Villalobos, Aracelli Morales
	HIGHLY RECOMMENDED	
	Benites Vargas & Ugaz Abogados	Jorge Acevedo, Carla Benedetti
	Damma Legal Advisors	Germán Lora
	DLA Piper Perú	Cecilia Guzmán-Barrón
	Estudio Carlos Blancas Bustamante Abogados	Carlos Blancas Bustamante
	Estudio Olaechea	Lucianna Polar
	Gálvez & Dolorier Abogados	Javier Dolorier
	GSA Legal	Jaime Durand, Macarena Morales, Alberto Varillas
	RECOMMENDED	
	+ Laboral	Cintia Santiváñez
	Aramburú, Castañeda, Boero Abogados	Oscar Boero
	Cornejo ^ Calderón Boutique Laboral	Carlos Cornejo, Cecilia Calderón, Daniel de la Vega
	CPB Abogados	Mario Pinatte
	Estudio Llona & Bustamante Abogados	Carlos Herbozo
	Garrigues	Franco Muschi
	Hernández & Cía. Abogados	Diego Castillo
	Laos, Aguilar, Limas & Asociados	Nancy Laos, Rocío Cecilia Limas
	Osterling Abogados	Ary Alcántara, Joyce Cieza
	Payet, Rey, Cauvi, Pérez Abogados	Cristina Oviedo, Brian Avalos, Shirley Quino, Dante Botton
	PwC Peru	Percy Alache
	Robles Ibazeta Consultores	Karen Celestino, Daniel Robles
	Stucchi Abogados	Michael Vidal, Jaime Talledo
	Tsuboyama & Nicolini Abogados	Duilio Nicolini, Liliana Tsuboyama
	Vega & Abogados	José Manuel Guerra
	VALUABLE PRACTICE	
	BBGS Saco-Vertiz & Landerer Abogados (Perú)	Glenda Cano, Diego Torres
	Belaunde, Carrillo & De los Ríos Abogados	Joaquín de los Ríos

Bueno Lercari Consultores	Clarisa Siles, Elizabeth Cáceres
Compliance Laboral	Tino Vargas
Costa, Olivares & Palomino	Gonzalo Costa
Cuatrecasas	Iván Blume
Dentons Perú	Pamela Duffy
Ds Casahierro Abogados	José Carlos Velarde
GVO Abogados	Fiorella Guerrero, Roberto Vilchez
León e Iparraguirre Abogados	Mariana Rodríguez
Ontier Peru	Miguel Ángel De la Flor
Rodríguez Angobaldo Abogados	Alicia Jiménez, César Abanto
Salazar & Zuñiga Abogados	Luis Delgado
Santiváñez Abogados	Maria Teresa Capella, César Delgado, Isabel Herrera
Valderrama Abogados	Erick Valderrama
Vargas Pareja Abogados & Consultores	Eddy Ramirez, Max Carbajal, Sergio Barboza
Viera Abogados	Rafael Viera, Guillermo Castaños

CORNEJO ^ CALDERÓN BOUTIQUE LABORAL: PREMIER LABOR BOUTIQUE

Carlos Cornejo

Key Figure(s):
Carlos Cornejo,
Cintia Santiváñez
and Daniel de la Vega
Established: 2016

Track Record: Boutique firm Cornejo ^ Calderón Boutique Laboral specializes in labor law, social security and immigration, offering strategic counsel on both corporate and contentious labor matters. Its expertise includes labor consultancy, collective bargaining, litigation strategy, compliance audits and comprehensive migration services.

Team & Differentiation: The team of experienced professionals provides counsel on individual and collective labor, social security and immigration issues to both national and international companies. It specializes in labor counseling related to personnel hiring, labor audits and due diligence to ensure compliance with labor obligations.

ARAMBURÚ CASTAÑEDA BOERO ABOGADOS: INNOVATIVE LAW SOLUTIONS

Oscar Boero

Key Figure(s): Oscar Boero
Established: 1995

Track Record: The firm specializes in corporate law, offering comprehensive, creative, and innovative guidance, particularly in labor law. Services include negotiation and development of employment contracts, labor planning, labor audits, collective bargaining, and litigation at administrative and judicial levels.

Team & Differentiation: Led by Oscar Boero, the team is dedicated to fulfilling the legal labor requirements of clients across a diverse range of business sectors. The firm prioritizes the use of technology as a tool for their cases, providing clients with innovative options to optimize outcomes.

SANTIVAÑEZ ABOGADOS: TOP CORPORATE AND FINANCIAL ADVICE

Fernando Martinot

Key Figure(s):
Fernando Martinot
Established: 1964

Track Record: The firm has 60 years of corporate experience and its practice focuses on complex local and international corporate and financial transactions, including M&A, project development and financing, structured financing, corporate consulting, restructuring, labor and real estate. Clients benefit from specialist guidance tailored to the demands of today's dynamic and globalized business environment.

Team & Differentiation: Santivañez Abogados' team consists of more than 50 lawyers specializing in different practice areas. Fernando Martinot stands out for his more than two decades of expertise in corporate law, M&A, financial restructuring and insolvency, corporate governance and as an independent director. He is known for providing strategic perspective on transaction structuring, legal due diligence and contract negotiation.

METHODOLOGY

The criteria are:

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

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

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

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

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

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

PERU

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	CMS Grau	Carolina Gajate, Franco Soria, Pedro Pablo Castañeda
	Estudio De La Flor, García Montufar Arata & Asociados Abogados	Moisés Arata Solis, Guillermo García Montufar
	Miranda & Amado	Claudia Lucena, Yelitza Valdivia, Daniel Corzo, Jessica Huamaní, Luis Francisco Paz
	Rodrigo, Elías & Medrano Abogados	Hugo Silva, Ursula Luna, Hugo Sarria, Isabel Carrascal, Soleil Castro, Rómulo Muñoz, Perla Sánchez
	EXCELLENT	
	Amprimo, Flury, Barboza & Rodríguez Abogados	Eduardo Barboza, Jaime Miranda Gómez, Carlos Rodriguez Manrique
	DLA Piper Perú	Hernán Velarde
	Estudio Olaechea	Rossana Natteri
	Hernández & Cía. Abogados	Jorge Reátegui
	Philippi, Prietocarrizosa Ferrero DU & Uria	Raul Ravina, Roberth Rojas, Manuel Ugarte, Juan Pulgar Vidal
	HIGHLY RECOMMENDED	
1	**Echecopar**	Marco Alarcón, Alonso Miranda, Jorge Danós
	Estudio Carpio Ramirez	Carlos Carpio
	Payet, Rey, Cauvi, Pérez Abogados	Alfredo Chan, Giovanna García, Erick Lau, Guillermo Arribas, Roberto Gutierrez, Yelvi Adrián
2	**Arbe Abogados**	César Arbe, Alejandra Pinao, Diego Torres
	Avendaño Abogados	Francisco Avendaño
	Estudio Muñiz	Elard Dianderas, Annalucia Fasson Llosa, Yuri Vega
	Lazo Abogados	José Antonio Jaramillo
	Rebaza, Alcázar & De Las Casas	Felipe Boisset
	Valderrama Abogados	Dulmer Malca
	RECOMMENDED	
	Aramburú, Castañeda, Boero – Abogados	Fernando Castañeda
	CPB Abogados	Germán Carrera Rey, Giuseppe Manini, Luis Mejía
	De Bracamonte Haaker Castellares	Christian Castellares, Ricardo Haaker
	Osterling Abogados	Angello Rivera, Rossmery Almerco, Stik Quezada, Mauricio Martínez
	VALUABLE PRACTICE	
	Chehade Abogados & Consultores	Ramón Chehade
	Costa, Olivares & Palomino Abogados	Adelky Palomino, Gonzalo Costa
	Dentons Perú	Manuel Barrios
	Porto Legal	Francisco Gálvez
	Rodríguez García & Encinas Abogados	David Encinas
	Santiváñez Abogados	María Teresa Capella, Yanira Becerra, César Delgado, Guillermo Auler, Fidel Rocha, Fernando Martinot
	Vargas Pareja Abogados & Consultores	Alberto Vargas Pareja, Grace Renteria, Jhosel Huamanchaqui
	Vega & Abogados	Fernando Valdivieso, Jorge Vega Soyer
	Zuñiga Alvarez Abogados	Sandro Zúñiga Álvarez, Sandro Zuñiga Flores

CMS GRAU: 360° REAL ESTATE & CONSTRUCTION SOLUTIONS

Carolina Gajate

Key Figure(s): Carolina Gajate, Franco Soria and Pedro Pablo Castañeda

Established: 1934

Track Record: CMS Grau provides comprehensive legal counsel to clients in a broad spectrum of industries, including retail, mining, banking and public infrastructure. Notable cases include the Las Bambas Expansion Project, the Metropolitano North Extension and Petroperú Talara Refinery Modernization.

Team & Differentiation: The firm has solidified its reputation as the foremost real estate and construction practice in the country. It uses a pioneering model combining legal, technical and regulatory expertise to deliver 360° solutions for the most ambitious projects in Peru.

AMPRIMO FLURY, BARBOZA & RODRÍGUEZ ABOGADOS: COMPREHENSIVE EXPERTISE

Eduardo Barboza

Key figure(s): Eduardo Barboza, Carlos Rodríguez, Jaime Miranda and Eduardo Joo

Established: 2006

Track Record: The firm assists real estate funds, construction companies, and property management firms with financing their portfolios, assets, and projects. They provide comprehensive advice throughout all stages of real estate investment, including technical-legal analysis, negotiation, execution support, and conflict resolution.

Team & Differentiation: The interdisciplinary team effectively merges expertise across urban planning, tax, civil contracting and financial and environmental law. The professionals skillfully negotiate and execute transactions and associated contracts, offering valuable guidance on potential disputes.

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PERU

AUDITING

Best Consulting Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	EY Peru	Víctor Tanaka
	KPMG en Perú	Cristian Emmerich, Juan José Cordova, Óscar Mere, Ronald Villalobos, Eduardo Alejos
	PwC Peru	Hernán Aparicio
	EXCELLENT	
	BDO Perú	Liliana Córdova, John Coronado, Ana Dávila, Luis Gómez, Annika Petrozzi, Eduardo Terrón
	Deloitte Peru	Miriam Loli
	Grant Thornton	Carlos Contreras, Juan Mejía, Carlos Montenegro, Mario Eduardo Navarrete, Tatiana Olaechea
	PKF Vila Naranjo	Esteban Hilgert, Waldo Lucho Concha, Renato Vila, Emilio Vila Naranjo
	RSM Peru (Panez, Chacaliaza & Asoc.)	Marcos Chacaliaza, Carmen Panez, Consuelo Panez
	HIGHLY RECOMMENDED	
1	**Quantum Consultores**	Marysol León, Rossana Montalto, Mónica Villar, Eduardo Huayanca, Leopoldo Sanchez, Oswaldo Lozano, Jaime Villalva, Karen De La Cruz, Hector Contreras, Jessica Torres
	TGS Sarrio & Asociados	Andrés Ropert, José Luis Sarrio, Ana María Castillo, David Herrera, Gissela Pacheco, Rocío Guevara, Gina Díaz, Joe Tamashiro, Juan Carlos Salazar, Jackelyne Bartolo
	Vag Global - Vargas Alencastre, García & Asociados	Carlos Vargas Alencastre, Carlos Vargas Arango
2	**AC Globally - Alvarez, Castillo y Asociados**	Morgan Alvarez, Quinny Castillo
	Baker Tilly Peru	Raúl Ishikawa, Guillermo López, Walter Noles, Elizabeth Verano
	HLB Peru – Alcala, Hohagen & Asociados	Edward Alcalá, Jorge Hohagen Mory, Héctor Machuca, Úrsula Verástegui
	IAPA International (LPConsulting / Yacolca Pérez y Asoc.)	César Adriazola, Mariano Yacolca, Alexander Yacolca
	RECOMMENDED	
	CPB Finance	Hugo Yataco
	Crowe Horwath Perú	Rosa Aida, Giannina D'Angelo
	Ecovis Perú (Salazar Y Asociados)	Octavio Salazar Mesías, Gary Salazar Paz
	Kreston Perú – Portal Vega & Asociados S.C.	Oscar Del Valle Castañeda, Johnny Mires Dávila, Daniela Portal Fernádez, Martín Quevedo Malca
	Mazars Peru (C y A Auditores y Asesores de Negocios)	Pedro Contreras
	MGI Ramirez Saco	Walter Ramírez, Ángel Saco
	Nexia Perú - Rejas Alva	Alfredo Rejas, Maria Alva, Jesus Coronado
	Russell Bedford (Luis Acosta Peche & Asociados)	Walter Asenjo, Luis Acosta, Yuliana Cajahuanca, Esteban Carlos, Juan Barragan
	TPA Advisors	Jorge Andrade, Joseph Duymovich, Vanessa Ladrón De Guevara, José Salas
	UHY	Susana Blancas, Carlos Sandoval, Cesar Urbano Ventocilla

TGS SARRIO & ASOCIADOS: PRECISION AUDITING, EXPERTLY DELIVERED

Andrés Ropert

Key Figure(s): Ana Maria Castillo, Gina Díaz, Rocio Guevara, David Herrera, José Luis Sarrio, Francisco Ortiz, Gissela Pacheco, Andrés Ropert, Jackelyne Bartolo and Jaime Narvaez

Established: 1979

Track Record: TGS Sarrio & Asociados' high-quality and independent reports enable clients to uphold credibility with stakeholders and meet the requirements of both local and international regulators. Through internal audits, sustainability assessments and specialist reviews, the firm strengthens companies' internal controls by effectively managing risks and ensuring compliance.

Team & Differentiation: With over four decades of experience, TGS Sarrio & Asociados' team is renowned for its expertise in audit services, IFRS adoption, due diligence, internal audits, compliance audits and crime prevention, among other domains. The company supports clients' growth thanks to its deep understanding of the local and regional market. The firm has advised clients operating in Peru, Chile, Costa Rica and Colombia.

QUANTUM CONSULTORES: RISK MITIGATION AND EFFECTIVE STRATEGIES

Marysol Leon Huayanca

Key Figure(s): Marysol Leon Huayanca, Rossana Montalto, Monica Villar, Leopoldo Sanchez, Oswaldo Lozano, Eduardo Huayanca, Karen de la Cruz, Héctor Contreras, Jessica Torres and Jaime Villalva

Established: 2005

Track Record: The firm provides outstanding services in tax auditing, tax planning and financial auditing, among others. It has deep and proven expertise in transfer pricing and evaluating the market value of ongoing transaction negotiations. It is also known for establishing lasting partnerships with leading companies across diverse industries such as agriculture, telecommunications, mining, energy, construction and retail.

Team & Differentiation: Widely recognized as one of Peru's foremost tax specialists, Marysol León leads a firm distinguished by its strong focus on risk mitigation and highly effective strategies. Through meticulous proof-of-benefit analyses, Quantum Consultores adds significant value by helping clients minimize potential risks. The team delivers tailored solutions to suit each client.

VARGAS ALENCASTRE, GARCÍA & ASOCIADOS: HIGH-QUALITY REGIONAL ADVISORY

Carlos Vargas Alencastre

Key Figure(s): Carlos Vargas Alencastre and Carlos Eduardo Vargas Arango

Established: 2010

Track Record: The firm is a strategic partner for companies in tax auditing, tax outsourcing, and tax litigation matters. It also has strong capabilities in M&A, due diligence, asset management and debt restructuring. With significant experience in Peru, Colombia and Chile, it is uniquely positioned to provide international clients with seamless, high-quality advisory services across these jurisdictions.

Team & Differentiation: The firm's versatile and multidisciplinary team of accountants, auditors, lawyers and economists boasts more than three decades of experience. Principal partner Carlos Vargas, has worked extensively with companies across Latin America, including in Chile, Peru, Colombia, and Mexico. His practice includes auditing, taxation, management and consulting.

ECOVIS PERÚ: LOCAL KNOW-HOW WITH GLOBAL FORESIGHT

Gary Salazar Paz

Key Figure(s): Gary Salazar Paz and Octavio Salazar Mesias

Established: 2015

Track Record: Ecovis Peru is a member of Ecovis International, a global network in more than 90 countries. The firm offers auditing, tax, legal, outsourcing and consulting services, combining local experience and international vision. It provides strategic and value-added solutions that contribute to the development and success of its clients' business interests. In Peru the firm is represented by Salazar & Asociados.

Team & Differentiation: Gary Salazar Paz is a corporate lawyer, certified public accountant and financial auditor, while Octavio Salazar Mesías is a tax-law specialist with advanced expertise in international taxation and transfer pricing. Together with their team, they offer comprehensive support, allowing clients to focus on their core business and make effective, strategic decisions.

MGI RAMIREZ SACO: SPECIALIST AUDIT, TAX AND CONSULTING SERVICES

Angel Saco

Key Figure(s): Angel Saco, Walter Ramirez and Juan Arana

Established: 2016

Track Record: MGI Ramirez Saco specializes in audit, tax and consulting services, acting for local and multinational clients. The two founding partners, Walter Ramirez and Angel Saco, are experienced accountants and business advisors with more than 20 years' experience. The firm is a member of the international law-firm network, MGI Worldwide, which is headquartered in the United Kingdom.

Team & Differentiation: The partners and leadership team bring extensive experience across a wide range of local and international industries. Each manager and supervisor has previously spent a minimum of 10 years working in audit or consulting firms. Additionally, the founding partners are certified in IFRS by the Association of Chartered Certified Accountants (ACCA).

RUSSELL BEDFORD: BUSINESS ADVISORY ACUMEN

Luis Acosta

Key Figure(s): Luis Acosta

Established: 1983

Track Record: Russell Bedford Peru leverages extensive experience in audit, consulting, BPO, and tax to support clients in achieving sustainable growth. The firm provides financial statement audits, operational and sales audits, revenue and expense verification, forensic examinations, accounting expert reports, agreed-upon procedures, and financial, tax, and legal due diligence, among other services.

Team & Differentiation: Part of a global network spanning more than 100 countries, Russell Bedford Peru provides world-class expertise with a local perspective. Its team of business consultants, many of whom are IFRS-certified is guided by integrity, professionalism and commitment, ensuring effective outcomes and fostering long-lasting client relationships.

URUGUAY

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AUDITING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Deloitte	Fernando Oliva
PwC Uruguay	Richard Moreira
EXCELLENT	
BDO Uruguay	Ernesto Bartesaghi
EY Auditores	Alejandro Barboni
KPMG	Rodrigo Ribeiro
HIGHLY RECOMMENDED	
Baker Tilly Uruguay	Maria Estefania Acosta
CPA Ferrere	Javier Metre, Felipe Quiró
Crowe	Stavros Moyal
Global Uruguay Auditores Asociados	Ximena Furtado
Grant Thornton	Rafael Sánchez
Forvis Mazars Uruguay	Luis Martínez
PKF	Federico Carrau, Pedro Vecino
RMS Uruguay	Jorge Gutfraind
RECOMMENDED	
Andersen Tax & Legal Uruguay	Juan Ignacio Troccoli, Ana Cecilia Rego, Maria Cecilia Ricciardi
Ecovis	Marcelo Caiafa
Nopitsch & Asociados	Javier Saravia
UHY Gubba & Asociados	Hugo Gubba

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Ferrere	Santiago Fontana, Manuel Lecuona
	Guyer & Regules	Nicolas Herrera
	Posadas	Tomás Gurméndez, Fernando de Posadas, Andres Aznarez, Lucia Barrios
	EXCELLENT	
	Bragard	Agustina Bomio, Jean Jacques Bragard
	Dentons Jiménez De Aréchaga	Virginia Brause, Nicolás Herrera Alonso, Fernando Jiménez de Aréchaga Jr.
	Hughes & Hughes	Haroldo Espalter, Hector Ferreira
	HIGHLY RECOMMENDED	
1	**Bado Kuster Zerbino & Rachetti**	Richard Iturria, Alvaro Carrau
	Bergstein Abogados	Jonas Bergstein, Guillermo Duarte
	Blanco & Etcheverry	Martin Colombo, Agustin Etcheverry
	Olivera Abogados	Juan Mailhos Gallo, Ricardo Olivera García
2	**Andersen Tax & Legal Uruguay**	Juan Federico Fischer
	Brum Costa Abogados	Leonardo Costa
	Foderé Abogados	Alberto J. Foderé
	Sanguinetti & Asociados	Eduardo Sanguinetti
	RECOMMENDED	
	Arcia Storace Fuentes Medina Abogados	Andrea Medina
	Castellán Abogados	Santiago Castellán
	Cervieri Monsuárez	Pablo Monsuárez, Virginia Cervieri, Andrea Oliva
	Galante & Martins	Diego Galante
	Lapique & Santeugini Abogados	Luis Lapique
	Pérez del Castillo	Matías Pérez del Castillo
	Rueda Abadi Pereira	Daniel Rueda
	Untitled SLC	Enrica Casagrande, Martín Litwak
	VALUABLE PRACTICE	
	Citadelle Legal, Tax & Accounting	Carlos Rodríguez Capurro
	Innovation Legal Tax & Tech	Federico Galceran, Santiago Gortari Scheck, Juan Ignacio Fraschini
	Irrazabal & Asociados	Gonzalo Irrazabal Pérez Fourcade, Federico Florin Ugarte, Mónica González

BRAGARD: DEEP-ROOTED SPECIALIZATION

Agustina Bomio

Key Figure(s): Jean Jacques Bragard, Agustina Bomio and Juan Bonet

Established: 2012

Track Record: Bragard is a full-service firm widely recognized for the strength of its corporate department, consistently delivering excellence in high-value M&A transactions and creative deal-structuring. It also offers deep expertise across banking, finance, corporate law, notarial services, international tax, litigation, regulatory matters and capital markets, providing counsel to local and foreign companies alike.

Team & Differentiation: The corporate and M&A department is known for its consistent performance in complex transactions in Uruguay. The team is led by Agustina Bomio, who focuses on M&A and project finance in particular and whose skills in these domains are recognized by colleagues and clients the world over. The firm's portfolio includes clients active in the healthcare, energy, development, financial and food industries.

UNTITLED SLC: STRATEGIC LEGAL SOLUTIONS

Martín Litwak

Key Figure(s): Martín Litwak and Enrica Casagrande

Established: 2011

Track Record: Untitled is a legal family office with a strong focus on wealth planning, company incorporation and investment funds. Backed by a broad global network, it has been delivering comprehensive and strategic legal advice to high-net-worth families, entrepreneurs, athletes and artists for nearly 15 years. The firm operates from offices in Montevideo, Miami, Madrid and the British Virgin Islands.

Team & Differentiation: The firm specializes in serving high-net-worth families, delivering strategic solutions among the best in the market. Its team has in-depth experience in designing, structuring and financing life-insurance solutions focused on wealth protection, succession planning, retirement and providing clients with access to liquidity. Its extensive expertise has translated into a high number of successfully concluded cases in the region.

URUGUAY

LABOR

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Ferrere	Alberto Baroffio, Nelson Larrañaga, Verónica Raffo
	Guyer & Regules	Leonardo Slinger
	EXCELLENT	
1	**Arcia Storace Fuentes Medina Abogados**	Carolina Sarroca, Dolores Storace, Ignacio Zubillaga, María Carolina Queraltó
	Brum Costa Abogados	Nicolás Gómez, Gustavor Gauthier
	Pérez del Castillo	Matías Pérez del Castillo
	Posadas	Mariana Fernandez Fasciolo, Florencia Novaretto, Alejandro Castello, Gonzalo Gari
2	**Bergstein Abogados**	Leonardo Melos, Mariana Pisón
	Castellán Abogados	Mariana Casella
	Dentons Jiménez De Aréchaga	Diego Viana, Ignacio Demarco
	Hughes & Hughes	María Durán, Enrique Radmilovich
	HIGHLY RECOMMENDED	
	Bragard	Mercedes Nin
	RECOMMENDED	
	Blanco & Etcheverry	Juan Carlos Blanco
	Estudio Pérez Tabó	Fernando Pérez Tabó
	Irrazabal & Asociados	Gonzalo Irrazabal Buquet, Mónica González, Pablo Diaz Angüilla
	Foderé	Carolina Deletrain
	Legalmind Abogados	María Laura Escudero
	Rueda Abadi Pereira	Alejandra Pirez

SAVE
THE DATE

LEADERS LEAGUE ALLIANCE SUMMIT
LAW & INNOVATION *Miami*

June 17th, 2026
Hyatt Regency Miami

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> **NETWORKING**

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LEADERS LEAGUE

EUROPE

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LARGE-CAP TRANSACTIONS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Blackstone	Olivier Meyohas
CVC Capital Partners	Richard Blackburn, Gustaf Martin-Lof, Christoffer Sjoqvist
EQT Partners	Conni Jonsson
KKR	Johannes Huth
EXCELLENT	
Advent International	Tom Allen, James Brocklebank, Benjamin Buerstedde
Apollo Global Management	Sanjay Patel
Ardian	Bertrand Chevalier, Manuel Hausler, Matthieu Teyssier
Bain Capital	Tim Anten, Francesco Marra, Paolo Vismara
Cinven	Hugh Langmuir
GIC	Henry Ormond
The Carlyle Group	Gregor P. Böhm, Jonathan Zafrani
HIGHLY RECOMMENDED	
BC Partners	Moritz Elfers
Bridgepoint	William Jackson
Charterhouse Capital Partners	Lionel Giacomotto
Eurazeo	Christophe Bavière, William Kadouch-Chassaing
L Catterton	Scott Dahnke
PAI Partners	Christian Atherton, Anatoliy Nagornyy
Permira	Kurt Björklund
Seven2	Martin Bouilleux
Warburg Pincus	René Obermann
RECOMMENDED	
Investcorp	Mohammed Alardhi
Nordic Capital	Robert Andreen
Partners Group	David Layton
Towerbrook Capital Partners	Joseph Knoll
Triton	Jim Nutt
Wendel	Xavier Lemonnier

EUROPE

SMALL TO MID-CAP TRANSACTIONS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Alpha Group	Patrick Herman
Astorg	Thierry Timsit
Equistone Partners Europe	Guillaume Jacqueau
Eurazeo Rhône Capital	Nicolas Debock
H.I.G. European Capital Partners	Sami Mnaymneh
HG Capital	Nic Humphries
Montagu Private Equity	Jason Gatenby
The Riverside Company	Karsten Langer
Waterland Private Equity Investments	Frank Vlayen
EXCELLENT	
Accent Equity Partners	Niklas Sloutski
Advent International	Tom Allen, James Brocklebank, Benjamin Buerstedde
Altor Equity Partners	Harald Mix
Ardian	Bertrand Chevalier, Manuel Hausler, Matthieu Teyssier
IK Partners	Christopher Masek
Keensight Capital	Jean-Michel Beghin, Philippe Crochet
LBO France	Robert Daussun
MidEuropa	Robert Knorr
Rivean Capital	Bas Cohen
HIGHLY RECOMMENDED	
Capman	Pia Kall, Ville Poukka
Chequers Capital	Philippe Guérin
Clessidra Private Equity	Rosario Bifulco, Andrea Ottaviano
HitecVision	Ole Ertvaag
Inflexion Private Equity	John Hartz, Simon Turner
Segulah	Gabriel Urwitz
Vitruvian Partners	Mike Risman

VENTURE CAPITAL FUNDS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
360° Capital Partners	Fausto Boni, François Tison
Balderton Capital	Bernard Liautaud, Daniel Waterhouse
Felix Capital	Frederic Court
Global Founders Capital	David Sainteff, Cedric Asselman
High-Tech Gründerfonds	Alex von Frankenberg
Sequoia Capital	Luciana Lixandru
Serena Capital	Marc Fournier, Philippe Hayat, Xavier Lorphelin
SFC Capital	Angelika Burawska, Joseph Zipfel, Jason Druker
EXCELLENT	
Accel	Philippe Botteri, Kevin Comolli, Sonali De Rycker
Antler	Christoph Klink, Fabian Rother, Martell Hardenberg
BlueYard Capital	Chad Fowler, Ciarán O'Leary
Daphni	Pierre-Eric Leibovici, Pierre-Yves Meerschman
Dawn Capital	Josh Bell, Norman Fiore, Haakon Overli, Evgenia Plotnikova
Earlybird Venture Capital	Hendrik Brandis, Christian Nagel
Molten Ventures	Stuart Chapman
Northzone Ventures	Bjørn Stray
Par Equity	Paul Atkinson
Partech Partners	Omri Benayoun, Philippe Collombel, Romain Lavault
Plug and Play	Omeed Mehrinfar
Seedcamp	Reshma Sohoni
HIGHLY RECOMMENDED	
83North	Laurel Bowden, Arnon Dinur, Gil Goren, Yoram Snir
Atomico	Niklas Zennström
Backed	Alex Brunicki, Andre De Haes, Tom Hopkins
Cap Horn Invest	Guillaume Dupont
Creandum	Johan Brenner, Fredrik Cassel, Staffan Helgesson
EQT Ventures	Ashley Lundström, Carl Svantesson
Generation Investment Management	Colin le Duc
Hoxton Ventures	Bryan Gartner, Hussein Kanji, Charles Seely
Index Ventures	Jan Hammer, Dominique Vidal
NATO Innovation Fund	Chris O'Connor, Patrick Schneider-Sikorsky, Andrea Traversone
Octopus Investments	Ian Perry
Point Nine Capital	Pawel Chudzinski, Louis Coppey, Christoph Janz, Ricardo Sequerra Amram
Revaia	Alice Albizzati, Elina Berrebi
Speedinvest	Oliver Holle
Ventech	Nicolas Barthalon, Jean Bourcereau, Alain Caffi, Christian Claussen, Claire Houry
RECOMMENDED	
Cherry Ventures	Filip Dames, Christian Meermann, Alexander Langholz-Baikousis
Eurazeo	Christophe Bavière, William Kadouch-Chassaing
Fuel Ventures	Mark Pearson, Michael Burnett
Hedosophia	Ian Osborne
Hitachi Ventures	Stefan Gabriel
HV Capital	David Kuczek, Rainer Märkle
Notion Capital	Stephen Chandler
Startup Wise Guys	Andrea Orlando

AUSTRIA

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MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	BPV Huegel	Astrid Ablasser-Neuhuber
	E+H	Dieter Thalhammer, Andreas Zellhofer
	Schoenherr	Franz Urlesberger, Hanno Wollmann
	EXCELLENT	
	Binder Groesswang	Christine Dietz, Raoul Hoffer
	Cerha Hempel	Bernhard Kofler-Senoner
	Wolf Theiss	Günter Bauer
	HIGHLY RECOMMENDED	
1	**Baker McKenzie**	Andreas Traugott
	Freshfields	Maria Dreher-Lorjé
	Haslinger / Nagele	Martin Oder
	Reidlinger Schatzmann Jergitsch	Axel Reidlinger
	Schindhelm	Christina Hummer
2	**CMS Reich-Rohrwig Hainz**	Bernt Elsner, Dieter Zandler
	Dorda	Heinrich Kühnert
	Starlinger Mayer Rechtsanwält:innen	Moritz am Ende, Christian Mayer
	Taylor Wessing	Martin Eckel
	RECOMMENDED	
1	**Becker Günther Polster**	Stephan Polster
	Beira - Barnert Egermann Illigasch	Isabella Hartung
	DLA Piper Weiss-Tessbach	Claudine Vartian
	Peter Thyri	Peter Thyri
2	**EY Law**	David Konrath
	FWP	Markus Fellner, Lukas Flener
	Herbst Kinsky	Valerie Mayer*
	MMRA Michael Mayr	Michael Mayr
	Schindler Attorneys	Philippe Kiehl

* Attorney at Law

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Freshfields	Konrad Gröller
	Schoenherr	Christian Herbst, Sascha Hödl, Maximilian Lang
	Wolf Theiss	Horst Ebhardt, Florian Kusznier, Christian Mikosch, Sarah Wared
	EXCELLENT	
	Baker McKenzie	Gerhard Hermann
	Binder Groesswang	Michael Kutschera, Thomas Schirmer
	Cerha Hempel	Albert Birkner, Clemens Hasenauer
	CMS Reich-Rohrwig Hainz	Peter Huber, Alexander Rakosi
	Dorda	Martin Brodey, Andreas Mayr, Christian Ritschka
	E+H	Alric Ofenheimer, Peter Winkler
	HIGHLY RECOMMENDED	
	BVP Huegel	Thomas Lettau, Elke Napokoj
	Brandl Talos	Roman Rericha, Thomas Talos
	PHH Rechtsanwält:innen	Rainer Kaspar, Philip Rosenauer
	Schindhelm	Philipp Leitner, Franz Mittendorfer
	RECOMMENDED	
1	**DLA Piper Weiss-Tessbach**	Maria Doralt, Christoph Mager
	EY Law	Mario Gall, Katrin Speigner
	Graf Patsch Taucher	Wolfgang Graf, Bernd Taucher
	Haslinger / Nagele	Johanna Fischer-Proier
	Herbst Kinsky	Phillip Dubsky, Christoph Herbst, Philipp Kinsky
	Kinstellar	Horst Ebhardt, Philipp Kapl
	KPMG Law	Wendelin Ettmayer
	Taylor Wessing	Claudia Steegmüller
	Torggler	Reinhard Kautz, Kathrin Weber
2	**Arnold**	Florian Arnold
	Beira - Barnert Egermann Illigasch	Michael Barnert
	B-legal	Georg Blumauer
	Deloitte Legal - Jank Weiler Operenyi	Alexander Operenyi
	DSC	Christoph Diregger
	Frotz Riedl	Stephan Frotz, Paul Schörghofer
	FSM	Hannes Havranek
	FWP	Markus Fellner, Florian Kranebitter
	KWR Karasek Wietrzyk	Thomas Haberer, Jörg Zehetner
	PwC Legal	Christian Oehner
	Reidlinger Schatzmann Jergitsch	Hanno Schatzmann
	Schindler Attorneys	Clemens Philipp Schindler

AUSTRIA

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Dorda	Stefan Artner, Magdalena Brandstetter
	DSC Doralt Seist Csoklich	Wilfried Seist
	Wolf Theiss	Karl Binder, Birgit Kraml, Peter Oberlechner, Nikolaus Paul, Erik Steger
	EXCELLENT	
1	**Schoenherr**	Michael Lagler
	Vavrovsky Heine Marth	Christian Marth
2	**Cerha Hempel**	Peter Vcelouch
	E+H	Clemens Lanschützer
	Saxinger	Immanuel Gerstner
	HIGHLY RECOMMENDED	
1	**Arnold**	Florian Arnold
	Bock Fuchs Nonhoff	Gerhard Bock
	CMS Reich-Rohrwig Hainz	Nikolaus Weselik
	EY Law	Stephan Groess
	Grama Schwaighofer Vondrak	Andreas Schwaighofer
2	**Binder Groesswang**	Markus Uitz
	Hule Bachmayr-Heyda Nordberg	Michael Hule, Christian Nordberg
	Nemetschke Huber Koloseus	Alexandra Huber, Alfred Nemetschke
	RECOMMENDED	
1	**Beira - Barnert Egermann Illigasch**	Arabella Eichinger
	B-legal	Georg Blumauer
	FSM	Benedikt Stockert
	FWP	Michael Hecht
	Freshfields	Felix Neuwirther
	KWR Karasek Wietrzyk	Clemens Berlakovits, Georg Karasek, Jan Philipp Schifko, Paul Schmidinger
	Pitkowitz & Partners	Martin Foerster
	PwC Legal	Karl Koller
	Scherbaum Seebacher	Georg Seebacher
2	**Deloitte Legal - Jank Weiler Operenyi**	Gabriele Etzl
	Graf Patsch Taucher	Alexander Patsch
	HSP.law	Peter Fassl
	Starlinger Mayer Rechtsanwält:innen	Markus Dax
	Weber Harrer	Klaus Pfeiffer

BELGIUM

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BNP Paribas Fortis	Gabriel Englebert
Lazard	Wouter Gabriëls
Rothschild & Co	Jean-Francois Limpens, Yves Vervaet
EXCELLENT	
Belfius Bank	Philippe Mercelis
Degroof Petercam	Pieter-Jan Van de Walle, François Wohrer
JP Morgan	Tanguy Piret
KBC Securities	Régine Debeuckelaere, Fréderic Vandepitte
Lincoln International	Maxime Boudewyns, Siebrecht Declerck
HIGHLY RECOMMENDED	
ABN Amro	Solange Rouschop
Banque Transatlantique Belgium	Michel de Villenfagne
ING Belgium	Michael Van Eenoo, Philippe Wallez
Puilaetco Dewaay	Ludivine Pilate

BELGIUM

M&A

Best Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BDO	Audrey Kindt, Alexander Veithen
Eight Advisory	Philippe Fimmers
EY	Ward Verdeyen
Kumulus Partners	Bart Collier
EXCELLENT	
Clairfield	Hans Buysse, Damien Coppieters
Deloitte	Serge Prosman
Grant Thornton	Mark Ernots
KPMG Law	Peter Lauwers
LDS Advisory	Didier De Smet
PwC	Philippe Estas, Dirk Verheyen
RSM	Deborah Fisher
HIGHLY RECOMMENDED	
Allyum	Raphaël Abou
Dealfox	Laurent Marlière
Kempen	Dick Boer
Merodis	Arnaud Goossens
Moore Corporate Finance	Philippe Craninx
Nielen Schuman	Waldo Bemer, Ernst Berger, Moussa F'touh
Oaklins Belgium	Bart Delusinne, Philippe Desomberg, Cédric Michils, Thomas Roelens
OnetoOne	Guy Van Der Heyden
Tandem Capital Advisors	Simon de Patoul
Translink Corporate Finance	Lina Ismail
VDP	Inge Demuynck, Laurent Linkens
Vista Capital Advisors	Werner Poot
Walkiers & Wauthier	Pierre Walkiers, Xavier Wauthier

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	A&O Shearman	Pierre-Olivier Mahieu, Dirk Meeus, Wouter Van de Voorde
	Cleary Gottlieb Steen & Hamilton	Laurent Legein, Laurent Ruzette
	Freshfields	Elliott Fosseprez, Deborah Janssens, Vincent Macq, Geert Verhoeven
	EXCELLENT	
	Argo	Nico Goossens, Kris Verdoodt
	Clifford Chance	Xavier Remy
	Jones Day	Jonas Van den Bossche
	Laurius	David Ryckaert, Christina Trappeniers, Arnaud Vanitterbeek, Dirk Wellens, Caroline Wildemeersch
	Liedekerke	Damien Conem, Jacques Meunier, Christel Van den Eynden
	Linklaters	Arnaud Coibion
	Monard Law	Maxime Monard, Jeroen Raskin, Nicole Segers, Pieter Van de Broeck
	Stibbe	Jan Bogaert, Julien Bogaerts, Marc Fyon, Dries Hommez, Stefan Odeurs, Jan Peeters, Pascal Vanden Borre
	Strelia	Olivier Clevenbergh, Gisèle Rosselle, Laurent Verhavert, Katrien Vorlat
	Van Olmen & Wynant	Koen Hoornaert, Luc Wynant
	White & Case	Carlo Meert
	HIGHLY RECOMMENDED	
1	**Altius**	Jérôme Vermeylen
	Andersen	Koen de Puydt, Leo Peeters, Toon Rummens
	Baker McKenzie	Fiona Carlin, Dominique H. Maes, Roel Meers, Koen Vanhaerents
	CMS	Vincent Dirckx, Arnaud Van Oekel
	Cresco	David Dessers
	Eubelius	Matthias Wauters
	Fieldfisher	Louis-Francois du Castillon
	Four & Five	Dimitri Coun
	LMBD	Frederic Deltour, Harold Minjauw, Fabrice Mourlon Beernaert, Pia Sobrana Gennari Curlo

BELGIUM

Loyens & Loeff	Robrecht Coppens
Lydian	Peter De Ryck
NautaDutilh	Nicolas De Crombrugghe, Dirk Van Gerven
Quinz	Benoit Allemeersch
Simont Braun	Tom Swinnen
Van Bael & Bellis	Michel Bonne, Caroline Daout
Van Cutsem Wittamer Marnef	Frédéric De Ridder, Christophe Hoogstoel, Herman Lemaire, Anne-Sophie Meire, Pierre Van Fraeyenhoven, Pierre Willemart
2 **Allegiance**	Carl Dotremont
Astrea	Frédéric Verspreeuwen
Bofidi Legal	Christophe Piette
Contrast	Bart Bellen
Daldewolf	Laetitia De Smet, Patrick De Wolf, Fabian Tchekemian
Deloitte Legal	Benoît Feron, David Roelens
DLA Piper	Michaël Heene, Erwin Simons
Eversheds Sutherland	Benjamin Haberkorn
Harvest	Guillaume Beauthier, Adrien Lanotte
Osborne Clarke	Hadrien Chef
Prioux Culot	Henri Culot, Raphaël Prioux
Schoups	Gwen Bevers, Christine Heeb
Tetra Law	Jérôme Terfve
RECOMMENDED	
Janson	Marc Dalle, Carl Dotremont, Peter Parez
KPMG Law	Patrick Geeraert
Philippe & Partners	Denis Philippe
Quorum	Michiel Pouillon
Simmons & Simmons	Carl Meyntjens
Thales Avocats	Alexis Wochenmarkt
Verhaegen & Walravens	Jacques Verhaegen, Philippe Walravens
Willkie Farr & Gallagher	Jean-Quentin De Cuyper

LAURIUS: STRATEGIC GROWTH SPECIALISTS

David Ryckaert

Key Figure(s): David Ryckaert, Christina Trappeniers, Arnaud Vanitterbeek, Dirk Wellens and Caroline Wildemeersch

Established: 2006

Track Record: With a strong portfolio serving diverse business needs, Laurius excels at mergers, acquisitions, joint ventures and private equity, delivering successful outcomes in complex deals. By focusing on seamless integrations and strategic growth, the firm has solidified its position in the Belgian legal landscape, consistently driving value through precision and innovation in corporate matters.

Team & Differentiation: Laurius stands out for its highly responsive and personalized service, leveraging cutting-edge contract drafting technology for strategic advice. The team offers a unique blend of technical expertise and client-focused solutions, excelling in complex transactions and litigation. Its dynamic approach fosters long-term partnerships, setting it apart through agility, innovation and a deep understanding of business challenges.

ANDERSEN: COMPREHENSIVE CORPORATE KNOWLEDGE

Leo Peeters

Key Figure(s): Leo Peeters, Koen de Puydt and Toon Rummens

Established: 2024

Track Record: Andersen excels at guiding complex cross-border mergers, acquisitions and restructurings across sectors like real estate, automotive and logistics. The firm has successfully advised on high-value share deals, joint ventures, and strategic exits. It delivers seamless results in dynamic environments, fostering growth for international corporates, investment funds and family offices.

Team & Differentiation: Andersen differentiates through its integrated corporate-tax expertise and global network for cross-border M&A. The team's pragmatic methods, early risk management, and multilingual support ensure efficient, strategic outcomes. Emphasizing ESG and diversity, it excels in sectors like automotive and real estate an on due diligence, contract negotiation and governance.

VAN OLMEN & WYNANT: ABUNDANT M&A EXPERTISE

Luc Wynant

Key Figure(s): Luc Wynant

Established: 1993

Track Record: Van Olmen & Wynant has established an impressive track record in corporate and M&A services, showcasing expertise in equity structuring, securities and restructuring. Taking a proactive approach, the firm delivers successful outcomes across various sectors thanks to a comprehensive approach that ensures smooth transaction execution, from thorough due diligence to effective post-merger integration.

Team & Differentiation: The team distinguishes itself through sector-specific knowledge in telecoms, technology, IT and pharmaceuticals, offering innovative, tailored solutions that build long-term client relationships based on trust and mutual understanding. Founding partner and head of the corporate law practice Luc Wynant has extensive experience in all aspects of corporate law, in M&A acquisitions and private equity in particular.

STRELIA: DYNAMIC M&A SERVICES

Gisèle Rosselle

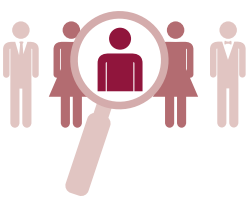
Key Figure(s): Gisèle Rosselle

Established: 2013

Track Record: Strelia has a robust track record in corporate M&A, guiding complex cross-border transactions across sectors such as retail, technology, media, telecoms, life sciences and energy. The firm adeptly handles mergers, acquisitions, joint ventures and buyouts, demonstrating impressive synergy with its competition and regulatory practices. Recent expansions have enhanced its capability to manage sophisticated deals.

Team & Differentiation: Strelia stands out in corporate M&A through its multifaceted team, which integrates diverse expertise in corporate finance, real estate, dispute resolution and financing. The team leads with innovative methodologies, offering tailored, pragmatic solutions that blend local insight with global perspectives. Its client-centric approach, efficiency, diversity and ESG principles set it apart from competitors.

METHODOLOGY



The criteria are:

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

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

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

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

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

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

BELGIUM

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
A&O Shearman	Dirk Meeus
Freshfields	Deborah Janssens
EXCELLENT	
Argo	Nico Goossens, Kris Verdoodt
Cleary Gottlieb Steen & Hamilton	Laurent Legein
Clifford Chance	Niek De Pauw
Linklaters	David Ballegeer, Arnaud Coibion, Charles-Antoine Leunen, An-Sofie Van Hootegem
Stibbe	Dries Hommez
Van Olmen & Wynant	Koen Hoornaert, Luc Wynant
White & Case	Thierry Bosly, Hadrien Servais
HIGHLY RECOMMENDED	
Altius	Jérôme Vermeylen
Baker McKenzie	Dominique H. Maes
Cresco	David Dessers
Eubelius	Erwin Destuyver, Filip Jenné, Matthias Wauters
Jones Day	Thomas De Muynck
Laurius	David Ryckaert, Dirk Wellens
Liedekerke	Damien Conem, Thibaut Hollanders, Jacques Meunier
Loyens & Loeff	Hakim Boularbah, Robrecht Coppens
Lydian	Peter De Ryck
Monard Law	Maxime Monard, Benoit Samyn, Nicole Segers, Pieter Van de Broeck
Simont Braun	Tom Swinnen
Squire Patton Boggs	Bart Vanderstraete
Strelia	Gisèle Rosselle, Laurent Verhavert, Katrien Vorlat
RECOMMENDED	
Ace Law	Didier Roemers
Bofidi	Christophe Piette
Cambrian	Pieter Capiau
DLA Piper	Michaël Heene, Koen Selleslags
Four & Five	Dimitri Coun
NautaDutilh	Dirk Van Gerven
Osborne Clark	David Haex
Quinz	Benoit Allemeersch
Quorum	Davy Gorselé
Rooryck & Co	Peter Rooryck

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cleary Gottlieb Steen & Hamilton	Nicholas Levy, Antoine Winckler
Freshfields	Laurent Garzaniti, Thomas Janssens, Frank Montag
Van Bael & Bellis	Jean-François Bellis
EXCELLENT	
A&O Shearman	Dirk Arts
Clifford Chance	Miguel Odriozola, Thomas Vinje
Covington & Burling	Carole Maczkovics
Jones Day	Bernard Amory
Latham & Watkins	Sven Völcker
Linklaters	Gerwin van Gerven
Skadden Belgium	Niels Baeten, Michael Frese, Thorsten Goetz, Andreas Kafetzopoulos
HIGHLY RECOMMENDED	
Altius	Carmen Verdonck
Arnold & Porter	Niels Christian Ersbøll
Ashurst	Denis Fosselard, Annick Vroninks, Denis Waelbroeck
Baker McKenzie	Fiona Carlin
Contrast	Herlinde Burez, Filip Tuytschaever
Crowell & Moring	Karel Bourgeois, Thomas De Meese
Dentons	James Venit
Eubelius	Jan Bocken, Hans Gilliams
Faros	Frank Wijckmans
Gibson, Dunn & Crutcher	Attila Borsos, Stéphane Frank, Ali Nikpay, Christian Riis-Madsen
Liedekerke	Vincent Mussche
SheppardMullin	Jacques Derenne
Squire Patton Boggs	Oliver Geiss, Brian Hartnett
Stibbe	Peter Wytinck
Strelia	Pierre Goffinet
RECOMMENDED	
Baker Botts	Catriona Hatton
Bird & Bird	Anne Federle
Daldewolf	Thierry Bontinck, Emmanuel van Nuffel
Deloitte Legal	Catherine Hannosset
Janson	Bruno Lebrun
Mayer Brown	Julian Ellison
Norton Rose Fulbright	James R. Modrall

BELGIUM

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Andersen	Ulrike Beuselinck, Alain De Jonge, Koen de Puydt
	A&O Shearman	Rudy Dupont
	Linklaters	Yves Moreau
	Stibbe	Matthias Maselis
	EXCELLENT	
	Baker McKenzie	Benjamin Pirlet, Jean-François Vandenberghe
	Liedekerke	Julie De Bonnet, Yves Delacroix, Alexandre Emond
	Loyens & Loeff	Ariane Brohez, Christophe Laurent
	Lydian	Jens Debièvre
	Schoups	Kris Lemmens, Marco Schoups, Maarten Somers
	HIGHLY RECOMMENDED	
1	**Altius**	Lieven Peeters
	Clifford Chance	Henri D'Ursel, Pieter De Bock, Alexandre Ooms
	CMS	Pierre-Axel Chabot, Bruno Duquesne
	Eubelius	Wouter Claes, Lars Van Bever
	Laurius	Michael Bollen, Christina Trappeniers
	Monard Law	Gregory Grouwels, Luc Linders, Benoit Samyn, Stefaan Van Dyck
	Simont Braun	Manuela von Kuekelgen
	Strelia	Laurent Verhavert, France Vlassembrouck
2	**Cresco**	David Dessers
	Deloitte Legal	Maximillien van de Werve
	Eversheds Sutherland	Johan Joos

KPMG Law	Jim Bauwens, Gerald Van Walle
Notius	Bruno Vantomme
LMBD	Frederic Deltour
Van Cutsem Wittamer Marnef	Olivier d'Ursel, Bernard Dautricourt, Thibault Fober, Tanguy Gillain, Patrick Marnef, Frederik Offermans, Quentin Willemart
RECOMMENDED	
AKD	Pol Cools, Werner Heyvaert, Steven Ongena
DLA Piper	Bob Martens
Fieldfisher	France Englebert
Four & Five	Tessa Gijbels
Janson	Didier Bracke, Angie Koninckx, Jean-Nicolas Pardon
Jones Day	Didier de Vliegher
MVVP	Stefaan Verbouwe
Philippe & Partners	Dirk Clarysse, Véronique Delens, Marc Gouden
Racine	Isabelle Cooreman

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DENMARK

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Accura Advokatpartnerselskab	Mads Ilum, Henrik Juul Hansen, Kristian Klausen, Tue Ravnholt Frandsen, Kåre Stolt, Jacob Vinther, Thomas Weincke
Bech-Bruun	Jakob Kristensen, Simon Milthers, Andreas Nielsen
Gorrissen Federspiel	Anders Ørjan Jensen, Anders Peter Christoffersen, Rikke Schiøtt Petersen
Kromann Reumert	Christina Bruun Geertsen, Peter Ketelsen, Tyge Rasmussen
Plesner	Lars Bunch, Hans Hedegaard, Jacob Ørskov Rasmussen, Henrik Rossing Lønberg
EXCELLENT	
Bruun & Hjejle	Morten Jensen
DLA Piper	Jens Krogh Petersen
Horten	Frans Rossen
Moalem Weitemeyer	Henning Aasmul-Olsen, Dan Moalem
HIGHLY RECOMMENDED	
Andersen Partners	Hans-Christian Ohrt, Jon Stefansson, Søren Stig Langløkke
Bird & Bird	Casper Moltke-Leth, Morten Rosenmejer
Dahl Law Firm	Mads Rossen Jakobsen, Henning von Lillienskjold
Poul Schmith	Jacob Bier, Peter Hedegaard Madsen, Ronnie Kandler, Carina Vang Kristoffersen
RECOMMENDED	
Elmann	Søren Ingerslev
Galst	Hans Christian Galst, Christian Steen Laursen
Lund Elmer Sandager	Jacob Roesen
Magnusson	Sam Jalaei
Mazanti-Andersen	Frederik B. Hasling, Jakob Mosegaard Larsen, Thomas Weisbjerg
Nielsen Nørager	Jens Arnesen, Morten Eldrup-Jørgensen, Peter Lyck, Frantz Palludan
Njord Law Firm	Lars Lokdam, Henrik Lyhne
Sirius Advokater	Olaf Ehrenskjöld, Anders Kjær Dybdahl, Joachim Ørum Petersen
Skau Reipurth & Partnere	Claus Ryberg Hoffmann, Peter Skau-Andersen, Morten Vibe

FINLAND

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Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Avance Attorneys	Anders Floman, Ulf-Henrik Kull, Mathias Lindqvist, Ilkka Perheentupa, Erkki-Antti Sadinmaa, Björn Söderblom, Carl-Henrik Wallin
Hannes Snellman	Mikko Heinonen, Riikka Rannikko
Krogerus	Sami Martola, Mika Ståhlberg
Roschier	Manne Airaksinen, Antti Ihamuotila, Jouni Salmi
White & Case Finland	Timo Airisto
EXCELLENT	
Borenius	Janko Lindros, Johannes Piha, Johan Roman
Castrén & Snellman	Benjamin Bade, Carola Lindholm, Jan Örndahl, Jarno Tanhuanpää, Pauliina Tenhunen
Dittmar & Indrenius	Anders Carlberg, Mikko Eerola, Wilhelm Eklund, Jan Ollila
HIGHLY RECOMMENDED	
Bird & Bird	Maria Carlsson, Jori Taipale
DLA Piper	Ilkka Liljeroos
Dottir Attorneys	Juha Nurminen
Eversheds Sutherland	Olli Iirola, Mika Taberman, Harri Tolppanen, Vesa Turkki
HPP Attorneys	Andrew Cotton, Markku Mäkinen, Björn Nykvist, Antti Säiläkivi
Magnusson	Tomi Merenheimo, Ville Salonen, Heikki Wide
Waselius	Christoffer Waselius
RECOMMENDED	
Attorneys-At-Law Trust.	Jan Lindberg
Itäinen & Ojantakanen Attorneys	Risto Ojantakanen
Lexia Attorneys	Samuli Koskela, Olli Kotila, Mikko Räsänen
Lieke Attorneys	Ville Vyyryläinen
Merilampi Attorneys	Antti Kahri, Ari Keinänen
Procopé & Hornborg	Ismo Hentula, Petri Kyllönen

FRANCE

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Taken from December 2024 Fusions & Acquisitions

M&A: LARGE-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**Lazard**	Jean-Louis Girodolle, François Kayat, Vincent Le Stradic, Guillaume Molinier, Bertrand Moulet, Thomas Picard, Isabelle Xoual
	Morgan Stanley France	David Benichou, Jean-Baptiste Charlet, Guillaume Gabaix, Emmanuel Goldstein, Frédéric Proust
	Rothschild & Co	Laurent Baril, Grégoire Chertok, Alexandre de Rothschild, François Pérol, Pierre Sader
2	**BNP Paribas**	Alban Bouley, Sophie Javary, Thierry Varène
	Goldman Sachs Asset Management	Anne Bizien, Jérémie Marrache
	J.P. Morgan	Kyril Courboin, Augustin d'Angerville
	EXCELLENT	
1	**Bank of America**	Stéphane Courbon, Jérôme Morisseau, Emmanuel Régniez
	Centerview Partners	Nicolas Constant, Yann Krychowski, Pierre Pasqual, Matthieu Pigasse
	Deutsche Bank	Emmanuel Hasbanian
	Perella Weinberg Partners	David Azéma, Uel Migan, Cyrille Perard, Stéphane Richard, Tanguy Rivière, Erik Maris
	Société Générale CIB	Julien Benhamou, Michael Nebot, Patrick Perreault
	Sycomore Corporate Finance	Pierre-Arnaud de Lacharrière, Olivier Barret, Laurent Bricco, Tristan Dupont, Francois Vigne
2	**Citigroup**	Pierre Drevillon
	Crédit Agricole CIB	Laurent Chenain, Anne Hiebler
	Evercore	Andrea Bozzi, Charles Andrez, Charles-Henri Filippi
	HSBC	Alexandre Courbon
	Wil Partners	Jacques Ittah, André Haïk
	HIGHLY RECOMMENDED	
	Barclays	Francois Baroin, Ghislain de Brondeau, Gauthier Le Milon, Emmanuelle Ortiz
	Jefferies International	Jérôme Delahaye, Muriel Petit
	Nomura	Alexis Singer

M&A: MID-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**Natixis Partners**	Olivier Dardel, Driss Mernissi, François Rivalland, Bruno Stern, Ludovic Tron, Denis Vidalinc
	Rothschild & Co	Pierpaolo Carpinelli, Frank Cygler, Francois de Breteuil, Pierre Sader
2	**DC Advisory**	David Benin, Nicolas Cofflard, Frédéric Meyer, Francois Prioux, Grégory Roquier
	Edmond de Rothschild Corporate Finance	Julien Beraud, Nicolas Durieux, Vanessa Guyot-Sionnest, Thomas Hamelin, Arnaud Petit
	Lazard	Jean-Philippe Bescond, François Guichot-Pérère, Olivier Le Maire
	EXCELLENT	
1	**Amala Partners**	Jean-Michel Cagin, Pierre-Yves Dargaud, Nicolas de Nazelle, Martine Depas, Benjamin Giner, Manuel Lasry, Jean-Baptiste Marchand, Alexis Matheron, Nicolas Royer, Jad Sader
	Banque Hottinguer	Arnaud Bochet, Philippe Bonhomme, Adrien Choquet, Pierre Durand de Bousingen, Olivier Jolain, Bernard Le Gendre, Patricia Lormeau, Xavier Maître, Elisabeth Martin, Gabriel Moulinier, Cédric Nourrisson
2	**BNP Paribas Mid Cap**	Bruno Attali, Philippe-Elie Bacot
	Evercore	Charles Andrez, Andrea Bozzi, Charles-Henri Filippi
	Goldman Sachs Asset Management	Thomas Gagnez
	HIGHLY RECOMMENDED	
1	**Alantra**	Oriane Durvye, Olivier Guignon, Franck Noat, Franck Portais, Fabrice Scheer, Nicolas Senlis, Florian Touchard, Nicolas Vienot
	Banque Neuflize OBC	Philippe Esser
	Oddo BHF	Marc Antao, Laurent Bonnin, Laurent Buiatti, Jean-François Delpech, Thomas Devineau, Nicolas Ecot, Johannes von Neipperg
2	**Degroof Petercam**	Cyril Kammoun, Franck Silvent
	Raphaël Financial Advisory	Florent Haïk, Benoît O'Mahony, Benoit Perrin d'Arloz
	RECOMMENDED	
	AM Capital	Abdelnor Chehlaoui, Joel Krief
	B&a Investment Bankers	Cyril F. Benoit, Emmanuel Gros
	Goetzpartners	Michel Payan, Serge Prager
	Mirabaud	Stéphane Benouaich
	Ohana & Co	Karine Ohana, Ariel Ohana
	Rabobank International	François Hunaut

FRANCE

M&A: SMALL-CAP

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
1	**Cambon Partners**	Michael Azencot, Laurent Azout, Romain Dehaussy, Guillaume Eymar, Jonathan Journo, Morgann Lesné, Nicolas Saint-Pierre, David Salabi, Guillaume Teboul
	Investec Advisory	Nicolas Balon, Jean-Arthur Dattée, Kilian de Gourcuff, Michel Degryck, Alexandre Ebin, Thibault Laroche-Joubert, Guillaume ten Have
	Rothschild Transaction R	Anthony Benichou, François Carlot, Pierpaolo Carpinelli, Guillaume Cauchoix, Elena Coluccelli-Guérin, Guillaume Dary, Philippe Dubois de Montreynaud, Fabien Lenoir, Romain Massiah, Jean-Christophe Quiniou
2	**Adviso Partners**	Olivier Amicel, David Attali, Clément Barbot, Maxime Berthoux, Guillaume Capelle, Michaël Chicheportiche, Gilles Coudon, Amanath Husain, Nicolas Manceau, Bertrand Thimonier, Luc Vernhet
	Financière De Courcelles	Pierre Bourahla, Christophe Brière, Jonathan Bursztyn, Matthieu de Baynast, Philippe Doré, Emmanuel Ducrot, Henri Mion, Michaël Petit, Guillaume Piette
	Largillière Finance	Ludovic Balkany, Nathanaël Blanc, Paul Bougnoux, Thomas Bureau, Gabriel Hainault, Nicolas Ibanez, Olivier Le Grelle, Tanguy Mantelin, Shamir Razavhoussen
	Lincoln International	Arnaud Dudognon, Géraud Estrangin, Jean-René Hartpence, Dominique Lecendreux, Serge Palleau, François Rispoli, Ludovic Rodié, Matthieu Rosset, Guillaume Suizdak
3	**KPMG**	Vongvilay Chantanau, François Engel, Quentin Goga, Christian Jabre, Julian Parsons, Cyril Schlesser
	PwC Corporate Finance	Adrien d'Alincourt, Quentin Duprez, Antoine Grenier, Geoffroy Pacault, Benjamin Ribault
	Transactions & Cie	Frédéric Bos, Christophe de Backer, Diane De Montjamont, Matthieu Mora, Julien Moréel, François Paillier
	EXCELLENT	
1	**Crédit Agricole Midcap Advisors**	Philippe Azevedo, Frédéric Bonnard, Alain Crohem, Jean-Philippe Dayres, Caroline Dheilly, Ronan Lauzel, Olivier Malard
	Oaklins	Thibaut de Monclin, Eric Félix-Faure, Hadrien Mollard, Raphaël Petit
	Pax Corporate Finance	Enrick Gane, Anthony Ginieis, Sébastien Leleu, Simon Morin, Laurent Mouflin, Tarik Saadallah, Adrien Tourres, Julien Truc
	SG Corporate Finance - M&A	Raphaël Aubry-Marais, Christophe Audiguey, Julien Bazin, Thibault De Limairac, Caroline Duclos, Marc Dunoyer, Eric Kohler, Caroline Lucas, Maxence Nodari, Stéphane Peterlini, Stephan Vannoote, Stéphanie Varo-Bonfils, Christophe Yzebe
	Translink CF France	Tanguy du Chesnay, Marc Irisson, Lina Ismail, Mathieu Lemesle, Jacques-Henri Rième, Antoine Tanguy
2	**Bryan, Garnier & Co**	Olivier Beaudouin, Olivier Garnier, Guillaume Nathan, Philippe Patricot, Greg Revenu, Hervé Ronin
	Clipperton Finance	Thomas de Montille, Antoine Ganancia, Thomas Neveux, Thibaut Revel, Stéphane Valorge, Nicolas Von Bülow, Nikolas Westphal
	Eurvad Finance	Charles Guigan, Jonathan Melloul
	Scalene Partners	Samuel Assaraf, Simon Eischen, Anthony Gribe
3	**Croissance Partenaires**	Quentin Darras
	Deloitte	Charles Bédier, Thomas Fischer
	EY	Matthieu Carlier, Olivier Catonnet
	Gimar & Co	François Barthelemy, Hubert Chevrinais, Stéphane Olmi
	Sevenstones	Antoine Emery, Serge Jamgotchain, Elodie Le Gendre, Amine Tagel-Din, Damien Vigneron
	UBS Investment Bank	Nicolas Henry, Jérôme Pin, Louis Vercken

LBOs: LARGE-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Advent International**	Hadrien De Bardies, Michael Ogrinz
	PAI Partners	Frédéric Stévenin, Sebastien Veil
2	**Astorg**	Judith Charpentier, Benjamin Cordonnier, François De Mitry, Thierry Timsit
	Bain Capital	Michel Plantevin
	Charterhouse Capital Partners	Fabrice Georget, Lionel Giacomotto, Vincent Pautet
	CVC Capital Partners	Jean Christophe Germani
	KKR	Jerome Nommé
	EXCELLENT	
1	**Ardian**	Mathias Burghardt, Dominique Senequier
	Blackstone Group	Lionel Assant
	Bridgepoint	Bertrand Demesse, Thomas Moussallieh, Olivier Nemsguern, Jean-Baptiste Salvin
	Cinven	Pierre Estrade
	Eurazeo	Antonin De Margerie, Maxime De Bentzmann, Eric Sondag
	Gbl - Groupe Bruxelles Lambert	Nicolas Gheysens
	Goldman Sachs Asset Management	David Solomon
	Partners Group	Kim Nguyen
	The Carlyle Group	Otto Alaoui
	TowerBrook	Jean Rollier, Karim Saddi
2	**Apollo Global Management**	Sanjay Patel
	BC Partners	Cédric Dubourdieu
	Clayton, Dubilier & Rice	Roberto Quarta, Christian Rochat, Eric Rouzier
	Cobepa	Jean-Marie Laurent Josi
	Dentressangle	Thierry Coloigner
	Eqt Partners	Nicolas Brugere, Nils Ketter
	Montagu Private Equity	Pascal Ambrosi, Raphaël Candelier, Antoine De Peguilhan, Guillaume Jabalot, Héloïse Pujolle, Adrien Sassi
	Wendel	David Darmon, Laurent Mignon

FRANCE

LBOs: MID-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Ardian Expansion**	Francois Jerphagnon
	Astorg	Lionel de Posson, Edouard Pillot, Jérôme Triebel
	Bridgepoint	Vincent-Gaël Baudet, Frédéric Pescatori
	HLD	Cédric Chateau
	IK Partners	Rémi Buttiaux, Dan Soudry
	Keensight Capital	Jean-Michel Beghin, Philippe Crochet, Pierre Remy
2	**Latour Capital**	Cédric Bannel, Philippe Leoni
	Montagu Private Equity	Pascal Ambrosi, Raphaël Candelier, Antoine de Peguilhan, Guillaume Jabalot, Héloïse Pujolle, Adrien Sassi
	Montefiore Investment	Éric Bismuth, Daniel Elalouf, Jean-Marc Espalioux
	Qualium Investissement	Cyprien Choutet, Michel Edel, Jean Eichenlaub, Jacques Pancrazi, Guillaume Peroz, Boris Podevin
	Sagard NewGen	Antoine Ernoult-Dairaine, Jocelyn Lefebvre
	Seven2	Bruno Candelier, Henry Capelle, Guillaume Cousseran, Damien de Bettignies, Thomas De Villeneuve, Éric Hamou, Eddie Misrahi, Thomas Simon
	EXCELLENT	
1	**21 Invest**	François Barbier, Dorothée Chatain, Stéphane Perriquet, Antoine Vigneron, Fabrice Voituron
	Eurazeo PME	Pierre Meignen
	For Talents	Matthieu Leclercq, Blandine Pessin-Bazil, Benjamin Teszner
	Groupe Siparex	Thibaud de Portzamparc, Florent Lauzet, Guillaume Rebaudet, Alexandre Tremblin
	ICG (Intermediate Capital Group)	Hadj Djemai
	IDI	Julien Bentz, Jonathan Coll, Marco de Alfaro, Augustin Harrel-Courtes
	MML Capital	Louis de Montille, Henry-Louis Mérieux
	Naxicap Partners	Eric Aveillan, Axel Bernia, Luc Bertholat, Angèle Faugier
	PAI Partners	Stefano Drago
2	**3i France**	Pierre-Axel Botuha, Rémi Carnimolla, Marc Ohayon
	Chequers Capital	Jérôme Kinas, Aurélien Klein, Denis Metzger, Bertrand Rabiller
	Equistone Partners Europe	Grégoire Châtillon, Thierry Lardinois, Julie Lorin, Florent Rostaing, Grégoire Schlumberger, Arnaud Thomas
	Fremman Capital	Olivier de Vregille, Vincent Houlot
	H.I.G. European Capital Partners	Olivier Boyadjian
	Initiative & Finance	Baudouin d'Hérouville, François-Xavier Oliveau, Caroline Pihan
	Sienna Investment Managers	Vincent Catherine, Hugo d'Avout d'Auerstaedt

LBOs: SMALL-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Andera Partners**	Mayeul Caron, Marianne Harle, Olivier Le Gall, David Robin
	Capital Croissance	Julien Berger-Perrin, Sami Chayeb, Fabrice Fleury, Christophe Jadot, Julie Masson, Eric Neuplanche
	IK Partners	Arnaud Bosc, Pierre Gallix, Thomas Grob
	Meanings Capital Partners	Mathieu Betrancourt, Hervé Fonta, Régis Lamarche, André Renaison, François Tranié
2	**Activa**	Alexandre Masson, Christophe Parier
	Argos Wityu	Louis Godron, Karel Kroupa, Gilles Lorang
	Capza	Benoit Choppin, Guillaume de Jongh, Christophe Karvelis-Senn, Maxence Radix
	Initiative & Finance	Baudouin d'Hérouville, Philippe Dilasser, Thierry Giron, Jean-Michel Laveu, Arnaud Mendelsohn, Jean-Bernard Meurisse, François-Xavier Oliveau, Caroline Pihan
	RAISE	Mathieu Blanc, Mathilde Desanges, Alexandra Dupont, Aymeric Marraud des Grottes
3	**Blackfin Capital Partners**	Laurent Bouyoux, Eric May, Paul Mizrahi, Bruno Rostain
	Ciclad	Stéphane Billon, Didier Genoud, Nicolas Rostand
	IXO Private Equity	Olivier Athanase, Nicolas Charleux, Jean-Luc Rivière, Alexandre Sagon
	MBO+	Alexandre Chaton, Xavier De Prévoisin, Olivier Delrieu, Raphaël Lahaye
	Nextstage	Aloys De Fontaines, Nicolas de Saint Etienne, Jean-David Haas, Julien Potier, Grégoire Sentilhes, Michael Strauss Kahn
	Sagard NewGen	Berangere Barbe, Agnès Huyghues Despointes, Jocelyn Lefebvre, Guillaume Lefebvre
	Seven2	Stanislas Panhard, Isabelle Hermetet, Bérenger Mistral, Caroline Rémus
	Sparring Capital	Denis Catz, Johann Le Duigou, Arnaud Leclercq
	EXCELLENT	
1	**Abénex**	Hervé Claquin, Christian Dorléac, Johann Dupont, Emmanuel Herbinet, Olivier Moatti, Patrice Verrier
	Arkéa Capital	Pascal Barré, Eric Besson-Damegon, Pierre-Emmanuel Boulic, Morgan Carval, Isabelle Combarel, François Even, Valérie Geiger, Corentin Kerhuel, Cyril Miller, Blandine Roche, Thomas Trideau
	Azulis Capital	Raphaël Bazin, Nicolas Cosson, Pierre Jourdain, Bruno Lavolle
	BNP Paribas Developpment	Philippe Molas
	Cathay Capital	Bruno Bézard, Jérémie Falzone, Edouard Moinet
	Crédit Mutuel Equity	Antoine Jarmak, Emilie Lidôme, Christophe Tournier
	Gimv	Nicolas de Saint Laon
	Groupe Siparex	Pierre Bordeaux Montrieux
	IDI	Julien Bentz, Christian Langlois-Meurinne
	Mérieux Equity Partners	Jean-François Billet, Thierry Chignon
	Momentum Invest	Arthur Bureau, Alain Cochenet, Olivier Guine, Pierre Le Tanneur, Tristan Parisot
	Naxicap Partners	Eric Aveillan, Axel Bernia, Luc Bertholat, Angèle Faugier
	Parquest Capital	Thomas Babinet, Laurence Bouttier, Pierre Decré, Denis Le Chevalier
	Turenne Capital	Christophe Deldycke, Benoît Pastour
	UI Investissement	Aymeric Balmont, Michel Deprez, François Gressant, Olivier Jarrousse
	Weinberg Capital Partners	Paul Cordahi, Marie Desvignes, Camille Duxin, Dimitri Fotopoulos, Anthony Guillen, Philippe Klocanas, Guillaume Marquet de Vasselot, Benjamin Rousseau Callisti
2	**Adagia Partners**	Pauline Ammeux, Xavier Beloir, Sylvain Berger-Duquene, Charles-Edouard Bouée
	Alpera Partners	Basile Paul-Petit
	Amundi Private Equity Funds	Claire Chabrier, Stanislas Cuny
	Capital Export	Jean-Mathieu Sahy
	Hivest Capital Partners	Axel Bonnassies, Cédric Lépée
	idiCo	Laurent Espic, Frédéric Mimoun, Stephane Roussilhe, Sacha Talmon
	Innovafonds	Cyril Chaumien, Anthony Dubut
	Isatis Capital	Laurent Baudino, Eric Boutchnei, Yonathan Elmalem, Guillaume Lebrun, Bertrand Limoges, Brice Lionnet, Nicolas Schwindenhammer
	LBO France	Arthur Bernardin, Jean-Marie Leroy
	MML Capital	Henry-Louis Mérieux
	NCI	Hubert de Germay, Anne-Cécile Guitton, Stéphane Kerlo, Vincent Lhermenier
	Société Générale Capital Partenaires Sas	Anne Penet-Grobon
	Tikehau Ace Capital	Gilles Daguet, Marwan Lahoud
	Trocadero Capital Partners	Philippe Bruneau, Benjamin Fougerat, Nicolas Gagnez

FRANCE

Taken from July 2025 Capital-Investissement

VENTURE CAPITAL

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Elaia Partners**	Anne-Sophie Carrese, Xavier Lazarus, Pauline Roux
	Partech Partners	Philippe Collombel, Romain Lavault
	Serena Capital	Marc Fournier, Philippe Hayat, Xavier Lorphelin
2	**Bpifrance**	Veronique Jacq, Baptiste Proveau
	Eurazeo	Matthieu Baret, Benoist Grossmann
	Index Ventures	Dominique Vidal
	ISAI	Jean-David Chamboredon, Pierre Martini, Christophe Raynaud
	EXCELLENT	
1	**Alven Capital**	Guillaume Aubin, Charles Letourneur
	AVP	Manish Agarwal, Imran Akram, Pedro Barros, Elisabeth de Saint-Aignan, Benoit Fosseprez, Marc Lewden, Sébastien Loubry, Dominic Maier, François Robinet, Alex Scherbakovsky, Warda Shaheen
	Breega	Maximilien Bacot, Benoît Marrel, François Paulus
	Cathay Capital	Jacky Abitbol, Denis Barrier, Nicolas du Cray
	Eight Roads	Lucile Cornet
	Iris Capital	Erik de la Rivière, Curt Gunsenheimer, Julien-David Nitlech
	Singular Capital Partners	Raffi Kamber, Jérémy Uzan
	Supernova Invest	François Breniaux, Célia Hart, Régis Saleur, Pierre-Emmanuel Struyven
	XAnge	Cyril Bertrand
2	**Aster Capital Partners**	Jean-Marc Bally
	Balderton Capital	Bernard Liautaud, Zoé Mohl
	Blackfin Capital Partners	Laurent Bouyoux, Eric May, Paul Mizrahi, Bruno Rostain
	C4 Ventures	Boris Bakech, Mathieu Bourdie, Eric Boustouller, Pascal Cagni, Michel Sassano
	Daphni	Paul Bazin, Pierre-Eric Leibovici, Pierre-Yves Meerschman, Marc Simoncini
	Elevation Capital Partners	Benjamin Cohen, Julien Hugot, Benoit Petit
	Hi Inov	Pierre-Henri Dentressangle, Valérie Gombart
	Karista	Olivier Dubuisson, Yvan-Michel Ehkirch
	Newfund	Agathe Descamps, Henri Deshays, Salim Hassad, Patrick Malka, Anne-Sophie Saint-Martin, François Véron
	Omnes Capital	Michel de Lempdes
	OneRagtime	Stéphanie Hospital
	RAISE	Stéphane Pesqué, Thibaut Schlaeppi
	Ring Capital	Laurent Babut
	Seventure Partners	Isabelle de Cremoux, Emmanuel Fiessinger, David Manjarres, Bruno Rivet
	Ventech	Jean Bourcereau, Alain Caffi, Claire Houry, Audrey Soussan
3	**360° Capital Partners**	Emmanuele Levi, Nader Sabbaghian, François Tison
	Cap Horn Invest	Guillaume Dupont
	Citizen Capital	Pierre-Olivier Barennes, Laurence Méhaignerie
	Creadev	Baptiste Gormand
	Crédit Mutuel Innovation	Xavier Deleplace
	Demeter Partners	Lionel Cormier, Geoffroy Dubus, Eric Marty, Sophie Paturle-Guesnerot
	Hcvc	Alexis Houssou
	Korelya Capital	Paul Degueuse, Antoine Dresch, Fleur Pellerin
	Kreaxi	Michel Dahan, Philippe Mere
	Naxicap Partners	Antoine Bodet
	Otium Investment	Aurélie Pasquet Bessière, Anselme Coulomb, Stanislas Thiéry, Quentin Vanbever
	Red River West	Alban Gréget, Alfred Vericel
	Ternel	Mohamed Abdesslam, Timothée Poulain
	Truffle Capital	Patrick Kron, Bernard-Louis Roques
	UI Investissement	Nicolas Perret, Pauline de Breteuil, Jean-Philippe Zoghbi
	Varsity	Florent Thomas

M&A: TRANSACTION SERVICES

Best Auditing and Accountancy Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Eight Advisory**	Christian Berling, François Beugin, Boris Bignon, Jean-Baptiste Blanco, Guillaume Catoire, Christophe Delas, Eric Demuyt, Pierre-David Forterre, François Gallizia, Florent Garnier, Lionnel Gérard, Maxime Goerens, Shafik Hosni, Florence Khayat, Xavier Mesguich, Mathieu Morisot, Gennat Mouline, Bertrand Perrette, Pascal Raidron, Axel Raubert, Emmanuel Riou, Nabil Saci, Sébastien Smercan, Fabien Thiéblemont, Stéphane Vanbergue, Sandrine Vouillon, Katia Wagner
	KPMG	Charles Abbey, Antoine Bernabeu, Philippe Blanadet, Rémy Boulesteix, Olivier Boumendil, Christophe Bringer, Jean-philippe Chiarasini, Arnaud Colas, Benjamin Compère, Nicolas Cottis, Romain de Bisschop, Vincent Delmas, Raphaël Jacquemard, Yoann Lefort, M'hammed Loudiyi, Eric Poitevin, Bertrand Pustoch, Mathieu Schohn, Bertrand Thouvenel, Mathieu Wallich Petit
	PwC	Erwan Colder, Martin Naquet-Radiguet
2	**Accuracy**	Jérémie Israel, Nicolas Bourdon, François Dunoyer de Segonzac, Xavier Gallais, Sebastien Gonnet, Damien Gros, Arnaud Lambert, Marie Madelpuech, Simon Perez, Jean-Alexandre Privesse, Anuj Rikhye, Christophe Schmit, Delphine Sztermer
	Alvarez & Marsal France	Benoit Bestion, Louis Darrieus, Ghislain de Seze, Olivier Duval, Jonathan Gibbons, Samih Hajar, Olivier Maltese, Guillaume Martinez, Frédéric Steiner, David Weill, Cédric Zana
3	**Deloitte**	Vincent Batlle, Frédérique Chenevoy, Leonardo Clavijo, Thomas Fischer, Matthew Jiggins, Mustapha Labassi, Jérôme Lafforgue, Lisa Lauv, Vania Mermoud, Hrisa Nacea
	EY Transaction Services	Guillaume Cornu, Laurent Majubert
	Interpath Advisory France	Mehdi Bettahar, Marc Civita, Mehdi Dihi, Lauren Goodenough, Guilhem Maguin, Jack Rupchandani, Florent Steck, Benjamin Tarac
	Oderis Consulting	Thomas Claverie, Julien Passerat, Hugo Primas, Aurélien Vion
	EXCELLENT	
1	**BM&A**	Danièle Batude, Guilhem de Montmarin, Cyril Mestchersky, Pascal Rhoumy, Alexis Thura
	Crowe HAF	Benjamin Tixier
	Exelmans	Eric Chan, Thomas Charmeau, Richard Dahan, Stéphane Dahan, Manuel Manas
	RSM	Benoît Coustaux, Éric Fougedoire, Cécile Guyot
2	**BDO France**	Guillaume Buscaglia, Alban Cabanis, Olivier Poncin
	Forvis Mazars	Firas Abou Merhi, Reza Joomun, Baptiste Kalasz, Zied Loukil, Pierre Tchertoff, Isabelle Tristan
	Grant Thornton France	Thierry Dartus, Frédéric Zeitoun
	Mortier & Associés	Olivier Mortier
	Nexia S&A	Laurent Cazebonne, Sandrine Gimat, Fabrice Huglin, Olivier Juramie, Olivier Lelong, Philippe Mendes, Hervé Teran
	Squareness	Antoine Fléchais, Julie Haeflinger, Frédéric Meunier, Antoine Sudérie

FRANCE

Taken from December 2024 Fusions & Acquisitions

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Bredin Prat**	Karine Angel, Olivier Assant, Alexander Blackburn, Sophie Cornette de Saint Cyr, Barthélémy Courteault, Jean-Benoît Demaret, Patrick Dziewolski, Myriam Epelbaum , Clémence Fallet, Florence Haas, Benjamin Kanovitch, Christine Lenis, Didier Martin, Emmanuel Masset, José María Pérez, Matthieu Pouchepadass, Sébastien Prat, Kate Romain, Olivier Saba, Adrien Simon
	Cleary Gottlieb	Andrew A. Bernstein, John D. Brinitzer, Pierre-Yves Chabert, Amélie Champsaur, Anne-Sophie Coustel, Rodolphe Elineau, Valérie Lemaitre, Charles Masson, Marie-Laurence Tibi
	Darrois Villey Maillot Brochier	Forrest Alogna, Emmanuel Brochier, Bertrand Cardi, Pierre Casanova, Jean-Michel Darrois, Cécile de Narp, Hugo Diener, Laurent Gautier, Orphée Grosjean, Olivier Huyghues Despointes, Alain Maillot, Christophe Vinsonneau
	Weil, Gotshal & Manges	David Aknin, Jean Beauchataud, Guillaume Bonnard, Frédéric Cazals, Jean-Baptiste Cornic, Alexandre Duguay, Emmanuelle Henry, Pierre-Alexandre Kahn, Yannick Piette, Claude Serra, Agathe Soilleux
2	**BDGS Associés**	David Andréani, François Baylion, Antoine Bonnasse, Youssef Djehane, Jérôme du Chazaud, Lucile Gaillard, Marc Loy, Thomas Meli, Jean-Emmanuel Skovron
	Gide Loyrette Nouel	David Boitout, Julien David, Olivier Diaz, Christophe Eck, Jean-Gabriel Flandrois, Paul Guillemin, Antoine Lelong, Antoine Tézenas du Montcel, Anne Tolila, Axelle Toulemonde
	Skadden	Arash Attar-Rezvani, Pascal Bine, Nicola Di Giovanni, Armand W. Grumberg
	EXCELLENT	
1	**A&O Shearman**	Alexandre Ancel, Marc Castagnede, Guillaume Isautier, Frédéric Moreau, Anne-Caroline Payelle, Romy Richter, Olivier Thébault
	Cabinet Bompoint	Dominique Bompoint, Louis-François Guéret, Éric Laut
	De Pardieu Brocas Maffei	Sandra Aloui, Grégoire Balland, Etienne Boursican, Thomas Bréart de Boisanger, Matthieu Candia, Cédric Chanas, Nicolas Favre, Patrick Jaïs, Frédéric Keller, Magali Masson, Eric Muller, Jean-François Pourdieu, Guillaume Touttée
	Freshfields	Nicolas Barberis, Guy Benda, Guillemette Burgala, Yann Gozal, Alan Mason, Hervé Pisani, Julien Rebibo, Olivier Rogivue
	Hogan Lovells	Pierre-Marie Boya, Florian Brechon, Arnaud Deparday, Xavier Doumen, Jean-Marc Franceschi, Matthieu Grollemund, Sébastien Gros, Stéphane Huten, Paul Leroy, Hélène Parent
	White & Case	Julien Bensaid, Franck De Vita, Brice Engel, Saam Golshani, Alexis Hojabr, Nathalie Nègre-Eveillard, Xavier Petet, Marc Petitier, Guillaume Vitrich
2	**Clifford Chance**	Aline Cardin, Fabrice Cohen, Benjamin de Blégiers, Gilles Lebreton, Emmanuel Mimin, Marianne Pezant, Laurent Schoenstein
	Herbert Smith Freehills Kramer	Cyril Boulignat, Frédéric Bouvet, Christopher Theris, Edouard Thomas, Laurence Vincent
	Latham & Watkins	Alexander Benedetti, Pierre-Louis Cléro, Denis Criton, Alexander Crosthwaite, Hervé Diogo Amengual, Olivier du Mottay, Thomas Forschbach, Gaëtan Gianasso, Charles-Antoine Guelluy, Patrick Laporte
	Mayer Brown	Olivier Aubouin, Ségolène Dufétel, Guillaume Kuperfils, Hadrien Schlumberger
	Proskauer Rose	Matthieu Lampel, Stéphanie Martinier, Xavier Norlain, Jeremy Scemama
	Sullivan & Cromwell	Gauthier Blanluet, Garth W. Bray, Nicolas de Boynes, Olivier de Vilmorin
3	**Kirkland & Ellis**	Emmanuel Enrici, Louis Gosset, Vincent Ponsonnaille, Laurent Victor-Michel
	Lacourte Raquin Tatar	Nicolas Jüllich, Guillaume Roche, Renaud Rossa, Serge Tatar
	Linklaters	Bruno Derieux, Pierre-André Destrée, Alain Garnier, Florent Mazeron, Pierre Thomet, Pierre Tourres
	Orrick	Benjamin Cichostepski, Marine Jamain, Olivier Jouffroy, Yves Lepage, Aurélien Loric, Alexis Marraud des Grottes, Jean-Pierre Martel, Patrick Tardivy, Olivier Vuillod
	Paul Hastings	Charles Cardon, Sébastien Crépy, Arthur de Baudry d'Asson, Olivier Deren

DE PARDIEU BROCAS MAFFEI: EXCELLENT M&A ADVISORY TO A TOP-TIER CLIENTELE

Guillaume Touttée

Key Figure(s): Guillaume Touttée and Patrick Jaïs

Established: 1993

Track Record: De Pardieu Brocas Maffei has a wealth of expertise in big-ticket mergers and acquisitions, stock exchange regulations and complex restructurings. The team assisted Altice group with the acquisition of 100% of Altice Media's capital by CMA CGM. The firm distinguished itself advising Eutelsat on the partial sale of its infrastructure to EQT.

Team & Differentiation: Covering a range of corporate activities, the team has made close, long-term support for clients its trademark. Guillaume Touttée works with funds, institutional investors and corporations, as well as on complex stock market transactions, while Patrick Jaïs represents French and foreign-listed companies, investment funds and industrial groups in M&A deals.

M&A: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**August Debouzy**	Julien Aucomte, Gilles August, Jérôme Brosset, Valéry Denoix De Saint Marc, Pierre Descheemaeker, Etienne Mathey, Julien Wagmann
	McDermott Will & Schulte	Grégoire Andrieux, Jacques Buhart, Bertrand Delafaye, Guillaume Kellner
2	**Jeantet**	Bertrand Barrier, Maxime Brotz, Thierry Brun, Cyril Deniaud, Yvon Dréano, Guillaume Fornier, Pascal Georges, Karl Hepp De Sevelinges, Philippe Matignon, Vincent Netter, Philippe Portier, Philippe Raybaud, Anne Toupenay-Schueller
	King & Spalding	Laurent Bensaid, Thomas Philippe
	Peltier Juvigny Marpeau & Associés	François Dietrich, Julie Herzog, Benoît Marpeau, Nicolas Partouche
	Sekri Valentin Zerrouk - SVZ	Pierre-Emmanuel Chevalier, Oscar Da Silva, Géraud De Franclieu, Antoine Haï, Olivier Legrand, Franck Sekri
3	**Ayache**	Bernard Ayache, Gwenaëlle De Kerviler, Alain Lévy, Grégoire Zeitoun
	Franklin	Yam Atallah, Antoine Denis-Bertin, Lionel Lesur, Alexandre Marque, Numa Rengot
	Goodwin	Maxence Bloch, Christophe Digoy, Thomas Dupont-Sentilles, Benjamin Garçon, Jérôme Jouhanneaud, Thomas Maitrejean, Anne-Charlotte Rivière, William Robert, Simon Servan-Schreiber
	EXCELLENT	
1	**Advant Altana**	Gilles Gaillard, Bruno Nogueiro, Fabien Pouchot, Jean-Nicolas Soret
	Archers	Marc Baffreau, Eric Labro, Fabrice Maraux, Emily Pabot Du Chatelard, Mark Richardson, Bruno Solle, Audrey Wendling
	Baker McKenzie	Marie-Françoise Bréchignac, Stephane Davin, Aurélie Govillé, Saveria Laforce, François-Xavier Naime, Guillaume Nataf, Hugo Sanchez De La Espada, Alain Sauty De Chalon, Julie Yeni
	Cohen Amir Aslani	David Amiach, Gérard Cohen
	Dentons	Cécile Bayle, Pascal Chadenet, Olivier Genevois, Jean-Marc Grosperrin, Olivia Guéguen, Catherine Joffroy, Guillaume Kessler, Anne-Laure Marcerou, Ralph Nitschke, Pierre Parvine, John R. Flanigan
	Eversheds Sutherland	Cristina Audran-Proca, Franck Bourgeois, Jean-Robert Bousquet, Catherine Detalle, Eric Knai, Alexandre Morel
	Hoche Avocats	Jean-Luc Blein, Didier Fornoni, Louis Leroy, Marie Peyréga, Jérôme Roustit, Marie-Pierre Souweine
	Jones Day	Renaud Bonnet, Florent Bouyer, Alexandre De Verdun, Charles Gavoty, Jean-Gabriel Griboul, Sophie Hagège, Linda Hesse, Geoffroy Pineau-Valencienne, Gael Saint Olive, David Swinburne
	Koehler-Magne Serres (KMS)	Cyrille Gaucher, Lionel Koehler-Magne, François Serres
	LPA Law	Frédéric Bailly, Raphaël Chantelot, Arnaud Depierrefeu, Stéphane Erard, Ran Hu, Clémence Legout, Michael Samol
	Moncey Avocats	Fabrice De La Morandière, Guillaume Giuliani, Marie-Victoire James, Frédéric Pinet
	Racine	Maud Bakouche, Jean-Christophe Beaury, Mélanie Coiraton, Bruno Laffont, Emily Pennec, Luc Pons, Marie Pouget
	UGGC Avocats	Ali Bougrine, Jean-Philippe Crot, David Gordon-Krief, Edouard Héliot, Julien Mayeras, Yves Mondellini, Charles-Emmanuel Prieur, Jean-Jacques Uettwiller
	Viguié Schmidt & Associés	Louis Chenard, David Scemla, Yves Schmidt, Nicolas Viguié, Daniel Villey
	Vivien & Associés	Laetitia Amzallag, Lisa Becker, Jean-Luc Bédos, Emmanuel Chauvet, Jacques Epstein, Judith Fargeot, Julien Koch, Julie Tchaglass, Nicolas Vivien
	Winston & Strawn	Gilles Bigot, Edith Boucaya, Jérôme Herbet, Grine Lahreche, Annie Maudouit-Ridde, Julie Vern Cesano-Gouffrant
2	**Astura**	Raphaël Dalmas
	Berrylaw	Delphine Bariani, Romain Franzetti, Jérôme Majbruch
	Bryan Cave Leighton Paisner (BCLP)	Frédéric Jungels, Jean-Patrice Labautière, Roland Montfort, Kai Völpel
	De Gaulle Fleurance	Jean-Christophe Amy, Matthieu Bichon, Julie Cornély, François Couhadon, Henri-Nicolas Fleurance, Anker Sorensen, François Zocchetto
	Dechert	Ermine Bolot, Alain Decombe
	Deloitte Société d'Avocats	Sylvain Cuvigny, Cécile Debin, Souad El Halfi, Simon Fournier, Antoine Larcena, Arnaud Mabille, Laure Maffre
	Desfilis	José Desfilis, Nathalie Hollier-Cheynet, Alexandre Piette, Sébastien Sayn-Urpar
	DLA Piper	Simon Charbit, Sonia De Kondserovsky, Sarmad Haidar, Alice Magnan, Laurence Masseran, Thomas Priolet
	FTPA Avocats	François-Xavier Beauvisage, Piera Cavanna, Robert Corcos, Romain D'innocente, Charles-Philippe Letellier, Nicolas Message, Bruno Robin, Nathalie Younan
	Gate Avocats	Julien Augais, Timothee Giard, Louise-Marie Guillet, Arnaud Larrousse, Julien Mougel
	Ginestié Paley-Vincent	Philippe Ginestié, Jean-Baptiste Guillot, Pierre Mudet
	HFW	Diane De Moüy, Thomas Forin
	KPMG Avocats	Charles Barraine, Franck Bernauer, Richard Bulenzi, Audrey Ditsch-Antoine, Xavier Lemarechal, Patrick Mertz, Florence Olivier, Hélène Ribaute, Benoît Roucher
	Mermoz Avocats	Aurélie Bonsch, Camille Ferrat, Virginie Florance, Thomas Hermetet, Marina Llobell, Gilles Roux, Nada Sbaï, Tristan Segonds
	Norton Rose Fulbright	Bénédicte Denis, Pierre François, Karine Montagut, Jean-Claude Rivalland
	Scotto Partners	Coralie Oger
	Veil Jourde	Gabriel D'amécourt, François De Navailles, Pierre Deval, Laurent Jobert, Vincent Ramel, Géraud Saint Guilhem
	Watson Farley & Williams	Guillaume Pouyet, Thomas Rabain, Pascal Roux

FRANCE

Taken from December 2024 Fusions & Acquisitions

M&A: SMALL-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Aramis**	Alexis Chahid-Nouraï, Aymeric de Mol, Raphaël Mellerio
	Cornet Vincent Ségurel	René-Pierre Andlauer, Benjamin Chevalier, Bertrand Coste, Adrien Debré, Pierre-Jean Ferry, Bertrand Genachte, Stéphanie Gérard, Olivier Greffard, Pierre Guignand, Matthieu Guignard, Pierre Lamidon, Emmanuel Mansillon, Alexis Marchand, Marie-Alix Troadec
	Delsol Avocats	Séverine Bravard, Henri-Louis Delsol, Philippe Dumez, Pierre Gougé, Emmanuel Kaeppelin, Philippe Malikian
	Taylor Wessing	Gilles Amsallem, Nicolas De Witt, Anne-Juliette de Zaluski, Laurence Lapeyre, Dalila Mabrouki, François Mary
2	**Alerion Avocats**	Pierre-Olivier Brouard, Christophe Gerschel, Vincent Poirier, Antoine Rousseau
	BG2V	Jérôme Albertin, Hervé de Kervasdoué, Camille de Verdelhan, Roland Guény, Stanislas Richoillez
3	**Bird & Bird**	Carole Bodin, Anne-Cécile Hansson, Bertrand Levy, Gildas Louvel, David Malcoiffe, Boris Martor, Nicolas Morelli, Emmanuelle Porte
	Villechenon	Isabelle Burel Blasoni, Morgan Hunault-Berret, Alexander Kotopoulis, Erwan Tostivint
	EXCELLENT	
1	**Bersay**	Stéphanie Benmoussa-Molkhou, Jérôme Bersay, Pauline Darmon, Anya Hristova, Pierre-Louis Périn
	Coblence Avocats	Alexandre Brugière, Ludovic Dorès, Grégoire Lepigeon
	DS Avocats	V. Ambroj, Arnaud Burg, Benoit Charrière-Bournazel, Arnaud Constant, Arnaud Langlais, Yijun Liu, Jérôme Lombard Platet, Verónica Ramírez, Lubomir Roglev, Anne Séverin, Bernard Tézé, Marie Trécan
	Lamartine Conseil	P. Barouch, Thierry Filippi, Félix Huon, Gary Levy, Clyve Monfredo, Bintou Niang, Olivier Renault, Stéphane Rodriguez
	Lerins	Luc Castagnet, Mathilde Croze, Guillaume Jarry, Laurent Julienne, Stéphanie Nègre, Laurent Segal
	Nova Société d'Avocats	Magali Floris-Drujon d'Astros, Julien Imhoff, Agnès Lieutier, Olivier Nett, Loic-Emmanuel Pellegrino
	Ollyns	Charles de Dreuzy, Cyrille Garnier, David Pitoun
	Ooslo	Marion Fabre, Edouard Waels
	Piotraut Giné Avocats	Suzanne de Carvalho, François Giné, Raphaël Piotraut
	Stephenson Harwood	Clotilde Billat, Guillaume Briant
	Valther	Bruno Fiacre, Marie Kanellopoulos, Adina Mihaescu, Velin Valev
	Yards	Igor Doumenc, Éric du Peloux, Jean-Philippe Jacob
2	**BCTG Avocats**	Cyprien Dufournier, Catherine Dupuy-Burin des Roziers, Séverin Kullmann, Aymeric Malphettes, Augustin Nicolle, Clément Sabatier
	Bignon Lebray	Antoine Arminjon, Laetitia Benoit, Virginie Brault-Scaillet, Florence Dedieu, Tanguy Dubly, Alexandre Ghesquière, Jacques Goyet, Taous Mabed, Thierry Permezel, Neil Robertson, Pierre-Emmanuel Scherrer, Jean-Marie Tocchio, Alban Van de Vyver
	Chammas & Marcheteau	Christophe Blondeau, Stéphanie Bréjaud, Lola Chammas, Jérôme Chapron, Nicolas Lecocq, Denis Marcheteau, Pierre-Louis Sevegrand
	Fidal	Mathieu Aurignac, Geoffrey Burrows, Joanna Candelier, Bertrand Ducoin, Anne Méhu, Vianney Soudant, Raphaël Teyssot, Jean-François Yerle
	Fieldfisher	Christopher Mesnooh, Philippe Netto, Pascal Squercioni, Jean-Baptiste Van de Voorde
	Joffe & Associés	Virginie Belle, Aymeric Dégremont, Olivier Dumas, Christophe Joffe, Thomas Lepeytre, Camille Malbezin, Thomas Saltiel, Romain Soiron
	Levine Keszler	Benjamin Briand, Nicolas de Courtivron, Serge Levine, Pierre Treille
	PDGB	Roy Arakelian, Christophe Vannoote
	Reboul & Associés	Eric Bérengier, Guillaume Reboul
	Solferino	Bernard-Olivier Becker, Fouad Bellaaroussi, Magali Carosso
	Spark Avocats	Ariane Olive
	Steering Legal	Alice Bellilchi, Nuno de Ayala Boaventura, Florian Guais, Olivier Guinard
	Volt Associés	Lucas d'Orgeval, Emmanuel Vergnaud
3	**ACD Avocats**	Véronique Dutoit
	Addleshaw Goddard	Rémy Blain, Fabrice Bouquier, David Lambert, Antoine Martin, Mathieu Taupin
	Advance Avocats	Nacime Tobni
	Agilys Avocats	Baptiste Bellone, Pierre Jouglard, Frédéricque Milotic, Karine Violeau
	Apollo Société d'Avocats	Guillaume de Ternay, Isabelle Horvilleur-Bars, Marie-Albane Pamard, Florence Savouré
	Argos Avocats	Julien Sanciet
	Bolze Associés	Eric Bolze, Tiphaine Hue
	Cleach Avocats	Benoît Bardon, Jean-Christophe Cleach, Cyrille Decavele, Tanguy Nicolet, Nicolas Renevier
	Clevery Avocats	Henri Larmaraud
	CLP-Cliperton	Thomas Clément, Olivier Fourcault, Bertrand Galvez
	Delcade	Sophie Coignat, Pierre-Antoine Dubecq, Benoît Lafourcade, Maïté Lavrilleux-Carboni, Jean-Yves Le Dizet, Jennifer Paty, Thomas Rosier
	Ebl Lexington	Arnaud Demont
	GCA	Damien Canali, Hélène Chardin, Alexandre Gaudin
	Kalliopé	Rodolphe Cavroy, Tanguy d'Everlange
	Lamy Lexel	Alexandre Bideau, Frédéric Dupont, Michel Masoëro, Vincent Medail, Jérôme Saleur, Julie Thomas, Mathilde Trannoy
	Latournerie Wolfrom Avocats	Hervé Castelnau, Thibaut Kazémi, Pierre Lafarge, Christian Wolfrom
	LMT Avocats	Arnaud Bourdon, Nathalie Le Bris, Cristian Rawlins, François Veuillot
	Menu Semeria Broc - MSB Avocats	Florent Broc, Romain Gilard, Jean-Luc Menu, Caroline Semeria
	Redlink	Jean-Charles Barbaud, Julie Janvier, Xavier Thouvenin
	Simon Associés	Cristelle Albaric, Jack Demaison, Patrice Montchaud, Christelle Salmon-Lataste
	Squire Patton Boggs	Denis Barat, Florence Cotillon, Maxime Dequesne, Charles Fabry, Arnaud Lafarge, Tony Reed, Christopher Wilde
	Toison & Associés	Sophie Brassard, Philippe Toison
	Wan Avocats	Ludovic Doutreleau, Isabelle Wekstein
	Ydès	Cécile Baron, Marc Chaudet, Catherine Couriol, Philippe Delorme, Cécile Dessapt, Marie-Laure Fantino, Gerald Garcia, Marcelo Mazzilli, Laurent Nogaret, Raphaël Oualid, Denis Simon

VENTURE CAPITAL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Gide Loyrette Nouel**	Louis Oudot de Dainville, David-James Sebag
	Hogan Lovells	Florian Brechon, Arnaud Deparday, Xavier Doumen, Matthieu Grollemund, Stéphane Huten, Paul Leroy, Hélène Parent
	Jones Day	Renaud Bonnet, Charles Gavoty, Jean-Gabriel Griboul, Anne Kerneur, Geoffroy Pineau-Valencienne, Alexandre Wibaux
2	**Chammas & Marcheteau**	Stéphanie Bréjaud, Lola Chammas, Nicolas Lecocq, Denis Marcheteau
	Goodwin	Thomas Dupont-Sentilles, Xavier Leroux, Anne-Charlotte Rivière
	Orrick	Benjamin Cichostepski, Olivier Vuillod
	Villechenon	Isabelle Burel Blasoni, Morgan Hunault-Berret, Alexander Kotopoulis, Amélie Maindron, Erwan Tostivint
	White & Case	Guillaume Vitrich
3	**Sekri Valentin Zerrouk - SVZ**	Pierre-Emmanuel Chevalier, Oscar da Silva, Géraud de Franclieu, Antoine Haï, Olivier Legrand, Franck Sekri
	EXCELLENT	
1	**Alerion Avocats**	Pierre-Olivier Brouard, Vincent Poirier, Antoine Rousseau
	Bird & Bird	Emmanuelle Porte
	Bold Avocats	Elhame Hmaimid, Thomas Peignier, Serge Vatine
	Charles Russell Speechlys	Thibaut Caharel, Guillaume Ferrand, Renaud Ferry
	Degroux Brugère	Jérémie Swiecznik
	Harlay Avocats	Thibault Chareton, Olivier Cognard, Marie-Laure de Cordovez
	Joffe & Associés	Virginie Belle, Aymeric Dégremont, Camille Malbezin, Thomas Saltiel
	La Tour International	Stéphane Azria, Paul-Albert Legrand
	McDermott Will & Schulte	Diana Hund, Anthony Paronneau, Fabrice Piollet
	Operandi	Benjamin Galand, Alban Vaqué d'Anla
	Taylor Wessing	Gilles Amsallem, Nicolas De Witt, Anne-Juliette de Zaluski, Laurence Lapeyre, François Mary
	UGGC Avocats	Ali Bougrine, David Gordon-Krief, Yves Mondellini, Charles-Emmanuel Prieur
	Yards	Julien Brouwer, Igor Doumenc, Éric du Peloux, Jean-Philippe Jacob
2	**Act legal**	Olivier Sanviti
	Aublé	Matthieu Aublé
	AVA Law	José Arilla, Alexia Germont, Nicolas Valluet
	Berrylaw	Romain Franzetti, Jérôme Majbruch
	Delsol Avocats	Séverine Bravard, Henri-Louis Delsol, Philippe Dumez, Pierre Gougé, Emmanuel Kaeppelin, Philippe Malikian
	Ebl Lexington	Arnaud Demont
	Gate Avocats	Julien Augais, Timothee Giard, Louise-Marie Guillet, Arnaud Larrousse, Julien Mougel, Thomas Verdeil

FRANCE

	Karman Associés	François Brocard, Carine Rohou-Borsello
	Mermoz Avocats	Aurélie Bonsch, Camille Ferrat, Virginie Florance, Thomas Hermetet, Martin Kyuchukov, Marina Llobell, Gilles Roux, Nada Sbaï, Tristan Segonds
	Ooslo	Marion Fabre, Edouard Waels
	Reboul & Associés	Guillaume Reboul
	Simon Associés	Cristelle Albaric, Patrice Montchaud
	Walter Billet Avocats	Fabien Billet
	Watson Farley & Williams	Guillaume Pouyet, Thomas Rabain, Pascal Roux
3	**Almain Avocats**	Reid Feldman
	Altaïr Avocats	Philippe Beauregard, Pierre Gramage, Sébastien Peronne, Alexandra Pottier
	Archers	Marc Baffreau, Kamal Naffi, Emily Pabot du Chatelard
	Axipiter	Eric Kopelman, Constance Le Vert, Amaury Nardone
	Baker McKenzie	Michael Foundethakis
	BCTG Avocats	Cyprien Dufournier, Séverin Kullmann
	Bersay	Stéphanie Benmoussa-Molkhou, Jérôme Bersay, Pauline Darmon, Anya Hristova, Pierre-Louis Périn
	D'Alverny Avocats	Véronique Mervoyer, Guillaume Schmitt
	Dentons	Pascal Chadenet, Olivier Genevois, Olivia Guéguen, Guillaume Kessler
	Didier Avocats	Philippe Didier
	Eight Advisory Avocats	Delphine Sauvebois-Brunel
	Gramond & Associés	Corinne Cousseau, Xavier Gramond, Christelle Le Naour, Fabio Pires, Macha Pascale Sokolow
	Jeantet	Maxime Brotz, Thierry Brun, Yvon Dréano, Guillaume Fornier, Pascal Georges, Karl Hepp de Sevelinges, Philippe Matignon, Vincent Netter, Anne Toupenay-Schueller
	Lamartine Conseil	Thierry Filippi, Gary Levy, Vincent Libaud, Fabien Mauvais, Clyve Monfredo, Bintou Niang, Olivier Renault, Stéphane Rodriguez, Cédric Sapède
	Latournerie Wolfrom Avocats	Thibault Kazémi, Pierre Lafarge, Christian Wolfrom
	Lerins	Guillaume Jarry, Laurent Julienne
	Milestone Avocats	David Smadja
	Orsan | Cabinet D'avocats	David Sebban
	Orsay Avocats	Samira Friggeri, Pierre Hesnault, Frederic Lerner
	PDGB	Roy Arakelian, Christophe Vannoote
	Saul Avocats	Fabrice Epstein
	Solferino	Bernard-Olivier Becker, Fouad Bellaaroussi, Magali Carosso, Marie Estelle Colin
	Volt Associés	Lucas d'Orgeval, Emmanuel Vergnaud

BERSAY: TRUSTED ADVISOR IN VENTURE CAPITAL TRANSACTIONS

Jérôme Bersay

Key Figure(s): Stéphanie Benmoussa-Molkhou, Jérôme Bersay, Pauline Darmon, Anya Hristova and Pierre-Louis Périn

Established: 1995

Track Record: A trusted advisor for French venture capital investments, Bersay assisted HysetCo, a specialist in hydrogen mobility aimed at decarbonizing urban transport, with its recent fundraising. Highly active with funds, the firm also advised Leto Partners on the acquisition of a majority stake in the Humens group, alongside the group's management team.

Team & Differentiation: Involved in everything from venture capital to small-cap LBOs, the team is adept at working with management companies that have raised funds. Frequently called upon to coordinate all aspects of complex multi-jurisdictional transactions, it also handles restructuring, fund creation and refinancing projects. Manuela Bitton joined the firm as a partner in 2025.

ACQUISITION FINANCING

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Bredin Prat**	Raphaële Courtier, Samuel Pariente, Karine Sultan
	Clifford Chance	Xavier Comaills, Pierre-Benoît Pabot du Châtelard
	De Pardieu Brocas Maffei	Sébastien Boullier de Branche, Corentin Coatalem, Christophe Gaillard, Yannick Le Gall
	Gide Loyrette Nouel	Nathalie Benoit, Éric Cartier-Millon
	Latham & Watkins	Lionel Dechmann, Xavier Farde, Carla-Sophie Imperadeiro
	Paul Hastings	Tereza Courmont Vlkova, Olivier Vermeulen, Marc Zerah
2	**Freshfields**	Stéphanie Corbière, Fabrice Grillo, Laurent Mabilat
	Mayer Brown	Maud Bischoff, François-Régis Gonon, Jean-Philippe Lambert, Jean-Pierre Lee, Patrick Teboul
	Weil, Gotshal & Manges	James Clarke, Jean-Christophe David, Géraldine Lezmi
	White & Case	Samir Berlat, Denise Diallo, Roman Picherack, Raphaël Richard, Neeloferr Roy
3	**Goodwin**	Adrien Paturaud
	Hogan Lovells	Sabine Bironneau, Cassandre Porgès, Alexander Premont
	Moncey Avocats	David Malamed
	Ropes & Gray	Thierry Arachtingi
	Winston & Strawn	Ariane Berthoud, Mounir Letayf, Adeline Roboam
	EXCELLENT	
1	**A&O Shearman**	Thomas Roy
	Dechert	Privat Vigand
	DLA Piper	Raphaël Béra, Fanny Combourieu, Sophie Lok
	Jones Day	Frédéric Gros, Diane Sénéchal
	Linklaters	Cyril Abtan, Pierre-Arnoux Mayoly, Kathryn Merryfield
	Volt Associés	Alexandre Tron
2	**Agilys Avocats**	David Kalfon, Frédéricque Milotic
	Ayache	Gwenaëlle de Kerviler, Alain Lévy
	Cards Avocats	Chucri Serhal
	CMS Francis Lefebvre Avocats	Laurent Mion
	Cornet Vincent Ségurel	René-Pierre Andlauer, Bertrand Coste, Matthieu Guignard, Pierre Lamidon, Alfred Lortat-Jacob, André Watbot
	Darrois Villey Maillot Brochier	Martin Lebeuf
	HFW	Diane de Moüy, Jean-Marc Zampa
	Mermoz Avocats	Benjamin Guilleminot, Tristan Segonds
	Nabarro Béraud Avocats	Anthony Minziere, Jonathan Nabarro
	Simmons & Simmons	Colin Millar
	Stephenson Harwood	Yann Beckers

GERMANY

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INVESTMENTS & EXITS

Best Venture Capital Firms

Firms are ordered alphabetically

FIRM	KEY INDUSTRY
42Cap	IT, Software
Accel Partners	E-commerce, Internet
Acton Capital Partners	Technology
Allianz X	Technology
Alstin Capital	Technology
Bayern Kapital	Technology
BlueYard Capital	E-commerce, Internet
Btov Partners	IT, TMT
Capnamic Ventures	E-Commerce, Gaming, Payments, Advertising, Software-as-a-Service
Cherry Ventures	Consumer Internet, Mobile, Marketplace
Creandum	IT, Technology
Creathor Venture	Technology
Deutsche Telekom Capital Partners	Technology
DN Capital	Technology
E.ventures	Internet, Software
Earlybird VC	IT, TMT, Gaming, E-Commerce, Real Estate
ECapital	IT, Technology
Fly Ventures	Technology
German Startups Group	Technology
Global Founders Capital	Technology, Consumer Goods, E-Commerce
Grazia Equity	Technology

Gründerfonds	Technology, TMT, Life-Sciences, Energy
Hasso Plattner Ventures	IT
Heartcore Capital	E-Commerce, Technology
Holtzbrinck Ventures	Digital
HTGF	Industrial, Digital Tech, Life Science, Chemistry
IBB Bet	Life sciences, ICT
Idinvest Partners	IT, Technology
Index Ventures	Consumer Internet and Mobile, Enterprise Technologies
Lakestar	Digital
Linus Capital	IT
Neuhaus Partners	IT
Next 47	Technology
Paua Ventures	Technology
Picus Capital	Fintech, healthcare, cleantech
Point Nine Capital	Software-as-a-Service
Project A	E-Commerce, Data, Software, Infrastructure
Redstone Digital	Digital
Rheingau Founders	Digital
RI Digital Ventures	Digital
Robert Bosch VC	IT, Technology
Rocket Internet Capital Partners	E-commerce, Marketplace
Salesforce Ventures	Technology
SevenVentures	Consumer Goods, Retail, Service
Shortcut Ventures	Data, IT, TMT
Star Ventures	Technology
Target Global	E-Commerce, Fintech, Travel, Software, Mobile
Target Partners	Technology
Team Europe	Digital
Tengelmann Ventures	Consumer Internet, Internet Technology
T-Ventures	Technology
Union Square Ventures	Technology, Consumer Goods, E-Commerce
Unternehmertum Ventures	IT, Industry 4.0, Automation Technologies, Mobility, Smart City
Venista Ventures	Mobile
Visionaries Club	Marketplace, E-Commerce
Wellingtone Partners	Technology, Life-Sciences
West Tech Ventures	Technology

GERMANY

LBOs

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advent International	Ronald Ayles, Ranjan Sen
Allianz Global Investors	Barbara Rupf Bee
Ardian	Daniel Graf von der Schulenburg
Cinven	Bruno Schick
Deutsche Beteiligungs AG	Tom Alzin, Volker Bonsels
EQT	Marcus Brennecke
Partners Group	Jürgen Diegruber
Permira	Jörg Rockenhäuser
Quadriga Capital	Philipp Jacobi, Jörg Mugrauer
Triton	Claus von Hermann, Martin Huth
Waterland Private Equity Investments	Carsten Rahlfs, Jörg Dreisow
EXCELLENT	
Afinum	Thomas Bühler, Gernot Eisinger
Auctus Capital Partners	Ingo Krocke
Blackstone Group	Jurij Puth
Capiton	Frank Winkler, Manuel Hertweck
Capvis	Daniel Flaig
Castik Capital	Marc-Oliver Jauch, Michael Gröber
CVC Capital Partners	Alex Dibelius
Deutsche Private Equity	Marc Thiery, Volker Hichert
Equistone Partners Europe	Marc Arens
Hannover Finanz	Jörg Caesar
Kgal Real Investment	André Zücker
KKR	Christian Ollig
Patrizia	Dominik Röhrich
HIGHLY RECOMMENDED	
Aquila Capital	Roman Rosslenbroich
Astorius	Georg Remshagen
Findos Investor	Hans Freudenberg, Olaf Kensy
Golding Capital Partners	Matthias Reicherter
Halder	Mathias Fackelmeyer
HarbourVest Partners	Martina Schliemann
Idinvest Partners (Eurazeo)	Florian Zimmermann
Maxburg Capital Partners	Moritz Greve
Münich Private Equity Partners	Norman Lemke
Odewald & Compagnie	Alexander Schulz, Caspar von Hodenberg
Yielco Investments	Dominik Bub
RECOMMENDED	
3I Group	Peter Wirtz
Aurelius	Dirk Markus
Emeram Capital Partners	Christian Nähter
Encavis	Quirin Busse
Lindsay Goldberg	Thomas Unger
Silver Investment Partners	Philipp Amereller
VR Equitypartner	Christian Futterlieb

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Freshfields	Rick van Aerssen, Heiner Braun, Andreas Fabritius, Christoph Seibt
	Hengeler Mueller	Thomas Meurer, Maximilian Schiessl, Christian Schwandtner, Hans-Jörg Ziegenhain
	Linklaters	Timo Engelhardt, Staffan Illert, Kristina Klaassen-Kaiser, Hans-Ulrich Wilsing, Ralph Wollburg
	EXCELLENT	
	Clifford Chance	Dominik Hess, Christoph Holstein, Thomas Krecek, Anselm Raddatz, Jörg Rhiel
	Gleiss Lutz	Christian Cascante, Ralf Morshäuser, Jochen Tyrolt, Stefan Widder
	Latham & Watkins	Ingo Strauss, Rainer Traugott
	Sullivan & Cromwell	Carsten Berrar
	HIGHLY RECOMMENDED	
1	**Hogan Lovells**	Lutz Angerer, Tim Oliver Brandi, Matthias Hirschmann, Christoph Louven, Nikolas Zirngibl
	Noerr	Christian Pleister, Martin Neuhaus, Harald Selzner
2	**A&O Shearman**	Hans Schoneweg
	CMS Hasche Sigle	Maximilian Grub, Hilke Herchen, Ernst-Markus Schuberth
	Heuking	Boris Dürr, Thorsten Kuthe, Oliver von Rosenberg, Marc Scheunemann, Jörg Schewe, Helge-Torsten Wöhlert
	Jones Day	Ansgar Rempp
	Kirkland & Ellis	Tobias Larisch, Benjamin Leyendecker
	White & Case	Tobias Heinrich, Roger Kiem
	RECOMMENDED	
	Ashurst	Marina Arntzen, Stefan Bruder
	Baker McKenzie	Christian Atzler
	DLA Piper	Nils Krause, Benjamin Parameswaran
	Dentons	Christof Kautzsch, Predrag Maksimovic
	Gibson, Dunn & Crutcher	Dirk Oberbracht, Wilhelm Reinhardt
	Mayer Brown	Klaus Riehmer
	McDermott Will & Schulte	Carsten Böhm, Uwe Goetker
	Milbank	Martin Erhardt, Steffen Oppenländer, Norbert Rieger
	Morrison Foerster	Christoph Wagner
	Norton Rose Fulbright	Frank Regelin
	Oppenhoff	Alf Baars
	Skadden, Arps, Slate, Meagher & Flom	Jan Bauer, Matthias Horbach
	SZA Schilling, Zutt & Anschütz	Michaela Balke, Martin Gross-Langenhoff, Jochem Reichert, Oliver Schröder
	Taylor Wessing	Klaus Grossmann
	Weil	Gerhard Schmidt
	Willkie Farr & Gallagher	Georg Linde

HEUKING: HIGH-PROFILE CAC40 STOCK MARKET TRANSACTIONS

Dr. Helge-Torsten Wöhlert

Key Figure(s):
Dr. Helge-Torsten Wöhlert

Established: 1971

Track Record: Heuking's transactional practice continues to expand. The firm, for example, advised EP Corporate Group on an equity investment and strategic partnership involving thyssenkrupp AG's steel business. In addition, Heuking maintains a dedicated French Desk with deep expertise in the CAC 40 market, which frequently engages the firm for high-profile, cross-border M&A transactions.

Team & Differentiation: Private M&A, public takeovers, and joint ventures, and management buyouts and buy-ins are core strengths of a firm that prides itself on delivering a full-service offering through lean, multilingual teams. Led by Dr. Helge-Torsten Wöhlert, the firm's French Desk has become a trusted adviser on transactions involving CAC 40 companies and large privately held French groups. The firm has expanded its private equity practice.

GERMANY

M&A: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Freshfields	Rick van Aerssen, Christoph Seibt, Stephan Waldhausen
	Hengeler Mueller	Emanuel Strehle, Jens Wenzel
	Linklaters	Staffan Illert, Tim Johannsen-Roth
	EXCELLENT	
	Clifford Chance	Thomas Krecek, Anselm Raddatz
	Gleiss Lutz	Christian Cascante, Ralf Morshäuser
	HIGHLY RECOMMENDED	
1	**CMS Hasche Sigle**	Henrik Drinkuth, Tobias Grau, Maximilian Grub, Michael Wangemann
	DLA Piper	Nils Krause, Benjamin Parameswaran
	Heuking	Boris Dürr, Martin Imhof, Thorsten Kuthe, Oliver von Rosenberg, Marc Scheunemann, Jörg Schewe, Kristina Schneider, Helge-Torsten Wöhlert
	Hogan Lovells	Volker Geyrhalter, Matthias Hirschmann, Christoph Louven, Nikolas Zirngibl
	Kirkland & Ellis	Tobias Larisch, Benjamin Leyendecker, Attila Oldag
	Latham & Watkins	Oliver Felsenstein, Burc Hesse, Ingo Strauss, Rainer Traugott
	Jones Day	Ansgar Rempp, Michael Fischer
	Milbank	Michael Bernhardt, Leopold Riedl, Norbert Rieger
	Noerr	Julian Lemor, Jens Liese, Stephan Schulz, Harald Selzner
	SZA Schilling Zutt & Anschütz	Stephan Brandes, Christoph Nolden, Stefan Zeyher
	Taylor Wessing	Klaus Grossmann
	White & Case	Darragh Byrne, Murad Daghles
2	**Bird & Bird**	Kai Kerger, Stefanie Orttmann, Sandra Schuh, Marc Seeger, Sebastian Weller
	Eversheds Sutherland	Anthony Cross, Holger Holle, Christof Lamberts, Steffen Schniepp
	Flick Gocke Schaumburg	Stefan Göckeler, Dieter Leuering
	Friedrich Graf von Westphalen	Alexander Hartmann, Frank Jungfleisch, Jan Henning Martens, Hendrik Thies, Sebastian von Lossow
	Gibson, Dunn & Crutcher	Dirk Oberbracht
	Görg	Christian Becker, Tobias Fenck, Lars Weber
	Greenberg Traurig	Peter Schorling
	GSK Stockmann	Max Wilmanns
	GvW Graf von Westphalen	Markus Sachslehner, Benjamin Schwarzfischer, Felix Wolf
	Herbert Smith Freehills Kramer	Oliver Duys, Christoph Nawroth
	Heussen	Dirk von dem Knesebeck, Christof Schmidt, Johannes Weidelener
	Luther	Thomas Kuhnle, Björn Simon
	Mayer Brown	Ulrike Binder, Carsten Flasshoff
	McDermott Will & Schulte	Philipp Grenzebach
	Morrison & Foerster	Dirk Besse
	Norton Rose Fulbright	Klaus Bader
	Oppenhoff	Gabriele Fontane, Stephan König
	Osborne Clarke	Fabian Christoph, Robin Eyben, Björn Hürten, Philip Meichssner, Maximilian Vocke
	Poellath	Jens Hörmann, Tim Kaufhold
	Preu Bohlig	Albrecht Lutterbeck
	Renzenbrink	Ulf Renzenbrink
	Schalast Law | Tax	Joachim Habetha, Christoph Schalast, Kristof Schnitzler, Gregor Wedell
	Watson Farley & Williams	Dirk Janssen
	Ypog	Frederik Gaertner, Adrian Haase, Martin Schaper, Benjamin Ullrich
	RECOMMENDED	
1	**A&O Shearman**	Hans Schoneweg
	Ashurst	Benedikt von Schorlemer
	Avocado	Christian Berger, Ralph Hummel, Dagobert Nitzsche
	Baker McKenzie	Christian Atzler
	Deloitte	Markus Schackmann

Dentons	Christof Kautzsch, Predrag Maksimovic
EPP Rechtsanwälte Avocats	Emil Epp, Marianne Grange, Anja Hergesell, Joan Kinder, Anne-Lise Lamy, Ulrich Martin, Laura Rejano, Elisabeth Walckenaer
Esche Schümann Commichau	Stephan Bauer
EY Law	Torsten Göcke
Freund | Rüll | Partner	Kilian Esswein, Stefan Freund, Axel Rüll, Thomas Mack
Glade Michel Wirtz	Achim Glade, Marco Sustmann
Greenfort	Martin Asmuss, Anh-Duc Cordalis, Andreas von Oppen
GOF - Gütt Olk Feldhaus	Heiner Feldhaus, Kilian Helmreich, Sebastian Olk, Adrian von Prittwitz, Maximilian Spindler
LARK	Patrick Droese, Daniel Gubitz, Malte Krohn, Tobias Nikoleyczik, Ludger Schult
Leo Schmidt-Hollburg Witte & Frank	Tom Frank, Hubertus Leo, Thorben Rein
Lupp + Partner	Kerstin Kopp, Matthias Lupp
Lutz Abel	Frank Hahn, Bernhard Noreisch
Morgan Lewis	Florian Harder, Joachim Heine, Ulrich Korth, Christian Zschocke
Orrick	Sven Greulich
Raue	Andreas Nelle
RSM Ebner Stolz	Roderich Fischer, Heiko Jander McAlister, Jörg Nickel, Christoph Winkler
Skadden Arps Slate Meagher & Flom	Jan Bauer
Sullivan & Cromwell	Carsten Berrar
Weil	Susanne Decker, Sebastian Pauls
Willkie Farr & Gallagher	David Huthmache, Georg Linde
2 Aderhold	Bianca Böttcher, Gunther Lehleiter, Matthias Wiese
ADVANT Beiten	Barbara Mayer, Christian von Wistinghausen
Arqis	Jörn-Christian Schulze, Shigeo Yamaguchi
Baker Tilly	Thomas Gemmeke, Stephan Zuber
Dechert	Federico Pappalardo
Dissmann Orth	Jochen Ettinger
Fieldfisher	Jan Hartmann
Grub Brugger	Hans Konrad Schenk, Michael Vilgertshofer, Hendrik Wolfer
K&L Gates	Thomas Lappe, Martina Ortner, Thilo Winkeler
KPMG Law	Daniel Kaut, Christian Nordholtz, Boris Schilmar
Kümmerlein	Stefan Heutz, Maximilian Schauf
Menold Bezler	Vladimir Cutura, Karsten Gschwandtner
Neon	Alexander Wulff
Oppenländer	Thomas Trölitzsch
Orka	Marc Henze, Lars Karsten
Pinsent Masons	Sönke Gödeke
Rittershaus	Matthias Uhl
Seitz	Daniel Grewe, Wolfgang Schüler
SKW Schwarz	Sebastian Graf von Wallwitz
SLB Law	Oliver Baumann, Sandra Bendler-Pepy, Louis Rönsberg, Christian Strassberger
Simmons & Simmons	Klaus Banke, Stephan Ulrich
Valbeek	Bjarne Petersen, Jörn Wöbke
VCvF.legal	Antonio Calderón, Patrick Vogt

EPP RECHTSANWÄLTE AVOCATS: EXPERTS IN FRANCO-GERMAN M&A PROCEEDINGS

Emil Epp

Key Figure(s): Emil Epp, Marianne Grange, Anne-Lise Lamy, Ulrich Martin, Elisabeth Walckenaer and Anja Hergesell

Established: 1994

Track Record: EPP Rechtsanwälte Avocats is an expert in international merger & acquisition matters with consulting services in German, French and English, on issues relating to cross-border acquisition and sale of companies in France and Germany in the food, luxury retail, mobility services, fleet management, conveyor systems, sustainable energy and automotive industries.

Team & Differentiation: Regularly handling $20 million deals, the M&A practice has deep insight into the legal cultures of Germany and France. Its expertise is based on an approach which combines legal aspects with finance (in collaboration with local banks) and services, such as translation, for which the firm has a dedicated, three-person team experienced in drafting contracts in French and German.

GERMANY

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Freshfields	Markus Paul, Arend von Riegen
	Hengeler Mueller	Andreas Hoger, Maximilian Schiessl, Hans-Jörg Ziegenhain
	Milbank	Michael Bernhardt, Sebastian Heim, Norbert Rieger
	EXCELLENT	
	Clifford Chance	Volkmar Bruckner, Anselm Raddatz
	Kirkland & Ellis	Achim Herfs, Benjamin Leyendecker
	HIGHLY RECOMMENDED	
1	**Gleiss Lutz**	Jan Balssen, Christian Cascante
	Latham & Watkins	Oliver Felsenstein, Burc Hesse, Leif Schrader, Rainer Traugott
	Linklaters	Sebastian Daub, Ralph Drebes, Carsten Loll
	Poellath	Jens Hörmann, Tim Kaufhold
	Willkie Farr & Gallagher	Georg Linde, Maximilian Schwab
2	**A&O Shearman**	Christian Eichner
	CMS Hasche Sigle	Eva Annett Grigoleit
	Gibson Dunn	Dirk Oberbracht, Wilhelm Reinhardt
	Hogan Lovells	Jan Philipp Feigen,Jörg Herwig, Christoph Naumann
	K&L Gates	Andreas Menge, Martina Ortner, Thilo Winkeler
	Lark	Patrick Dröse, Daniel Epe, Ludger Schult
	Lupp + Partner	Kerstin Kopp, Thomas Krawitz, Matthias Lupp
	Noerr	Georg Christoph Schneider
	Skadden, Arps, Slate, Meagher & Flom	Jan Bauer
	Weil	Susanne Decker, Sebastian Pauls
	White & Case	Stefan Koch
	RECOMMENDED	
1	**Arqis**	Jörn-Christian Schulze
	Bird & Bird	Stefan Gottgetreu, Stefanie Orttmann, Sandra Schuh
	DLA Piper	Lars Jessen, Nils Krause
	Heuking	Boris Dürr, Pär Johansson, Peter Christian Schmidt
	GOF Gütt Olk Feldhaus	Heiner Feldhaus, Kilian Helmreich, Sebastian Olk, Adrian von Prittwitz, Maximilian Spindler
	Görg	Stefan Heyder
	Jones Day	Ansgar Rempp, Stefan Schneider
	McDermott Will & Schulte	Michael Cziesla, Holger Ebersberger, Benedikt von Schorlemer
	Oppenhoff	Gabriele Fontane
	Orrick	Christoph Brenner
	Renzenbrink	Ulf Renzenbrink
	RSM Ebner Stolz	Ronald Kagan
2	**Ashurst**	Anne Grewlich
	Baker McKenzie	Berthold Hummel
	Dechert	Federico Pappalardo
	Greenberg Traurig	Henrik Armah
	GvW Graf von Westphalen	Benjamin Schwarzfischer
	Mayer Brown	Ulrike Binder, Nikolai Sokolov
	Morgan Lewis	Florian Harder
	Neon	Jan-Peter Heyer
	Norton Rose Fulbright	Bernd Dreier
	Paul Hastings	Christopher Wolff
	Raue	Andreas Nelle
	Sidley Austin	Volker Kullmann
	Taylor Wessing	Jens Wolf
	Watson, Farley & Williams	Simon Preisenberger
	Ypog	Frederik Gaertner, Martin Schaper, Tim Schlösser, Benjamin Ullrich

VENTURE CAPITAL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	CMS Hasche Sigle	Stefan-Ulrich Müller, Jörg Zätzsch
	Orrick	Sven Greulich
	Osborne Clarke	Robin Eyben, Nicolas Gabrysch, Benjamin Mohnheim, Till-Manuel Saur, Rouven Siegemund, Maximilian Vocke
	Taylor Wessing	Norman Röchert, Hassan Sohbi, Jens Wolf
	Ypog	Frederik Gaertner, Martin Schaper, Benjamin Ullrich
	EXCELLENT	
1	**Lutz Abel**	Marco Eickmann, Lorenz Jellinghaus, Bernhard Noreisch, Björn Weidehaas
	Vogel Heerma Waitz (V14)	Samuel Aebi, Frank Vogel, Clemens Waitz
	Noerr	Felix Blobel, Georg Christoph Schneider
2	**Bird & Bird**	Stefan Gottgetreu, Kai Kerger, Andrea Schlote*, Sebastian Weller
	Hengeler Mueller	Emanuel Strehle
	Hogan Lovells	Volker Geyrhalter, Peter Huber
	Jones Day	Ivo Posluschny
	Poellath	Michael Inhester, Christian Toenies
	Raue	Andreas Nelle
	Willkie Farr & Gallagher	Michael Ilter
	HIGHLY RECOMMENDED	
	Dechert	Federico Pappalardo
	Friedrich Graf von Westphalen	Alexander Hartmann
	Lark	Patrick Droese, Daniel Gubitz, Daniel Wied
	K&L Gates	Thomas Lappe, Patricia Prelinger*, Thilo Winkeler
	Neon	Patrick Auerbach, Jan-Peter Heyer, Bastian Reinschmidt
	PXR Legal	Peter Möllmann
	RECOMMENDED	
1	**Flick Gocke Schaumburg**	Martin Oltmanns
	Freshfields	Arend von Riegen
	Heuking	Jörg Schewe, Peter Christian Schmidt, Mathias Schröder, Alexander Weber
	GSK Stockmann	Thomas Derlin, Katy Ritzmann
	Lambsdorff	Pablo Rüdiger de Erice, Konstantin Graf Lambsdorff
	Milbank	Norbert Rieger, Michael Bernhardt
	PwC Legal	Gerhard Wacker
2	**Gleiss Lutz**	Jan Balssen
	GOF - Gütt Olk Feldhaus	Heiner Feldhaus
	Görg	Bernt Paudtke
	Greenberg Traurig	Henrik Armah
	GreenGate Partners	Tobias Schönhaar, René Spitz, Nikolaus Uhl
	GvW Graf von Westphalen	Markus Sachslehner
	Lupp + Partner	Felix Stützer
	Luther	Andreas Tüxen
	Momentum	Philipp Weber
	Oppenhoff	Gabriele Fontane
	RSM Ebner Stolz	Tim Odendahl, Christoph Winkler
	RSR Rüping Schroeder	Matthias Rüping
	Seitz	Daniel Grewe
	Studio Legal	André Eggert, Natalie Pernile Vahsen
	Weitnauer	Benedikt Mahr

* Counsel

GERMANY

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Greenberg Traurig	Florian Rösch, Christian Schede, Peter Schorling
	EXCELLENT	
	Clifford Chance	Fabian Böhm, Reinhard Scheer-Hennings, Philipp Stoecker
	CMS Hasche Sigle	Andreas Otto, Volker Zerr
	Freshfields	Timo Elsner, Niko Schultz-Süchting
	Hogan Lovells	Roland Bomhard, Dirk Debald, Hinrich Thieme, Marc Werner
	HIGHLY RECOMMENDED	
1	**DLA Piper**	Gerold Jaeger, Martin Haller, Fabian Mühlen, Lars Reubekeul
	Hengeler Mueller	Martin Geiger, Daniel Kress, Thomas Müller
	McDermott Will & Schulte	Ulrich Flege, Frank Müller, Jens Ortmanns, Holger Weiss
	Noerr	Volker Bock, Christoph Brenzinger, Annette Pospich
2	**A&O Shearman**	Olaf Meisen
	BRL	Christian Kahle
	Friedrich Graf von Westphalen	Markus Beaumart, Lorenz Claussen, Jessica Hanke, Gregor Lamla, Uwe Steingröver
	Heussen	Franziska Amtstätter, Jan Dittmann, Christoph Hamm, Norbert Huber, Carsten Richter, Christian Weinheimer
	Norton Rose Fulbright	Stefan Feuerriegel, Holger Wolf
	RECOMMENDED	
1	**Ashurst**	Liane Muschter, Derk Opitz
	BCLP Bryan Cave Leighton Paisner	Frank Schwem
	Dentons	Sebastian Schmid, Dirk-Reiner Voss
	Gleiss Lutz	Johannes Niewerth, Tim Weber
	Görg	Jan Lindner-Figura, Daniel Seibt
	GSK Stockmann	Volker Hofstetter
	Linklaters	Wolfram Krüger
	Mayer Brown	Fabian Hartwich, Jörg Michael Lang
	Poellath	Matthias Durst, Stefan Lebek
	Reius	Christian Thiele
	Taylor Wessing	Adrian Birnbach, Patrick Brock
	White & Case	Thomas Flatten
2	**Aderhold**	Catherine Westerwelle, Toni Woitke
	ADVANT Beiten	Klaus Beine
	Avocado	Christian Berger, Lucia Patrizzi, Alexander Thiermann
	Baker McKenzie	Florian Thamm
	Eversheds Sutherland	Gerhard Molt, Torsten Volkholz
	FPS	Dietrich Sammer
	GvW Graf von Westphalen	Lorenz Czajka
	Herbert Smith Freehills Kramer	Sven Wortberg
	Heuking	Armin Freiherr von Griessenbeck
	Jebens Mensching	Bendix Christians, Philipp Jebens
	Jones Day	Nicole Kadel, Sandra-Christiane Kamper
	Jung & Schleicher	Roland Borsdorff
	King & Spalding	Sebastian Kaufmann
	K&L Gates	Georg Foerstner, Felix Greuner
	Latham & Watkins	Otto von Gruben
	Leo Schmidt-Hollburg Witte & Frank	Lutz Hülsdunk, Andreas Witte
	Loschelder	Walter Klein
	Luther	Ingo Erberich, Achim Meier
	Neon	Boris Reschucha
	Neuwerk	Claudia Jehle
	Reichauer	Christian Keilich
	RSM Ebner Stolz	Andreas Häussermann, Johanna Hofmann, Daniel Kautenburger-Behr
	Wagensonner	Andreas Helm
	Willkie Far & Gallagher	Cornelia Thaler

ENERGY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Clifford Chance	Mathias Elpass, Florian Mahler, Anselm Raddatz
	CMS Hasche Sigle	Friedrich von Burchard, Christian Haellmigk, Fritz von Hammerstein, Niklas Ganssauge, Holger Kraft, Shaghayegh Smousavi
	Hengeler Mueller	Andreas Breier*, Jörg Meinzenbach, Sebastian Schneider, Daniel Zimmer
	Linklaters	Jens Hollinderbäumer, Thomas Schulz
	EXCELLENT	
1	**Hogan Lovells**	Thomas Dörmer, Tobias Faber, Tim Heitling, Matthias Hirschmann, Carla Luh
	White & Case	Thomas Burmeister, Florian Degenhardt
2	**Bird & Bird**	Lars Kyrberg, Matthias Lang, Hermann Rothfuchs, René Voigtländer, Alexander Wojtek
	Freshfields	Ralph Kogge, Mirko Masek*, Stefan Schröder
	Gleiss Lutz	Jacob von Andreae, Cornelia Topf
	Watson Farley & Williams	Wolfram Böge, Thomas Hollenhorst, Malte Jordan
	HIGHLY RECOMMENDED	
	A&O Shearman	Nicolaus Ascherfeld
	Baker McKenzie	Claire Dietz-Polte, Holger Engelkamp
	DLA Piper	Michael Cieslarczyk, Wolfram Distler, Cornelius Frie
	Latham & Watkins	Alexander Stefan Rieger
	Luther	Michael Bormann, Guido Jansen, Holger Stappert, Angelo Vallone
	Noerr	Christof Federwisch, Tibor Fedke, Gabriele Haas, Christoph Spiering
	Taylor Wessing	Carsten Bartholl, Markus Böhme, Tillmann Pfeifer
	RECOMMENDED	
	Ashurst	Derk Opitz
	BBH - Becker Büttner Held	Wolfram von Blumenthal
	Chatham Partners	Felix Fischer
	Dentons	Florian-Alexander Wesche
	Eversheds Sutherland	Martin Weitenberg
	Fieldfisher	Daniel Marhewka
	Görg	Achim Compes
	GvW Graf von Westphalen	Maximilian Emanuel Elspas
	Heuking	Marc Baltus, Tobias Woltering
	Heussen	Dirk von dem Knesebeck, Bernhard Schex, André Turiaux, Johannes Weidelener, Martin Wolfstetter
	McDermott Will & Schulte	Benedikt von Schorlemer, Maximilian Uibeleisen
	Norton Rose Fulbright	Klaus Bader, Valerian von Richthofen
	Osborne Clarke	Daniel Breuer
	Raue	Bern Beckmann, Christian von Hammerstein
	RSM Ebner Stolz	Johannes Joepgen, Alexander Rehs*

* Counsel

ICELAND

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BBA//Fjeldco	Ásgeir Á. Ragnarsson, Einar Baldvin Árnason, Baldvin Björn Haraldsson, Halldór Karl Halldórsson
Lex Law Offices	Örn Gunnarsson, Ólafur Haraldsson, Gudmundur Ingvi Sigurdsson, Garðar Víðir Gunnarsson
Logos Legal Services	Þórólfur Jónsson, Óttar Pálsson, Gunnar Sturluson
EXCELLENT	
Advel Attorneys At Law	Stefán Thór Ingimarsson
Juris	Andri Árnason, Vífill Harðarson, Halldór Jónsson, Simon Knight
Landslög Law Offices	Jóhannes Bjarni Björnsson, Viðar Lúðvíksson, Grímur Sigurðsson
HIGHLY RECOMMENDED	
Lagahvoll	Daði Bjarnason, Jóhann Tómas Sigurðsson
Réttur – Adalsteinsson & Partners	Sigurður Örn Hilmarsson

ITALY

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LBOs: LARGE-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ardian	Nicolò Saidelli
Bain Capital	Ivano Sessa, Luca Bassi
Blackstone	Andrea Valeri, Donatella Fanti
CVC Capital Partners	Giampiero Mazza
The Carlyle Group	Marco De Benedetti
EXCELLENT	
Advent International	Francesco Casiraghi
Clessidra Private Equity	Carlo Pesenti, Andrea Ottaviano
F2i	Renato Ravanelli
InvestIndustrial	Andrea Bonomi
Macquarie	Roberto Sambuco
Permira	Francesco Pascalizi

ITALY

LBOs: SMALL TO MID-CAP

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
21 Invest	Dino Furlan, Alessandro Benetton, Andrea Mazzucato, Marco Monis
Abenex	Antonio Catalli
Alcedo	Maurizio Tiveron, Franco Valvasori, Michele Gallo
Alto Partners	Stefano Scarpis, Raffaele de Courten, Enrico Ricotta, Mario Visioni
Ambienta	Mauro Roversi
DeA Capital	Enrico Drago, Nicola Drago, Emanuele Caniggia, Gianandrea Perco
IGI Private Equity	Matteo Cirla, Angelo Mastrandrea, Giorgio Cirla, Paolo Merlano
Neuberger Berman	Patrizia Micucci
Wise Equity	Paolo Gambarini, Michele Semenzato
Xenon Private Equity	Danilo Mangano
EXCELLENT	
Apheon	Emanuele Lembo
Arcadia SGR	Simone Arnaboldi
Assietta Private Equity	Giuliano Mari, Marco Cornaglia
Azimut Capital Management	Paolo Martini
Charme Capital Partners	Luigi Sala, Tommaso Beolchini
Chequers Capital	Niccolò Leita
Consilium	Stefano Iamoni, Antonio Glorioso
EQT	Federico Quitadamo
Gradiente	Pietro Busnardo, Carlo Bortolozzo
L Catterton	Luigi Feola
Mindful Capital Partners	Lorenzo Stanca, Alberto Forchielli
Progressio	Filippo Gaggini, Angelo Piero La Runa, Nino Mascellaro
Riello Investimenti Partners	Luigi Terranova
Trilantic Europe	Vittorio Pignatti-Morano
HIGHLY RECOMMENDED	
Aksia Group	Nicola Emanuele, Marco Rayneri
Anima Alternative	Philippe Minard
HAT Holding	Nino Attanasio, Ignazio Castiglioni
Itago Partners	Domenico Tonussi, Nicola Bordignon
Opera SGR	Michele Russo, Emmanuel Micheli
Palladio Finanziaria	Nicola Iorio
PM & Partners	Andrea Mugnai, Riccardo Rainone, Massimo Grasselli
Star Capital	Marco Gazzaniga

ALTO PARTNERS: INDEPENDENT EXPERTISE IN ITALY'S SME LANDSCAPE

Raffaele de Courten

Key Figure(s): Raffaele de Courten, Enrico Ricotta, Stefano Scarpis and Mario Visioni

Established: 2000

Track Record: Alto Partners is an independent private-equity firm that specializes in investing in Italian SMEs across a wide range of sectors, from textiles and clothing to food and business services. It supports generational transitions and growth strategies alongside entrepreneurs and managers, with a professional, reliable and long-term investment approach.

Team & Differentiation: The team of private-equity veterans brings deep expertise in Italian SMEs and complex deal dynamics. Led by the founding partners Raffaele de Courten (ex-European Investment Bank and Mediobanca) and Stefano Scarpis (ex- Fidia SGR and Mediobanca), Alto offers pragmatic, agile execution and strategic support to family owned businesses.

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**BonelliErede**	Vittoria Giustiniani
	Chiomenti	Luigi Arnaldo Cremona
	Gianni & Origoni	Francesco Gianni
2	**Cappelli Riolo Calderaro Crisostomo Del Din & Partners**	Roberto Cappelli, Valentina Dragoni
	Cleary Gottlieb Steen & Hamilton	Roberto Bonsignore
	Gatti Pavesi Bianchi Ludovici	Francesco Gatti, Carlo Pavesi
	Legance	Filippo Troisi, Bruno Bartocci, Giovanni Nardulli
	PedersoliGattai	Bruno Gattai, Antonio Pedersoli, Carlo Pedersoli
	EXCELLENT	
1	**ADVANT Nctm**	Simone De Carli, Matteo Trapani, Pietro Zanoni
	Latham & Watkins	Stefano Sciolla, Giovanni Sandicchi
	Linklaters	Massimiliano Nitti
2	**Clifford Chance**	Paolo Sersale
	Dentons	Alessandro Dubini, Federico Sutti, Luca Pocobelli
	Giliberti Triscornia e Associati	Alessandro Triscornia
	Hogan Lovells	Luca Picone
	White & Case	Leonardo Graffi, Tommaso Tosi, Ferigo Foscari, Domenico Fanuele
	HIGHLY RECOMMENDED	
	Baker McKenzie	Paolo Ghiglione
	DLA Piper	Wolf Michael Kühne
	LCA	Leah Dunlop, Luca Minoli
	RECOMMENDED	
	Boies Schiller Flexner	Alessia Allegretti, Luigi M. Macioce, Jacopo Mosca
	Freshfields	Nicola Asti
	Molinari Agostinelli	Ugo Molinari, Marinella Ciaccio, Margherita Santoiemma

ITALY

M&A: SMALL TO MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	ADVANT Nctm	Simone De Carli, Matteo Trapani, Pietro Zanoni
	Giovannelli e Associati	Fabrizio Scaparro, Alessandro Giovannelli, Pasquale Marini
	Gitti & Partners	Gregorio Gitti, Vincenzo Giannantonio, Stefano Roncoroni
	LCA Studio Legale	Riccardo Sismondi, Riccardo Massimilla, Andrea Messuti
	LMCR	Massimo La Torre, Roberto Rio, Angelo Romano
	Orsingher Ortu	Matteo Orsingher, Mario Ortu, Nicola Barra Caracciolo, Pierfrancesco Giustiniani
	Pavia e Ansaldo	Stefano Bianchi, Roberto Zanchi
	EXCELLENT	
1	**Carnelutti**	Luca Arnaboldi, Carlo Pappalettera
	CMS	Pietro Cavasola
	Giliberti Triscornia e Associati	Alessandro Triscornia
	Greenberg Traurig Santa Maria	Luigi Santa Maria, Mario Santa Maria
	LMS Studio Legale	Fabio Labruna
	Simmons & Simmons	Andrea Accornero, Dario Spinella
	White & Case	Domenico Fanuele
2	**Alma LED**	Marco Nicolini
	Fivers	Alfredo Craca, Francesco Di Carlo, Claudio Tatozzi
	Linklaters	Massimiliano Nitti
	HIGHLY RECOMMENDED	
	Alpeggiani Avvocati Associati	Leonardo Proni, Francesco Torelli
	Bird & Bird	Alberto Salvadè, Giovanni Gazzaniga
	CastaldiPartners	Gaspare Dori, Riccardo Gotti Tedeschi, Anne-Manuelle Gaillet
	CBA	Luca Fabbrini, Ilaria Belluco
	Freshfields	Nicola Asti
	K&L Gates	Giampaolo Salsi
	Molinari Agostinelli	Ugo Molinari, Marinella Ciaccio, Margherita Santoiemma
	McDermott Will & Emery	Ettore Scandale, Fabrizio Faina
	Nunziante Magrone	Gianmatteo Nunziante, Francesco Abbozzo Franzi, Gianmarco Munari, Fiorella Alvino
	Pirola Pennuto Zei & Associati	Massimo Di Terlizzi, Paolo Consales, Gabriele Arcuri

Portolano Cavallo	Francesco Portolano, Manuela Cavallo
Russo De Rosa Associati	Gianmarco Di Stasio, Marzio Molinari, Alberto Russo
Weigmann	Fabrizio Tarocco
Withers	Roberta Crivellaro, Guido Galeotti
RECOMMENDED	
BSVA	Alessandro Bellofiore, Marco Lantelme, Paolo Viganò
Bureau Plattner	Carlo Gurioli, Simona Gallo, Christoph Jenny
Eversheds Sutherland	Giuseppe Celli
Jones Day	Stefano Crosio
Masotti Cassella	Luca Masotti, Mascia Cassella
QLT Law & Tax	Francesco Fiore, Nicola Romano, Francesco Marchini
Rödl & Partner	Stefan Brandes, Svenja Bartels, Roberto Pera
RPLT Legalitax	Mario Colombatto, Claudio Elestici, Mario Ferrari, Paolo Grandi
Target	Fabio Coppola
VALUABLE PRACTICE	
Andersen	Andrea De Vecchi
Boies Schiller Flexner	Alessia Allegretti, Luigi M. Macioce, Jacopo Mosca
BonelliErede	Gianfranco Veneziano
Dentons	Alessandro Dubini, Pier Francesco Faggiano
DLA Piper	Wolf Michael Kühne
Gelmetti Studio Legale	Pierfrancesco Gelmetti
Legance	Bruno Bartocci
Lipani	Claudio Visco
PedersoliGattai	Bruno Gattai, Antonio Pedersoli
Ughi e Nunziante	Amon Airoldi

ORSINGHER ORTU: CROSS BORDER M&A EXPERTISE

Matteo Orsingher

Key Figure(s): Matteo Orsingher, Mario Ortu, Nicola Barra Caracciolo and Pierfrancesco Giustiniani

Established: 2007

Track Record: Orsingher Ortu's corporate department focuses on private and public M&A, joint ventures, private equity, corporate finance and restructuring, with notable expertise in TMT, fashion and luxury goods. The team has entered a strategic alliance with Taylor Wessing, enhancing its cross-border capabilities. It is consistently involved in complex, high-profile transactions.

Team & Differentiation: The department handles both domestic and cross-border matters across multiple industries, working closely with other practice groups to provide seamless support, from due diligence and structuring to negotiation and post-closing integration. The M&A practice reflects the background of its partners, all seasoned professionals with years of senior experience at top-tier international firms.

CASTALDI PARTNERS: STRENGTH IN FRANCO-ITALIAN TRANSACTIONS

Gaspare Dori

Key Figure(s): Gaspare Dori, Riccardo Gotti Tedeschi and Anne-Manuelle Gaillet

Established: 1996

Track Record: Castaldi Partners is recognized for its strong focus on international and cross-border deals, mainly between France and Italy, ensuring seamless coordination across jurisdictions. Castaldi's M&A practice covers diverse matters, such as acquisitions, share and asset deals, joint ventures, private equity and venture capital, as well as corporate reorganizations and restructurings.

Team & Differentiation: The team includes Italian, French and English lawyers, offering tailored assistance regardless of clients' jurisdiction of origin. Gaspare Dori is a seasoned lawyer when it comes to cross-border M&A, bringing invaluable insights through his teaching role at the University of Paris X. The arrival of Anne-Manuelle Gaillet in 2023 further strengthened the practice's extensive corporate M&A expertise.

ITALY

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	BonelliErede	Umberto Nicodano, Eliana Catalano
	Chiomenti	Carlo Croff
	Gianni & Origoni	Gianluca Ghersini, Francesco Gianni
	Latham & Watkins	Stefano Sciolla
	Legance	Bruno Bartocci, Filippo Troisi, Giovanni Nardulli
	PedersoliGattai	Bruno Gattai, Alessandro Marena
	EXCELLENT	
	ADVANT Nctm	Paolo Montironi, Pietro Zanoni
	Cleary Gottlieb Steen & Hamilton	Roberto Bonsignore
	Gatti Pavesi Bianchi Ludovici	Stefano Valerio, Gianni Martoglia
	Linklaters	Roberto Casati
	LMCR	Roberto Rio, Massimo La Torre
	HIGHLY RECOMMENDED	
1	**Carnelutti**	Luca Arnaboldi, Carlo Pappalettera
	Clifford Chance	Claudio Cerabolini
	Giovannelli & Associati	Alessandro Giovannelli
	Gitti & Partners	Gregorio Gitti, Vincenzo Giannantonio, Stefano Roncoroni
	LCA Studio Legale	Roberto de Bonis, Andrea Messuti, Riccardo Massimilla
	Molinari Studio Legale	Ugo Molinari, Marinella Ciaccio, Margherita Santoiemma
	Orsingher Ortu	Mario Ortu, Nicola Barra Caracciolo, Pierfrancesco Giustiniani
	Pavia e Ansaldo	Stefano Bianchi, Roberto Zanchi
	White & Case	Leonardo Graffi, Tommaso Tosi
2	**Bird & Bird**	Alberto Salvadè, Giovanni Gazzaniga
	CastaldiPartners	Gaspare Dori, Riccardo Gotti Tedeschi, Anne-Manuelle Gaillet
	Dentons	Luca Pocobelli, Alessandro Dubini
	DLA Piper	Agostino Papa
	LMS Studio Legale	Fabio Labruna
	Simmons & Simmons	Andrea Accornero
	RECOMMENDED	
	Alpeggiani Avvocati Associati	Leonardo Proni, Marco Carbonara
	CBA	Luca Fabbrini, Ilaria Antonella Belluco
	CP-DL	Giancarlo Capolino-Perlingieri, Dante Leone, Maria Pia Carretta
	Hogan Lovells	Luca Picone
	McDermott Will & Emery	Ettore Scandale
	Portolano Cavallo	Francesco Portolano, Manuela Cavallo
	Russo De Rosa Associati	Gianmarco Di Stasio, Marzio Molinari, Alberto Russo
	VALUABLE PRACTICE	
	Fivers	Giorgio Fantacchiotti
	Giliberti Triscornia e Associati	Giulio Santagada
	Target	Tommaso Amirante

CP-DL: PRIVATE EQUITY SPECIALISTS WITH GLOBAL PERSPECTIVE

Giancarlo Capolino-Perlingieri

Key Figure(s): Giancarlo Capolino-Perlingieri, Dante Leone and Maria Pia Carretta

Established: 2006

Track Record: CP-DL is a boutique law firm highly focused on private equity, fund formation, corporate law and M&A. The firm advises Italian and international fund managers, sponsors and institutional investors on deal structuring, fundraising, and regulatory and financing matters, with recognized expertise in mid-market acquisitions, leveraged buyouts and exit strategies.

Team & Differentiation: CP-DL combines boutique focus with an international mindset, drawing on experience in leading financial hubs. The team provides comprehensive support throughout all stages of private equity transactions, from formation and fundraising to exits. With offices in Milan and Lugano, CP-DL is uniquely positioned to assist on cross-border matters.

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
BonelliErede	Alessandro Balp
Chiomenti	Patrizia Liguti, Paolo Fedele
Dentons	Maria Sole Insinga
DLA Piper	Olaf Schmidt
Gianni & Origoni	Filippo Cecchetti, Massimiliano Macaione
EXCELLENT	
CBA	Francesco Assegnati, Roberto Brustia, Fabrizio Magrì
Gatti Pavesi Bianchi Ludovici	Rocco Ferrari
Greenberg Traurig Santa Maria	Marzio Longo
K&L Gates	Francesco Sanna
Legance	Gabriele Capecchi, Giuseppe Abbruzzese
HIGHLY RECOMMENDED	
Bertacco Recla & Partners	Paolo Bertacco, Francesca Tresoldi
Fivers	Adriano Nocerino, Francesco Mantegazza, Andrea Brambilla
Gitti and Partners	Carlo Andrea Bruno, Stefano Roncoroni, Chiara Perego
LCA Studio Legale	Barbara De Muro, Giangiacomo Rocco di Torrepadula, Andrea Marani, Carmen Leo
RECOMMENDED	
BLV – Belvedere & Partners	Antonio Belvedere
Cappelli Riolo Calderaro Crisostomo Del Din & Partners	Alessandro Vespa
Jones Day	Paolo Foppiani
Linklaters	Francesco De Blasio
Pavia e Ansaldo	Claudio Cera
Pirola Pennuto Zei & Associati	Massimo Di Terlizzi, Claudio Schettini, Gabriele Arcuri
Studio Inzaghi - SI	Guido Alberto Inzaghi
VALUABLE PRACTICE	
Castaldi Partners	Enrico Castaldi, Camille Gibert, Gaspare Dori

ITALY

SHIPPING

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
ADVANT Nctm	Alberto Rossi, Alberto Torrazza, Alfredo Lizio, Giorgio Berlingieri
Studio Legale Mordiglia	Marco Lenti, Marco Lopez de Gonzalo, Pietro Palandri
Watson Farley & Williams	Davide Canepa, Furio Samela, Michele Autuori
EXCELLENT	
BonelliErede	Enrico Vergani
Dardani Studio Legale	Lawrence Dardani, Maurizio Dardani
LCA	Davide Magnolia, Maria Grazia Longoni Palmigiano
Siccardi Bregante & C.	Corrado Bregante, Francesco Siccardi
Zunarelli Studio Legale Associato	Alberto Pasino, Massimo Campailla, Stefano Zunarelli
HIGHLY RECOMMENDED	
Studio Legale Lauro	Ernesto Ardia, Francesco S. Lauro
Deloitte Legal	Francesco Munari
RECOMMENDED	
Studio Legale Turci	Paolo Turci
CBA	Fabrizio Magrì, Francesco Dialti
Camera Vernetti	Guglielmo Camera

ADVANT NCTM: BLENDING TRADITION AND INNOVATION IN ITALIAN SHIPPING LAW

Alberto Rossi

Key Figure(s): Alberto Rossi, Alberto Torrazza, Alfredo Lizio and Giorgio Berlingieri

Established: 2000

Track Record: ADVANT Nctm is known for its assured handling of major shipping and maritime regulatory matters across Italy and in cross-border contexts, advising key industry players. The firm's practice was strengthened by the arrival of Alfredo Lizio in 2020 and the 2023 integration of Studio Legale Berlingieri, a traditional name in Italian shipping law.

Team & Differentiation: The team offers 360-degree support to maritime operators, covering diverse matters, from insurance, labor and tax law to antitrust, acting as a one-stop shop. Litigation is also a stand-out strength: Alberto Rossi brings deep experience in cross-border and domestic disputes, advising a broad profile of clients, such as shipping companies, port operators and marine insurers.

PUBLIC LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Chiomenti	Filippo Brunetti, Giulio Napolitano, Federico Vanetti
Cintioli & Associati	Fabio Cintioli
Gianni & Origoni	Antonello Lirosi
Studio Legale VILDE	Riccardo Villata, Andreina Degli Esposti
EXCELLENT	
Ammlex - Studio Legale Amministrativisti Associati	Maria Alessandra Bazzani
Bertacco Recla & Partners	Jacopo Recla, Paolo Bertacco, Gabriella Rondoni
BonelliErede	Raffaele Cassano, Luca Perfetti
LCA	Leonardo De Vecchi, Orsola Torrani
Legance	Alessandro Botto, Filippo Pacciani
Satta Romano & Associati	Filippo Satta, Anna Romano
Todarello	Fabio Todarello
HIGHLY RECOMMENDED	
BLV - Belvedere & Partners	Antonio Belvedere, Veronica Vitiello
CBA	Fabrizio Magrì
Lipani	Damiano Lipani
Pavia e Ansaldo	Marco Giustiniani
Studio Inzaghi - SI	Guido Alberto Inzaghi
RECOMMENDED	
Fivers	Antonio Papi Rossi
Gitti and Partners	Laura Sommaruga
QLT Law & Tax	Andrea Falzone

ITALY

ENERGY: REGULATORY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
ADVANT Nctm	Piero Viganò, Giovanni Battista De Luca
Chiomenti	Carola Antonini, Pina Lombardi
Legance	Cristina Martorana, Monica Colombera
Parola Associati	Andrea Leonforte, Lorenzo Parola
EXCELLENT	
CBA	Francesco Piron, Fabrizio Magrì, Francesco Assegnati
DLA Piper	Germana Cassar
Gianni & Origoni	Ottaviano Sanseverino Vimercati
Green Horse Legal Advisory	Celeste Mellone, Ivano Saltarelli
L&B Partners	Michele Di Terlizzi
HIGHLY RECOMMENDED	
BIP Law & Tax	Marco Muscettola
QLT Law & Tax	Andrea Falzone, Andrea Sterlicchio de Carli

ENVIRONMENTAL LAW

Best Law Firms

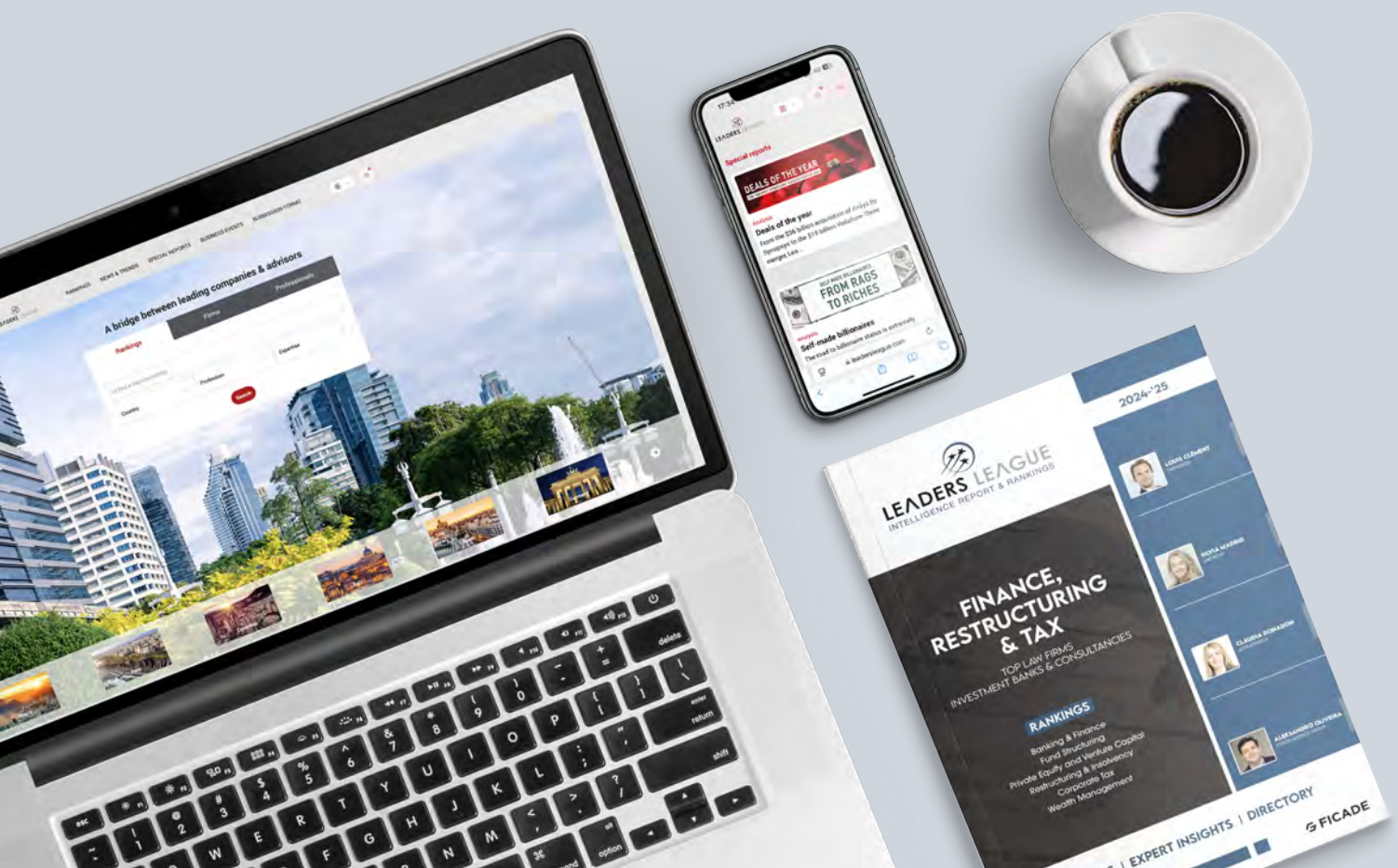
Firms are ordered alphabetically

FIRM	KEY FIGURE(S)
HIGHLY RECOMMENDED	
ADVANT Nctm	Francesca Bonino
B-HSE	Matteo Benozzo, Francesco Bruno
Chiomenti	Federico Vanetti
Dentons	Jacopo Brambilla Sica
Landilex	Giovanna Landi
LCA	Dario Covucci
Legance	Antonella Capria, Cristina Martorana

LEADERS LEAGUE

INTELLIGENCE REPORT & RANKINGS

FINANCE, RESTRUCTURING & TAX



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LEADERS LEAGUE

FICADE

LIECHTENSTEIN

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Gasser Partner	Hannes Arnold, Johannes Gasser
	Schurti Partners	Alexander Appel, Moritz Blasy, Andreas Schurti
	EXCELLENT	
	Batliner Wanger Batliner	Martin Batliner, Christian Batliner
	Marxer & Partner	Mario A. König, Armin Dobler
	HIGHLY RECOMMENDED	
1	**Advocatio Rechtsanwälte Grabher Dür**	Johannes Dür, Johannes Grabher
	Müller & Partner	Roland Müller
	Niedermüller	Matthias Niedermüller
2	**Lampert & Partner**	Siegbert Lampert
	NSF Rechtsanwälte	Heinz Frommelt
	Paragraph 7	Christoph Bruckschweiger, Helene Rebholz
	Seeger, Frick & Partner	Wolfgan Seeger
	Walser	Manuel Walser

LUXEMBOURG

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Arendt & Medernach	Carsten Opitz
Baker McKenzie	Élodie Duchene, Jean-François Findling
Clifford Chance	Katia Gauzès, Christian Kremer
EXCELLENT	
A&O Shearman	Fabian Beullekens, Marc Feider, Jacques Graas, Peter Myners
BSP	Linda Harroch, Jean Steffen, Alain Steichen
Elvinger Hoss Prussen	Yves Prussen
GSK Stockmann	Anna Gassner, Anna Lindner, Philipp Mössner, Marcus Peter
Kleyr Grasso	Renata Jokubauskaite
Linklaters	Rémy Bonneau, Anton Cox, Nicolas Gauzès
Loyens & Loeff	Frédéric Franckx, Frédéric Lemoine, Thierry Lohest
Luther	Aurélien Latouche, Mathieu Laurent, Selim Souissi, Eric Sublon
Molitor	Chan Park
Norton Rose Fulbright	Torsten Sauer
Ogier	Bertrand Geradin, Laurent Thailly
HIGHLY RECOMMENDED	
Ashurst	Isabelle Lentz
Bonn & Schmitt	Cédric Bellwald, Chantal Keereman, Alex Schmitt
Chevalier & Sciales	Cécile Rechstein, Olivier Sciales
CMS	Pawel Hermelinski, Gérard Maîtrejean
DLA Piper	Catherine Pogorzelski
DSM Avocats À La Cour	Mario Di Stefano, Jean-Philippe François, Renaud Le Squeren

LUXEMBOURG

Hogan Lovells	Alexander Koch
Mourant Ozannes	Aldric Grosjean
NautaDutilh	Romain Sabatier, Margaretha Wilkenhuysen
Pinsent Masons	Isabelle Charlier, Yann Payen
Stibbe	Gérald Origer
Strelia	Etienne de Crepy, Michael Meylan, Vanessa Schmitt
RECOMMENDED	
AKD	Nicolas Marchand
Brouxel & Rabia	Samia Rabia
Brucher, Thieltgen & Partners	Nicolas Bernardy
Clément Konrad & Partners	Christophe Clément, Jens Konrad
CM Law	Raphaël Collin
Felten & Associés	Bernard Felten
K&L Gates	Yoanna Stefanova
Maples Group	Baptiste Aubry
Rutsaert Legal	Edouard Guy, Quentin Rutsaert
Simmons & Simmons	Thierry Somma
Thewes & Reuter	Pierre Reuter
Vandenbulke	Denis Van Den Bulke

OGIER: LOCAL EXPERTISE WITH GLOBAL REACH

Bertrand Gerardin

Key Figure(s): Bertrand Geradin and Laurent Thailly
Established: 2012

Track Record: The team has established an impressive track record advising on complex domestic and cross-border transactions across multiple sectors including technology, real-estate and retail. The practice excels in private equity acquisitions, joint ventures, group reorganizations and strategic disposals, consistently delivering successful outcomes for international clients.

Team & Differentiation: As the first offshore law firm in Luxembourg, the team offers a unique approach combining knowledge of Luxembourg law and international legal expertise through its global network. The practice distinguishes itself through multilingual capabilities, offering services in English, French and German, and seamless collaboration across offices to provide comprehensive cross-jurisdictional solutions.

BAKER MCKENZIE: SUPERIOR CROSS-BORDER M&A ACUMEN

Jean-François Findling

Key Figure(s): Jean-François Findling and Élodie Duchene
Established: 2010

Track Record: Baker McKenzie Luxembourg has a distinguished track-record in corporate M&A, consistently delivering exceptional results in complex cross-border transactions. Recent achievements include advising on multi-billion-euro acquisitions and complex international transactions spanning diverse sectors including technology, financial services and specialty chemicals.

Team & Differentiation: The M&A practice stands out due to its sector-specific knowledge and ability to coordinate complex multi-jurisdictional mandates efficiently. The team leverages cutting-edge technology and innovative approaches to deliver pragmatic, business-oriented advice, providing tailored solutions that align with strategic client objectives while navigating evolving regulatory landscapes.

LUTHER: CROSS-BORDER M&A EXCELLENCE

Eric Sublon

Key Figure(s): Eric Sublon, Aurélien Latouche, Mathieu Laurent and Selim Souissi
Established: 2010

Track Record: The practice excels at guiding private equity investors, banks and multinational corporations across multiple sectors through sophisticated acquisitions, divestments, mergers and joint ventures. Recent mandates include advising on billion-dollar acquisition financings and multi-billion-euro commercial paper programs, demonstrating the team's capability to handle high-stakes international deals.

Team & Differentiation: Luther Luxembourg distinguishes itself through its multidisciplinary approach and a team known for its personalized, client-focused approach, offering strategic advice that aligns with client goals, rather than one-size-fits-all services. With strong international networks and multilingual capabilities, the practice seamlessly integrates corporate, commercial and regulatory expertise into deal-making strategies.

BONN & SCHMITT: EXCELLENCE, COMMITMENT & AMBITION

Stéphane Ebel

Key Figure(s): Stéphane Ebel, Cédric Bellwald, Chantal Keereman and Alex Schmitt
Established: 1988

Track Record: The activities of Bonn & Schmitt's corporate practice encompass mergers and acquisitions, international tax advisory and indirect taxes, earning a stellar reputation both in Luxembourg and internationally. The firm is renowned for its meticulous and practical approach to complex tax structures. Its diverse clientele includes multinational corporations, high-net-worth individuals and both institutional and private investors.

Team & Differentiation: Led by the highly accomplished Stéphane Ebel, Bonn Schmitt's corporate-law team excels at mitigating double taxation, managing corporate tax obligations and handling transfer pricing. Ebel's expertise covers pre-litigation and litigation across various tax categories, with a special focus on direct taxes, VAT and registration fees.

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**A&O Shearman**	Fabian Beullekens, Marc Feider, Frank Mausen, Peter Myners
	Arendt & Medernach	Pierre Beissel
	Linklaters	Rémy Bonneau
2	**Baker McKenzie**	Élodie Duchene, Jean-François Findling, Catherine Martougin
	Clifford Chance	Kristof Meynaerts
	Elvinger Hoss Prussen	Toinon Hoss
	Loyens & Loeff	Marc Meyers
	Ogier	Bertrand Geradin
	EXCELLENT	
	BSP	Linda Harroch, Christèle Pierre-Alexandre, Jean Steffen
	Chevalier & Sciales	Cécile Rechstein, Olivier Sciales
	CMS	Pawel Hermelinski, Gérard Maîtrejean
	Dechert	Jean-Louis Frognet
	GSK Stockmann	Anna Gassner, Marcus Peter, Corinna Schumacher
	Luther	Mathieu Laurent, Selim Souissi, Eric Sublon
	NautaDutilh	Caroline Notté, Romain Sabatier, Margaretha Wilkenhuysen
	Norton Rose Fulbright	Torsten Sauer
	Stibbe	Gérald Origer
	White & Case	Thomas Glauden
	HIGHLY RECOMMENDED	
	AKD	Virginie Leroy
	Ashurst	Isabelle Lentz
	Brouxel & Rabia	Samia Rabia
	DLA Piper	Catherine Pogorzelski
	DSM Avocats À La Cour	Mario Di Stefano, Renaud Le Squeren
	Hogan Lovells	Alexander Koch
	Kleyr Grasso	Mevlüde-Aysun Tokbag
	K&L Gates	Yoanna Stefanova
	Mourant Ozannes	Aldric Grosjean
	Pinsent Masons	Benoit Rose
	Rutsaert Legal	Edouard Guy, Quentin Rutsaert
	Simmons & Simmons	Augustin de Longeaux, Thierry Somma
	Strelia	Michael Meylan, Vanessa Schmitt

LUXEMBOURG

Analysis

CHEVALIER & SCIALES: ALTERNATIVE FUND STRUCTURING MASTERS

Olivier Sciales

Key Figure(s):
Cécile Rechstein
and Olivier Sciales

Established: 2005

Track Record: Chevalier & Sciales has an exceptional track-record in private equity fund structuring, guiding asset managers and sponsors through complex alternative investment fund formation. The firm excels at structuring RAIFs, SCSPs and SIFs across diverse asset classes including private equity, real estate, venture capital, private debt, hedge funds and emerging sectors like crypto funds.

Team & Differentiation: The team distinguishes itself through specialized expertise in alternative fund structuring, offering comprehensive solutions that blend traditional asset classes with cutting-edge sectors like digital assets and crypto funds. With deep proficiency in ESG regulations, AML compliance, and emerging fund structures, the practice delivers responsive, business-oriented solutions.

GSK STOCKMANN: INNOVATIVE PRIVATE EQUITY EXPERTISE

Marcus Peter

Key Figure(s):
Anna Gassner, Marcus Peter
and Corinna Schumacher

Established: 2016

Track Record: Private-equity experts GSK Stockmann advises leading international sponsors, institutional investors and portfolio companies on complex cross-border transactions. The team demonstrates exceptional expertise in structuring both regulated and unregulated vehicles, implementing sophisticated management participation plans, and executing high-value leveraged buy-outs and venture capital deals.

Team & Differentiation: With native German speakers across all practice groups, GSK Stockmann offers seamless collaboration with German clients while providing deep Luxembourg market expertise. The firm combines innovative structuring capabilities with active involvement in the Luxembourg Private Equity Association, delivering tailored solutions that align management interests with investor expectations.

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REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Arendt & Medernach	Christian Point
Baker McKenzie	Élodie Duchene, Jean-François Findling, Jean-François Trapp, Ana Vazquez
Dentons	Martine Gerber-Lemaire
DSM Avocats À La Cour	Mario Di Stefano, Renaud Le Squeren
EXCELLENT	
A&O Shearman	Pierre Schleimer
BSP	Fabio Trevisan
Clifford Chance	Albert Moro, Sébastien Schmitz
Hogan Lovells	Alexander Koch
Kleyr Grasso	François Collot
Luther	Aurélien Latouche
Molitor	Stéphanie Juan
Norton Rose Fulbright	Torsten Sauer
HIGHLY RECOMMENDED	
Ashurst	Isabelle Lentz
Linklaters	Anton Cox
Loyens & Loeff	Julien Lecler
Pinsent Masons	Romain Viard
Ogier	Jad Nader
Schiltz & Schiltz	Maxime Llrena
Simmons & Simmons	Augustin de Longeaux, Pieter Leguit, Thierry Somma
Stibbe	Claire-Marie Darnand
Thewes & Reuter	Marc Thewes

DSM AVOCATS À LA COUR: FULL-SPECTRUM REAL ESTATE SERVICES

Mario Di Stefano

Key Figure(s): Mario Di Stefano and Renaud Le Squeren

Established: 2004

Track Record: DSM excels at guiding major developers, institutional investors and construction companies through sophisticated acquisitions, developments and litigation matters. The practice demonstrates remarkable expertise in managing complex real-estate ventures, from planning to completion. The team consistently achieves optimal outcomes across residential, commercial and mixed-use developments throughout Luxembourg.

Team & Differentiation: Combining deep technical knowledge with practical business acumen, the team acts with distinction in the full spectrum of real estate matters, from transactional work to urban planning and environmental compliance. DSM stands out for its exceptional multilingual capabilities, providing services in English, French, German, Italian and Spanish, facilitating international transactions seamlessly.

NETHERLANDS

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LBOs

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
EQT	Floris van Halder
Main Capital Partners	Sjoerd Aarts
Waterland Private Equity Investments	Wouter Roduner, Hans Scheepers
EXCELLENT	
AlpInvest Partners	Joeri de Groot
APC	Jasper Anderluh, Niels Klok
Avedon Capital Partners	Lotte Verhoeve
Blackstone Group	Lionel Assant
Hal Investments	Teun Dings, Philip Heyning
Holland Capital	Ewout Prins, Hubert Verbeek
Invest-NL	Anne Mieke van der Werf
NATO Innovation Fund	Ulrich Quay, Sander Verbrugge
NPM Capital	Bart Coopmans, Rutger Ruigrok
Rivean Capital	Hidde Vedder
HIGHLY RECOMMENDED	
Boralis BV	Marijn Pijnenborg, Carla Snepvangers
Karmijn Kapitaal	Brigitte van der Maarel
KKR	Yacine Boumahrat
Momentum Capital	Joost Oostveen
Reggeborgh	Mirre de Noo
Standard Investment	Hendrik Jan ten Have
RECOMMENDED	
Bencis Capital Partners	Lesley van Zutphen
IceLake Capital	Max Theunissen, Freddy Vlot
Partners Group	Wolf-Henning Scheider
PMH Investments	Durk van der Meer

M&A

Best Investment Banks

In each tier, the banks are ordered alphabetically

	BANK	KEY FIGURE(S)
	LEADING	
	ABN AMRO Bank	Sander Neeteson, Dennis van Zijl
	Axeco	Maurits Duynstee, Michiel van der Meij
	Goldman Sachs	Andre Kelleners, Hans den Hoedt
	J.P. Morgan	Cassander Verwey
	EXCELLENT	
1	**BofA Securities**	Frank Haffmans, Sergeij Hierner
	ING Bank	Arjan Minnigh
	Jefferies	Serge Fielmich
	Morgan Stanley	Marius Brinkhorst
	Rabobank	Paul Schram, Oscar Nettl
	Rothschild & Co.	Bastiaan Vaandrager
2	**Citi**	Rutger van Nouhuijs
	Deutsche Bank	Bas Marteijn
	KPMG	Edwin Herrie
	Lazard	Bas van der Vlist, Gerald Nijdam

NETHERLANDS

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	A&O Shearman	Karine Kodde
	Clifford Chance	Thijs Alexander
	De Brauw Blackstone Westbroek	Arne Grimme, Lennard Keijzer
	Loyens & Loeff	Harmen Holtrop, Herman Kaemingk
	EXCELLENT	
	Freshfields	Igor Dovgaliouk
	Houthoff	Alexander Kaarls, Michiel Pannekoek
	Stibbe	Björn van der Klip
	HIGHLY RECOMMENDED	
1	**NautaDutilh**	Gaike Dalenoord, Joost den Engelsmann
	Stek	Eelco Bijkerk, Ruben Tros, Maarten van der Graaf
2	**Jones Day**	Floris Pierik
	Lexence	Luc Habets, Wouter Helder, Joost Kolkman
	Van Campen Liem	Marc van Campen
	Van Doorne	Onno Boerstra, Jeroen Sombezki
	RECOMMENDED	
1	**AKD**	Nathalie van Woerkom
	DLA Piper	Casper Hamersma
	Simmons & Simmons	Leo Verhoeff
2	**Baker McKenzie**	Mohammed Almarini, Koen Bos
	Barentskrans	Rhamsey Croes
	Biesheuvel Jansen advocaten	Quirijn Biesheuvel
	CMS	Roman Tarlavski
	De Breij Evers Boon	Laura Overes
	Dentons	Kuif Klein Wassink, Marnix Veldhuijzen
	Orange Clover Law	Pien van Veersen

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	A&O Shearman	Kees Schillemans
	De Brauw Blackstone Westbroek	Jolling de Pree, Helen Gornall
	Freshfields	Onno Brouwer, Winfred Knibbeler
	Stibbe	Christof Swaak, Rein Wesseling
	EXCELLENT	
1	**Houthoff**	Rick Cornelissen, Albert Knigge, Weyer VerLoren van Themaat
	Pels Rijcken & Droogleever Fortuijn	Erik Pijnacker Hordijk
2	**Brinkhof**	Pepijn van Ginneken
	Loyens & Loeff	Gert-Wim van de Meent, Marc Wiggers
	NautaDutilh	Mauricette Schaufeli
	Stek	Jan Erik Janssen
	Van Doorne	Sarah Beeston, Gijs Verberne
	HIGHLY RECOMMENDED	
	Baker McKenzie	Derk Christiaans, Frank Kroes, Frans Muller, Christiaan van der Meer
	Banning	Minos van Joolingen, Sophia Wittkämper
	Barentskrans	Joost Fanoy
	Bird & Bird	Pauline Kuipers
	Bureau Brandeis	Hans Bousie, Bas Braeken
	CMS	Edmon Oude Elferink
	Dentons	Marc Kuijper
	DLA Piper	Léon Korsten, Ewald Netten
	Kennedy Van der Laan	Annemieke van der Beek
	Maverick Advocaten	Diederik Schrijvershof, Martijn van de Hel
	RECOMMENDED	
	Clifford Chance	Jurre Jurriëns
	HVG Law	Misha lutje Beerenbroek
	Jones Day	Yvan Desmedt
	Nysingh Advocaten-Notarissen	Marco Balhuizen
	Simmons & Simmons	Jeroen Bos
	Taylor Wessing	Bram Nijhof

NETHERLANDS

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	A&O Shearman	Charles Honée, Karine Kodde, Joyce Leemrijse
	De Brauw Blackstone Westbroek	Klaas de Vries, Arne Grimme, Michael Schouten, Gaby Smeenk
	EXCELLENT	
1	**Clifford Chance**	Gregory Crookes
	Freshfields	Alexander Doorman, Saloua Ouchan, Harald Spruit, Jan Willem Van Der Staay
	NautaDutilh	Jaap Stoop, Lieke van der Velden, Stefan Wissing
	Stibbe	Heleen Kersten, Björn van der Klip
2	**Houthoff**	Bram Caudri, Alexander Kaarls
	Loyens & Loeff	Bastiaan Cornelisse, Roel Fluit, Harmen Holtrop
	HIGHLY RECOMMENDED	
	AKD	Carlos Pita Cao, Nathalie van Woerkom
	Baker McKenzie	Mohammed Almarini, Don-Tobias Jol, Kim Tan
	Dentons	Casper Haket, Ico Jalink, Kuif Klein Wassink
	DLA Piper	Daphne Bens, Pieter Paul Terpstra
	Hogan Lovells	Victor de Vlaam, Danielle du Bois-Buné
	Jones Day	Menno Geusens, Mike Jansen, Floris Pierik, Marc Rijkaart van Cappellen
	Linklaters	Jan-Willem De Boer
	Van Doorne	Friso Foppes
	RECOMMENDED	
	CMS	Roman Tarlavski, Pieter van Duijvenvoorde
	Florent	Pieter van den Brink, David van Kessel, Pieter van Uchelen
	Greenberg Traurig	Herald Jongen, Bas Vettler
	Heussen BZ	Stan Robbers
	Lexence	Joost Kolkman
	Norton Rose Fulbright	Saskia Blokland
	Simmons & Simmons	Leo Verhoeff
	Stek	Dierik Cras, Jasper Stek, Maarten van der Graaf

NORWAY

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advokatfirmaet Schjødt	Caroline Karlsson, Robert Romansky, Dag Sigvart Kaada, Knut Smith-Erichsen
Bahr	Anne Dahl Frisak, Svein Gerhard Simonnæs, Øystein Guvåg, Lars Kristian Sande, Erik Langseth
Thommessen	Anders Arnkværn, Ervin Auren, Stig Berge, Hans Cappelen Arnesen, Christian G. Sagstad
Wiersholm	Harald Hellebust, Jarle Kvam, Kai Thøgersen
Wikborg Rein	Ketil E. Bøe, Ole Henrik Wille, Sigurd Opedal, Filip Truyen
EXCELLENT	
Advokatfirmaet CLP	Edvard Cock, Lars Gunnar Aas, Alexander S. Lund, Jakob Villum
Advokatfirmaet Haavind	Preben Brecke, Kjetil Hardeng, Bjørn Olav Torpp
Advokatfirmaet Selmer	Are Herrem, Camilla Magnus, Ingar Solheim, Robert Sveen
Arntzen De Besche	Per Dagslet, Lars Horgen Hinze
Simonsen Vogt Wiig	Fredrik Haberer Anfinsen
HIGHLY RECOMMENDED	
Aabø-Evensen	Ole Kristian Aabø-Evensen
DLA Piper	Magnus Brox, Fredrik Lykke, Christian P.N. Fenner
Kvale Advokatfirma	Henrik Grung, Anne Kjølseth Ekerholt, Marius L. Andresen, Trygve Norum, Thomas S. Farhang
RECOMMENDED	
Advokatfirmaet Grette	Thomas J. Fjell, Roland Mörsdorf
Advokatfirmaet Hjort	Jørn A. Uggerud, Thomas Alnæs, Rolf Trolle Andersen
AGP Advokater	Gard A. Skogstrøm, Lars André Gjerdrum, Hege Dahl, Ketil Enerstad Sauarlia, Nils Olav Aarseth
Brækhus Advokatfirma	John Aa. Sveinsvold, Toralv Follestad, Christoph Morck
Bull & Co Advokatfirma	Eivind Bergo-Eriksen, Bjarte Bogstad
CMS Kluge	Snorre Haukali, Frode Olsen
Sands	Espen Furuholt, Terje Gulbrandsen

NORWAY

ENERGY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Advokatfirmaet Haavind	Mari Reitzel Bjerke, Aksel Tannum, Jøran Sandvik
Bahr	Jan Jansen, Henrik Bjørnebye, Jon Christian Thaulow, Thomas Svensen, Stig Klausen Engelhart, Morten Smørdal
Thommessen	Bendik Christoffersen, Christian Hals, Pål Lieungh, Audun Stornes
Wiersholm	Inge Ekker Bartnes, Kristian Martin Lind, Jon Rabben
Wikborg Rein	Cathrine Hetland, Tormod Ludvik Nilsen
EXCELLENT	
Advokatfirmaet Schjødt	Christian Fredrik Michelet, Hallvard Gilje Aarseth, Preben Willoch
Advokatfirmaet Selmer	Øyvind Olimstad, Håkon Sandbekk
Arntzen De Besche	Odd-Harald Wasenden, Karl Erik Navestad, Rune Omdahl, Anders Rødland
CMS Kluge	Olav Hasaas
Kvale Advokatfirma	Gry Bratvold, Christian Poulsson
Sands	Lars Berge Andersen, Vidar Johnsen, Alf Øystein Skudal
Simonsen Vogt Wiig	Peter Aall Simonsen, Robin Aker Jakobsen, Gunnar Espeland, Bjørn-Erik Leerberg
HIGHLY RECOMMENDED	
Advokatfirmaet CLP	Amund Erdal, Lars Gunnar Aas
Advokatfirmaet Grette	Thomas Fjell, Marius Svendsvoll Langnes
Advokatfirmaet Hjort	Kristin Bjella
Lund & Co Advokatfirma	Stein Erik Stinessen, Ulf Larsen, Caroline Lund

POLAND

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Clifford Chance	Marcin Bartnicki, Agnieszka Janicka, Wojciech Polz
	Greenberg Traurig Grzesiak	Rafał Baranowski, Lejb Fogelman
	Rymarz Zdort	Lukasz Gasinski, Pawel Rymarz, Pawel Zdort
	White & Case P. Pietkiewicz M. Studniarek I Wspóln	Marcin Studniarek
	EXCELLENT	
1	**A&O Shearman**	Jarosław Iwanicki
	Dentons	Piotr Dulewicz, Paweł Grabowski
	Linklaters	Daniel Cousens, Marcin Schulz
2	**Baker McKenzie**	Tomasz Krzyzowski
	CMS Cameron McKenna Nabarro Olswang Posniak i Bejm	Rafał Zwierz
	Domanski Zakrzewski Palinka	Krzysztof Zakrzewski
	Soltysinski Kawecki & Szlezak	Robert Gawałkiewicz
	Wardynski & Partners	Izabela Zielińska-Barłoćek
	Wierciński Kwieciński Baehr	Andrzej Wiercinski
	HIGHLY RECOMMENDED	
	DLA Piper	Marta Frąckowiak
	Gessel, Koziorowski Kancelaria Radców Prawnych i Adwokatów	Małgorzata Badowska, Maciej Kożuchowski, Marcin Macieszczak
	Hogan Lovells	Danielle du Bois-Buné, Tom Van Duuren
	Schönherr	Paweł Halwa
	SSW Pragmatic Solutions	Mateusz Rogoziński
	RECOMMENDED	
	Chajec Don-Siemion & Zyto	Andrzej Chajec
	DWF	Michał Pawłowski
	Eversheds Sutherland	Ewa Szlachetka
	EY Law	Zuzanna Zakrzewska
	Gide	Dariusz Tokarczuk
	Kochanski & Partners	Rafał Rapala
	Noerr	Karol Kicun
	Radzikowski, Szubielska I Wspólnicy	Włodzimierz Radzikowski, Gabriel Wujek
	Wolf Theiss	Jacek Michalski
	VALUABLE PRACTICE	
	Bird & Bird	Rafał Dziedzic
	Deloitte Legal	Ryszard Manteuffel
	Gsw Legal Grabarek, Szalc I Wspólnicy	Rafał Szalc
	JDP Drapała & Partners	Marcin Chomiuk
	Konieczny Wierzbicki	Michał Konieczny, Marcin Wierzbicki
	Krassowski	Bartosz Krassowski
	NGL Legal	Krzysztof Wiater
	Penteris	Wojciech Fabrycki
	Prof. Marek Wierzbowski & Partners	Sławomir Jakszuk, Marek Wierzbowski
	PwC Legal Pawlowski Zelaznicki	Cezary Żelaźnicki
	RKKW – Kwasnicki, Wrobel & Partnerzy	Krzysztof Wróbel
	Taylor Wessing	Olav Nemling

POLAND

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	A&O Shearman	Marta Sendrowicz
	Clifford Chance	Iwona Terlecka
	Dentons	Agnieszka Stefanowicz-Barańska
	Linklaters	Malgorzata Szwaj
	Wierciński Kwieciński Baehr	Aleksander Stawicki, Bartosz Turno
	EXCELLENT	
1	**DLA Piper**	Andrzej Balicki
	Greenberg Traurig Grzesiak	Robert Gago
	Modzelewska & Paśnik	Małgorzata Modzelewska de Raad
	Soltysinski Kawecki & Szlezak	Krzysztof Kanton
2	**Baker McKenzie**	Marcin Trepka
	CMS Cameron McKenna Nabarro Olswang Posniak i Bejm	Małgorzata Urbańska
	HIGHLY RECOMMENDED	
	Affre I Wspólnicy Sp. K.	Joanna Affre
	Gide Loyrette Nouel	Dariusz Tokarczuk
	Hansberry Tomkiel	Dorothy Hansberry-Bieguńska
	Hogan Lovells	Piotr Skurzynski
	Kieszkowska Rutkowska Kolasiński	Marcin Kolasiński
	Rymarz Zdort	Iwona Her
	Traple Konarski Podrecki	Katarzyna Menszig-Wiese, Tomasz Targosz
	Wardynski & Partners	Antoni Bolecki
	White & Case P. Pietkiewicz M. Studniarek I Wspóln	Katarzyna Czapracka

PORTUGAL

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Mariana Norton dos Reis, Rafael Lucas Pires, João Mattamouros Resende,, Francisco Santos Costa
Linklaters	António Soares, Marcos Sousa Monteiro
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Carlos Osório de Castro, Eduardo Paulino, Tomás Vaz Pinto
PLMJ	Bárbara Godinho Correia, Diogo Perestrelo, Duarte Schmidt Lino
VdA	Jorge Bleck, Cláudia da Cruz Almeida, Paulo Olavo Cunha, Paulo Trindade Costa, Helena Vaz Pinto, João Vieira de Almeida
EXCELLENT	
Abreu Advogados	Ana Sofia Batista, José Maria Corrêa de Sampaio, Manuel Santos Vítor, António Pina, Hugo Teixeira
CCA Law	Domingos Cruz
CMS Portugal	João Caldeira, Tiago Valente de Oliveira, Margarida Vila Franca, Francisco Xavier de Almeida
CS'Associados	Bernardo Abreu Mota, Maria Castelos, Martim Morgado, David Oliveira Festas
Garrigues	Mário Lino Dias, Tomás Pessanha, Susana Pimenta de Sousa
SRS Legal	Alexandra Valente, Octávio Castelo Paulo, Gustavo Ordonhas Oliveira, Paulo Bandeira, Nuno Prata
Uría Menéndez	Francisco Brito e Abreu, Antonio Villacampa
HIGHLY RECOMMENDED	
Antas da Cunha ECIJA	Fernando Antas da Cunha, Amílcar Silva
DLA Piper ABBC	Nuno Azevedo Neves
Gómez-Acebo & Pombo	Mafalda Barreto
Proença de Carvalho	André Matias de Almeida
Telles	Miguel Carvalho, Francisco Espregueira Mendes, Cristina Ferreira, Mariana Ferreira Martins, Carlos Lucena, Joana Telles de Abreu
RECOMMENDED	
CCSL Advogados	Mafalda Almeida Carvalho
Costa Pinto	José Costa Pinto
Deloitte Legal	Sofia Barros Carvalhosa, Mónica Moreira
EC Legal	Susana Enes
Eversheds Sutherland	Rodrigo Almeida Dias, Gonçalo da Cunha, Pedro Guimarães
Gama Glória	André Júdice Glória, Tiago Aires Mateus
J+Legal	José Diogo Horta Osório, Diogo Leónidas Rocha
Pérez-Llorca	Gonçalo Capela Godinho, Rodrigo Falcão Nogueira, Manuel Cordeiro Ferreira
PBBR - Sociedade de Advogados	Pedro Pinto, Gonçalo Mendes Martins, Marco Pereira Cardoso
Sérvulo & Associados	Pedro Silveira Borges
VALUABLE PRACTICE	
Caiado Guerreiro	João Caiado Guerreiro, Joana Gomes dos Santos
Cerejeira Namora, Marinho Falcão	Pedro da Costa Mendes
Dower Law Firm	Eduardo Castro Marques
Macedo Vitorino	João de Macedo Vitorino
Pares Advogados	João Freitas e Costa, António Juzarte Rolo, Tiago Gama
PRA - Raposo, Sá Miranda & Associados	Pedro Raposo, Pedro Sá, Leila Grácio

PORTUGAL

ENERGY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Abreu Advogados	Manuel de Andrade Neves, José Eduardo Martins, Tiago Corrêa do Amaral, Bruno Azevedo Rodrigues
CMS Portugal	Mónica Carneiro Pacheco, Manuel Cassiano Neves, Bernardo Cunha Ferreira
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Catarina Brito Ferreira, Ricardo Andrade Amaro, Rui de Oliveira Neves, Vítor Pereira das Neves
VdA	Vanda Cascão, Ana Luís de Sousa, Manuel Protásio
EXCELLENT	
Cuatrecasas	Francisco Santos Costa,Lourenço Vilhena de Freitas, Marisa Mirador
Linklaters	Francisco Ferraz de Carvalho, Maria de Athayde Tavares
Miranda	Nuno Antunes, Catarina Cunha e Távora, João Rosado Correia
PLMJ	João Marques Mendes
Uría Menéndez	Bernardo Diniz de Ayala, João Louro e Costa
HIGHLY RECOMMENDED	
CS'Associados	André Salgado de Matos
DLA Piper ABBC	André Duarte Figueira
Garrigues	Mário Lino Dias, Lino Torgal
Pérez-Llorca	Gonçalo Capela Godinho, Carlos Vaz de Almeida, Débora Melo Fernandes
Sérvulo & Associados	Mark Kirkby, Sofia Carreiro, Pedro Silveira Borges
SRS Legal	Gonçalo Anastácio, Nuno Calaim Lourenço, José Luís Moreira da Silva
Telles	Ivone Rocha
RECOMMENDED	
Deloitte Legal	Rita Ferreira dos Santos
Eversheds Sutherland	Miguel Lorena Brito
Gómez-Acebo & Pombo	Ana Luísa Guimarães
Macedo Vitorino	João de Macedo Vitorino

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Mariana Norton dos Reis, João Mattamouros Resende
Linklaters	Marcos Sousa Monteiro
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Diana Ribeiro Duarte, Tomás Vaz Pinto
PLMJ	Diogo Perestrelo, Duarte Schmidt Lino, Bárbara Godinho Correia, Filipe Avides Moreira
SRS Legal	Gustavo Ordonhas Oliveira, Paulo Bandeira
VdA	Jorge Bleck, Cláudia Cruz Almeida, Paulo Trindade Costa, Helena Vaz Pinto
EXCELLENT	
CS'Associados	Bernardo Abreu Mota, Maria Castelos, João Gonçalo Galvão, Martim Morgado
Garrigues	Mário Lino Dias, Tomás Pessanha
Uría Menéndez	Francisco Brito e Abreu, Catarina Tavares Loureiro, Antonio Villacampa
HIGHLY RECOMMENDED	
Abreu Advogados	Ana Sofia Batista, Marta Romano de Castro, Bruno Azevedo Rodrigues, Rita Albuquerque
CCA Law	Domingos Cruz
CCSL Advogados	Mafalda Almeida Carvalho, Rita Rendeiro
CMS Portugal	Francisco Xavier de Almeida, João Caldeira, Margarida Vila Franca, Tiago Valente de Oliveira
DLA Piper ABBC	Nuno Azevedo Neves, João Costa Quinta
Proença de Carvalho	André Matias de Almeida
Telles	Francisco Espregueira Mendes, Ofélia Pinto de Queiroz
RECOMMENDED	
Gama Glória	André Júdice Glória
J+Legal	Jorge Brito Pereira, José Diogo Horta Osório

PORTUGAL

PRIVATE EQUITY

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Atena Equity Partners	Miguel Lancastre, João Rodrigo Santos
ECS	Manuel Noronha Andrade, João Pereira Martins
Explorer Investments	Tiago Gonçalves, Pedro M. Coutinho, António Rocha e Silva, Elizabeth Rothfield, José Tiago Silva
Magnum Capital	João Coelho Borges, João Talone
Oxy Capital	Marco Henriques, Miguel Lucas, Gonçalo Mendes, Igor Pereira
Vallis Capital Partners	Luís Graça, Eduardo Rocha, Luís Santos Carvalho
EXCELLENT	
Activecap	Pedro Correia da Silva, João Ferreira Marques, Francisco Martins
CoRe Capital	Nuno Fernandes Thomaz, Pedro Araújo e Sá, Martim Avillez Figueiredo
Iberis Capital	Diogo Chalbert Santos, João Henriques, David Pinheiro, Luís Quaresma
Menlo Capital	Ricardo Cunha-Vaz, Gonçalo de Mello
Point Capital Partners	Luís Paulo Tenente, Sérgio Silva
HIGHLY RECOMMENDED	
Bridge Pixel Capital	João Günther Amaral
Cedrus Capital	António Serras Renda, Pedro Appleton Figueira
Draycott Capital	João Coelho Borges, Hugo Gonçalves Pereira
Crest Capital	David Calem Ferreira, Marco Lebre, Inês Lopo De Carvalho
C2 Capital Partners	Gonçalo Mata, André Oliveira, Christophe Vielle
RECOMMENDED	
Armilar	Joaquim Sérvulo Rodrigues, Pedro Ribeiro Santos, Duarte Mineiro, Nuno Leite
Caixa Capital	João Marques, Pedro Rangel
Lince Capital	Vasco Pereira Coutinho, Rodrigo Duarte

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REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Nuno Sá Carvalho, Sara Quaresma, Sofia Gomes da Costa, Hugo Nunes
PLMJ	Francisco Lino Dias, Ricardo Reigada Pereira, Carmen Baptista Rosa
Uría Menéndez	Rita Xavier de Brito
VdA	Miguel Marques dos Santos, Pedro Corrêa de Oliveira, Pedro Ferreirinha
EXCELLENT	
Abreu Advogados	Patrícia Viana, Tiago Mendonça de Castro, Maria Santa Martha, Diogo Belard Correia
Garrigues	Miguel Menezes da Silva, Jorge Salvador Gonçalves
Linklaters	Diogo Plantier Santos
Morais Leitão, Galvão Teles, Soares Da Silva & Associados	Rita Ferreira Vicente, João Torroaes Valente
HIGHLY RECOMMENDED	
CCA Law	Tomás Assis Teixeira, Madalena Azeredo Perdigão
CMS Portugal	João Pinheiro da Silva, Luís Abreu Coutinho, José Manuel Silva Nunes
PBBR - Sociedade de Advogados	Pedro Pinto, Teresa Freire
Sérvulo & Associados	Manuel Magalhães, Sofia Thibaut Trocado
SRS Legal	Neuza Pereira de Campos, Regina Santos Pereira
Telles	Pedro Almeida e Sousa, Miguel Nogueira Leite
RECOMMENDED	
CCSL Advogados	João de Lemos Portugal
Eversheds Sutherland	Rodrigo Almeida Dias, Miguel Lorena Brito, António Cid
Proença de Carvalho	Francisco Sousa Coutinho
Pares Advogados	Rui Rompante
VALUABLE PRACTICE	
Antas da Cunha ECIJA	Henrique Moser, João de Moraes Vaz
PRA - Raposo, Sá Miranda & Associados	Catarina Costa Lopes, Filipe Pimenta
SPS-Barrilero	Edmundo Batalha Reis, Joana Ribeiro Pereira
Vasconcelos Advogados	Felipe Ferreira

PORTUGAL

VENTURE CAPITAL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cuatrecasas	Vasco Bivar de Azevedo, Paulo Costa Martins
Morais Leitão, Galvão Teles, Soares da Silva & Associados	Diana Ribeiro Duarte
SRS Legal	Gustavo Ordonhas Oliveira, Paulo Bandeira
VdA	Jorge Bleck, Cláudia Cruz Almeida, Paulo Trindade Costa, Helena Vaz Pinto
EXCELLENT	
Abreu Advogados	Ana Sofia Batista, Marta Romano de Castro, Bruno Azevedo Rodrigues, Rita Albuquerque
CCA Law Firm	Domingos Cruz
CS'Associados	Bernardo Abreu Mota, Maria Castelos, João Gonçalo Galvão, Martim Morgado
PLMJ	Diogo Perestrelo, Duarte Schmidt Lino, Bárbara Godinho Correia, Filipe Avides Moreira
Uría Menéndez	Francisco Brito e Abreu, Catarina Tavares Loureiro, Antonio Villacampa
HIGHLY RECOMMENDED	
CCSL Advogados	Mafalda Almeida Carvalho
CMS Portugal	Francisco Xavier de Almeida, João Caldeira, Margarida Vila Franca, Tiago Valente de Oliveira
DLA Piper ABBC	Nuno Azevedo Neves, João Costa Quinta
Gama Glória	André Júdice Glória, Tiago Aires Mateus
Garrigues	Mário Lino Dias, Tomás Pessanha
Telles	Ofélia Pinto de Queiroz
RECOMMENDED	
J + Legal	José Diogo Horta Osório

LEADERS LEAGUE

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SPAIN

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
A&O Shearman	Iñigo del Val, Ignacio Hornedo, Bosco de Checa
Cuatrecasas	Juan Aguayo, Alejandro Payá, Federico Roig, Javier Villasante
Garrigues	Víctor Chiquero Mielgo, Álvaro López-Jorrín, Mónica Martín de Vidales, Renata Mendaña
Gómez-Acebo & Pombo	Alvaro Mateo, Íñigo Erlaiz, Guillermo Guerra, Pablo Fernández, David González, Augusto Piñel
Linklaters	Carmen Burgos, Lara Hemzaoui, Victor Manchado
Pérez-Llorca	Javier Carvajal, Pablo González Mosqueira,Ivan Delgado, Julio Lujambio, Francisco Iso Rivera, Carmen Reyna
Uría Menéndez	Manuel Echenique, Francisco San Miguel, Christian Hoedl
EXCELLENT	
Addleshaw Goddard	Roberto Pomares, Germán Cabrera, Pablo Díaz
Clifford Chance	Luis Alonso, Javier Amantegui
CMS Albiñana & Suárez de Lezo	Mariano Bautista, Luis Miguel de Dios, Ignacio Zarzalejos, Carlos Peña
DLA Piper	Yoko Takagi, José María Gil-Robles, Joaquín Echánove, Enrique Chamorro
Freshfields	David Franco, Armando Albarrán
Herbert Smith Freehills Kramer	Alberto Frasquet, Nicolás Martin
Latham & Watkins	Alejandro Ortiz, Ignacio Pallarés, José Antonio Sánchez-Dafos
Squire Patton Boggs	Teresa Zueco, Carlos Blanco, Pablo García, Rocío García
HIGHLY RECOMMENDED	
Araoz & Rueda	Pedro A. Rueda
Ashurst	Jorge Vázquez, Pedro Ester
Baker McKenzie	Jorge Adell, Enrique Carretero, Maite Diez, Javier Menor
Deloitte Legal	Sharon Izaguirre, Francisco Mayor
Dentons	Nieves Briz
Eversheds Sutherland	Sixto de la Calle, Juan E. Díaz, Carlos Pemán
Hogan Lovells	Alex Dolmans, Graciela Llaneza, José Maria Balañá
Jones Day	Miguel Bermúdez de Castro, Blanca Puyol
RCD	Iñigo Montesino-Espartero, Javier Olmos, Iñaki Frías, Adolf Rousaud
Watson Farley & Williams	Gonzalo Aranzabal, María Pilar García Guijarro, Ana Lorenzo Sobrado
White & Case	Juan Manuel de Remedios, Carlos Daroca

RECOMMENDED	
AGM Abogados	Francisco Lacasa, Julio Rocafull, Julio Menchaca, Alex Carbonell
Andersen	Ignacio Aparicio Ramos, Javier Gómez Domínguez
Bird & Bird	Lourdes Ayala
Broseta	Joaquín Giráldez, Alejandro Ríos, Julio Veloso
Cases & Lacambra	Lucas Palomar, Bojan Radovanovic
Confianz	Manuel Urrutia Subinas, Álvaro Mendiola
Ecija	Alberto Alonso Ureba, Leticia Domínguez, Gabriel Nadal, Emilio Prieto
EY Abogados	Ruben Ferrer, Simeón García-Nieto Nubiola, Francisco Silván
Fieldfisher	Rodrigo Martos, Joan Vidal de Llobatera
KPMG Abogados	Rafael Aguilar, Eneko Belausteguigoitia
López Ibor Abogados	Marta Gil de Biedma, Carlos Trénor Löwenstein
Ontier	Pablo Enrile Mora-Figueroa
Osborne Clarke	Jordi Casas, Vicente Conde, David Miranda
Pavia e Ansaldo	Meritxell Roca Ortega
Pinsent Masons	Francisco Aldavero, Antonio Sánchez Montero
PwC Spain	Carmen Millán, Joaquin Serralta
Ramon Y Cajal Abogados	Alvaro Bertrán, Miguel García Stuyck, Fernando de las Cuevas
RocaJunyent	Xavier Altirriba, Alex Llevat, Natalia Martí, Santi Pagès
Vaciero	Leticia del Estal Gallego, Begoña González
Zurbarán Abogados	Ricardo Astorga
VALUABLE PRACTICE	
AVQ	Xavier Amat Badrinas
Ceca Magán Abogados	Alejandro Dregi, Jose Carlos González, Miguel Lobon García, José M° Pastrana Piña, Santiago Torent
Lupicinio International Law Firm	Luis Manuel Garcia, Ángel Valdés, Ana Antuña
Marimón Abogados	Begoña Redón, José Miguel Martín-Zamorano Llamas
Metricson	Luis Gosalbez
Navarro Abogados	Alejandro Navarro, Iker Aldea, Antonio Gil de Gómez
Ortego & Cameno Abogados	Luis Ortego Castañeda, Carlos Cameno Antolín

CONFIANZ: EXPERTS IN FAMILY SUCCESSION

Manuel Urrutia Subinas

Key Figure(s):
Manuel Urrutia Subinas and Álvaro Mendiola

Established: 1994

Track Record: Confianz stands out for its comprehensive expertise across the full spectrum of corporate matters for medium-sized companies, with a strong footprint in the industrial and education sectors. The firm has advised on high-profile transactions across the energy, automotive, agriculture, IT services, construction, and asset management sectors.

Team & Differentiation: Confianz is a dynamic and well-established law firm of 48 highly qualified lawyers and economists, representing leading industrial clients across the Basque Country and Spain. With offices in Madrid, Bilbao and San Sebastián, the firm has particular expertise in family successions, M&A transactions and complex corporate reorganizations for family-owned businesses.

PAVIA E ANSALDO: LEADING ITALIAN DEALMAKERS IN SPAIN

Meritxell Roca Ortega

Key Figure(s):
Meritxell Roca Ortega

Established: 1961

Track Record: Pavia e Ansaldo specializes in corporate matters, advising Threestones Capital on expanding its Spanish portfolio, Serena Industrial Partners and Renfe on their entry into the Italian rail market through the acquisition of a 33% stake each in Longitude Holding (Arenaways), and Algebris Green Transition Fund on acquiring Eurocoltellerie.

Team & Differentiation: The sole major Italian law firm based in the Madrid, Pavia e Ansaldo represents Spanish and Italian multinationals, as well as European investment funds, in all aspects of business law. With offices in Milan, Rome, Turin, Moscow, Tokyo, Barcelona and the opening of its Madrid office in 2023, the firm has significantly strengthened its presence in Spain and Southern Europe.

SPAIN

ENERGY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
A&O Shearman	Vanessa Cuellas, Iñigo del Val, Ignacio Hornedo, Charles Poole-Warren, Antonio Vázquez-Guillén
Clifford Chance	Jaime Almenar
Cuatrecasas	Alejandro Bonitch, Luis Pérez de Ayala, Félix Plasencia
Gómez-Acebo & Pombo	Borja Carvajal, Santiago Garrido de las Heras, Verónica Romaní, Carlos Vázquez
Linklaters	José Giménez
Watson Farley & Williams	David Diez, María Pilar García Guijarro
EXCELLENT	
Addleshaw Goddard	Gonzalo Olivera, Roberto Pomares
Garrigues	Silvestre Arana, Gonzalo Valencia del Alcázar, Álvaro Valle de Alvear
Herbert Smith Freehills Kramer	José Ramón Mourenza Diaz
Hogan Lovells	Fernando Calancha
MVA Asociados	Gervasio Martínez-Villaseñor, Javier Montalvo
Pinsent Masons	Hermenegildo Altozano, Alfonso Bayona, Juan de Navasqüés
Uría Menéndez	Ignacio Álvarez, Juan Ignacio González, José-Félix Zaldívar
HIGHLY RECOMMENDED	
Ashurst	Andrés Alfonso
Baker McKenzie	Antonio Morales
CMS Albiñana & Suárez de Lezo	Ignacio Grangel
DLA Piper	José María Barrios, Pablo Echenique, José Manuel Sala Arquer
Jones Day	Raimundo Ortega
Pérez-Llorca	Ana Cremades, Javier Carvajal
RECOMMENDED	
Araoz & Rueda	Francisco Solchaga, Laura Vintanel
Bird & Bird	Coral Yáñez
EY Abogados	Pablo Dorronsoro
Fieldfisher	Ramón Vázquez del Rey Villanueva
GTA Villamagna	Ernesto García-Trevijano
Ontier	Pablo Enrile Mora-Figueroa, Lucía González Fernández
Osborne Clarke	Luis Castro, Luis Gil Bueno
Ramon Y Cajal Abogados	Pablo Silván
RCD	Javier Olmos
Squire Patton Boggs	Antonio Bañón

A&O SHEARMAN: LEADING ENERGY ADVISOR IN SPAIN

Vanessa Cuellas

Key Figure(s):
Antonio Vázquez-Guillén, Vanessa Cuellas, Ignacio Hornedo, Iñigo del Val and Charles Poole-Warren

Established: 2024

Track Record: A&O Shearman's energy team, recognized for its green transition expertise, has advised on major deals such as Iberdrola's sale of a 49% stake in the Windanker offshore wind farm to Japan's Kansai, Bruc Energy's EPC and O&M contracts in Spain, and China Three Gorges' acquisition of the Mula photovoltaic project, Europe's largest solar plant.

Team & Differentiation: The firm is now one of the largest global law firms, with nearly 4,000 lawyers and 800 partners in 48 offices across 29 countries. The Madrid office advises on complex transactions, financing and regulatory matters across hydrogen, carbon capture, wind and solar projects, including the pioneering Catalina Project, and leads 12 of the 51 Energy Charter Treaty arbitrations against Spain.

ADDLESHAW GODDARD: VAST ENERGY LAW EXPERTISE

Gonzalo Olivera

Key Figure(s):
Gonzalo Olivera, Alberto Artés, Elena Gonos and Ignacio López

Established: 2024 (Madrid)

Track Record: Renowned for its multidisciplinary expertise, the Spanish Energy team advises blue-chip companies across the sector. It is the only Iberian firm with ongoing counsel to both EDP Group and Galp. In 2024, energy work accounted for 20% of the firm's total billing, with over 25 matters valued above €3.5 billion for clients like EDP Renováveis, Mapfre, Galp and the European Investment Bank.

Team & Differentiation: Addleshaw Goddard opened its Madrid office in 2024, bringing in all 13 partners from King & Wood Mallesons Spain. The energy team is led by Gonzalo Olivera, a renowned expert in energy and infrastructure regulation with over 20 years' experience. Addleshaw Goddard has 1,600+ lawyers and nearly 400 partners across 20 global offices.

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
A&O Shearman	Bosco de Checa, Iñigo del Val, Ignacio Hornedo
Clifford Chance	Javier Amantegui, Samir Azzouzi
Cuatrecasas	Alejandro Payá, Javier Marti-Fluxa, Francisco J. Martínez Maroto, Marco Antonio Sanz, Javier Villasante
Garrigues	José Manuel Martin, José Luis Ortín
Latham & Watkins	Alejandro Ortiz, Ignacio Pallarés, José Antonio Sánchez-Dafos
Linklaters	Esteban Arza, Carmen Burgos, Victor Manchado
Uría Menéndez	Manuel Echenique, Christian Hoedl, Francisco San Miguel
EXCELLENT	
Addleshaw Goddard	Roberto Pomares, Isabel Rodríguez, Germán Cabrera, Pablo Díaz
Freshfields	José Armando Albarrán
Gómez-Acebo & Pombo	Alvaro Mateo, David González, Pablo Fernández Cortijo
Herbert Smith Freehills Kramer	Marcos Fernandez-Rico, Alberto Frasquet, Nicolás Martin
Pérez-Llorca	Pablo González Mosqueira, Carmen Reyna, Francisco Iso, Julio Lujambio, Javier Bau
HIGHLY RECOMMENDED	
Ashurst	Pedro Ester, Jorge Vázquez
Baker McKenzie	Luis Casals, Javier Menor
DLA Piper	Enrique Chamorro, Joaquín Echánove, José María Gil-Robles
Hogan Lovells	Graciela Llaneza
Squire Patton Boggs	Teresa Zueco, Carlos Blanco, Pablo García, Rocío García
Watson Farley & Williams	Gonzalo Aranzabal, María Pilar García Guijarro, Ana Lorenzo Sobrado
RECOMMENDED	
Araoz & Rueda	Pedro A. Rueda
Dentons	Jesús Durán
Eversheds Sutherland	Sixto de la Calle
RCD	Ignasi Costas, David Villa

A&O SHEARMAN: MARKET LEADER IN PRIVATE EQUITY DEALS

Iñigo del Val

Key Figure(s): Iñigo del Val, Ignacio Hornedo and Bosco de Checa

Established: 2024

Track Record: A&O Shearman's private equity team, renowned for combining M&A expertise with deep sector knowledge, has advised on landmark deals including Oakley's sale of Vlex (Spain's largest AI legaltech platform) Macquarie's acquisition of DIGI Spain Telecom's fiber network and EQT's €2.2 billion Universidad Europea and €2.9 billion Idealista transactions.

Team & Differentiation: The firm is now one of the largest global law firms, with nearly 4,000 lawyers and 800 partners in 48 offices across 29 countries. Its Madrid office hosts a top-tier private equity team, advising leading clients across a diverse range of industries, including technology, education, infrastructure and food production with tailored, market-driven solutions.

SPAIN

FUND FORMATION

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Addleshaw Goddard	Isabel Rodríguez, María de Orueta
Alter Legal	Carlos de Cárdenas, Alejandra Font, Manuel García-Riestra
EXCELLENT	
Clifford Chance	Ildefonso Alier, Javier Amantegui
Cuatrecasas	Jorge Canta, Paz Irazusta, Miguel Sánchez Monjo
PwC Spain	Ana Torres
HIGHLY RECOMMENDED	
Garrigues	Francisco Martínez Iglesias
Gómez-Acebo & Pombo	Alex Pujol
Pérez-Llorca	Pablo González Mosqueira, Julio Lujambio
RCD	Ignasi Costas, Carlos Nogareda, David Villa
RECOMMENDED	
Dentons	Jesús Durán
Lexcrea	Silvia Martínez Losas, Alejandro Safont
Linklaters	Victor Manchado

PWC: KEY ADVISOR IN PRIVATE EQUITY MATTERS

Ana Torres

Key Figure(s): Ana Torres
Established: 1998

Track Record: PwC has sound experience in fund formation, with a particular focus on private equity, real estate, debt, infrastructure and distressed-asset closed ended funds. It advises clients such as Suma Capital, Meridia Capital and Aurica Capital, on structuring, incorporation and marketing of funds. It also assists GPs of fund-of-funds with their investments in national and international funds.

Team & Differentiation: Led by Ana Torres, who boasts more than 20 years' experience in fund formation and M&A deals, PwC is one of the few in this practice in Spain to combine fund structuring and regulatory practices with active M&A and financing for funds. Clients also benefit from the services provided by PwC consultants specializing in ESG matters and by the PwC People & Organization Department.

ADDLESHAW GODDARD: LEADING FUND FORMATION TRACK RECORD

Isabel Rodríguez

Key Figure(s):
Isabel Rodríguez
and María de Orueta
Established: 2024 (Madrid)

Track Record: Addleshaw Goddard's Spain fund formation team provides full legal support across the private equity lifecycle, from fund formation and fundraising to equity investments, debt and exits. It has structured over 25 funds worth more than €2.9 billion, advising clients like Altamar, Alantra, Q-Energy, Qualitas, Miura Partners and Mutua Madrileña.

Team & Differentiation: Addleshaw Goddard opened its Madrid office in 2024, bringing in all 13 partners from King & Wood Mallesons Spain. Led by Isabel Rodríguez, a leading expert who handles over 80% of fund structuring matters in the Spanish market, the firm's fund formation team is a dominant player. Addleshaw Goddard has 1,600+ lawyers and nearly 400 partners across 20 global offices.

ALTER LEGAL: TOP-TIER FUND FORMATION EXPERTS

Carlos de Cárdenas

Key Figure(s):
Carlos de Cárdenas,
Alejandra Font
and Manuel García-Riestra
Established: 2009

Track Record: Alter Legal has extensive experience in fund formation and alternative investments, such as fund of funds, private equity, real estate, venture capital, among others. In the past year, the firm advised on over 85 fund investment transactions (primaries, co-investments, secondaries), working with top market players like Qualitas, Altamarcam, Amchor, Bestinver, EIF and VidaCaixa.

Team & Differentiation: Alter Legal boasts one of Spain's leading investment fund practices, with over 20 years' experience in fund formation and investor-side work across primary, secondary, and co-investments, including tax and regulatory matters. The firm has advised on 1,000+ private fund investments across all strategies, supported by strong ties with specialist firms in Europe, the US and Asia.

VENTURE CAPITAL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Gómez-Acebo & Pombo	Álex Pujol, David González, Alvaro Mateo
Osborne Clarke	David Miranda
RCD	Ignasi Costas, David Villa, Iñaki Frías, Oscar Alegre, Javier Calzada
EXCELLENT	
Cuatrecasas	Diana Rivera, Isabel Gandoy
Pérez-Llorca	Pedro Fernández
HIGHLY RECOMMENDED	
Across Legal	Ignacio Lacasa, Iván Moll
Aktion legal	Antonio G. Asturiano, Juan Manuel Pérez, Cristian Cañadas
Andersen	Javier Bustillo, Ricardo Torres, Ivo Portabales
Ejaso	César Espert
Garrigues	José Manuel Martin
Lawesome	Mikel Mendiola
Lexcrea	Silvia Martínez Losas, Alejandro Safont
RECOMMENDED	
Araoz & Rueda	Pedro A. Rueda, Pilar París
Ecija	Alejandro Touriño
Uría Menéndez	Eduardo Bagaría, Ignacio Klingenberg
FILS Legal	Alejandro de Müller, Carlos Gerpe

SPAIN

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Carlos Portocarrero de las Heras
Cuatrecasas	Sergio Agüera, Silvia Alcoverro, Joaquín Garaulet, Ramón Gil, Bernat Mullerat
Garrigues	Héctor Muñoz, Juan José Berdullas Pomares, Oscar de Santiago, Jorge García-Pellicer
Pérez-Llorca	Alejandro Osma, Fausto Romero-Miura, Gerard Serra, Jesús Varela, Luis Zurera
Uría Menéndez	Ignacio Albiñana, Diego Armero, Fernando Azofra, Juan Antonio Pérez Rivarés
EXCELLENT	
Ashurst	Ismael Fernández Antón
DLA Piper	José María Oliva, José Ignacio Antón
Gómez-Acebo & Pombo	Enrique Isla, Jaime Diaz de Bustamante
Hogan Lovells	Orson Alcocer
Latham & Watkins	Rafael Molina
HIGHLY RECOMMENDED	
A&O Shearman	Santiago de Vicente
Addleshaw Goddard	José Antonio Calleja
Baker McKenzie	Guillermo Rodrigo
Eversheds Sutherland	Rafael Arraez Amselem, Javier Ibáñez Gabernet
Freshfields	Fernando Soto
Jones Day	Luis Jiménez-Díaz, Javier Muñoz Mendez
Linklaters	Adolfo Guerrero
RocaJunyent	José Manuel Alcolea Díez, Esther Boix, Silvia López, Roger Pla, Xavier Serramalera
Squire Patton Boggs	Ramón Castilla
RECOMMENDED	
Andersen	Eduardo González Yebra, Maite Hernández, César Morales Romero-Requejo, Ignacio Sáenz de Santa María
Araoz & Rueda	Jesús Conde
CMS Albiñana & Suárez de Lezo	Alvaro Otero
Dentons	Itxaso López, Roberto Tojo
Ey Abogados	Iván Azinovic
Lupicinio International Law Firm	Angel Lavin
Ramon Y Cajal Abogados	Miguel Ferre
RCD	Leire Elorza, Iñigo Montesino-Espartero, Carlos Nogareda, Adolf Rousaud
Sánchez Butrón Abogados	Cayetano Sánchez Butrón
Watson Farley & Williams	Pablo San Gil
VALUABLE PRACTICE	
Cases & Lacambra	Marta González-Llera
Herbert Smith Freehills Kramer	Tomás Díaz Mielenhausen
Monereo Meyer Abogados	Stefan Meyer
Ontier	Natalia Callejo
Osborne Clarke	Julian Matos
Simmons & Simmons	Alfonso Fernández-Puebla Muñiz
Zurbarán Abogados	Ricardo Astorga

SWEDEN

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CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Advokatfirman Vinge	Jonas Bergström, Jonas Johansson, Christina Kokko, Erik Sjöman, Johan Winnerblad
	Gernandt & Danielsson	Mikael Borg, Mats Hugoson, Manfred Löfvenhaft, Fredrik Palm, Gustav Skogö Nyvang, Carl Westerberg
	Mannheimer Swartling	Adam Green, Jan Holmius, Patrik Marcelius, Tom Wehtje
	Roschier	Jens Bengtsson, Pontus Enquist, Malin Leffler, Ola Sandersson
	EXCELLENT	
	Advokatfirman Cederquist	Carl-Johan Deuschl, Pontus Röckert, Martin Ulfson, Maja Wettergren
	Linklaters Sweden	Rasmus Kindlund, Charlotte Levin, Elisabet Lundgren
	Setterwalls Advokatbyrå	Mattias Detterfelt, Ola Grahn, Anders Holmgren, Anders Söderlind
	Snellman	Richard Åkerman, Mattias Friberg, Claes Kjellberg, Christoffer Saidac
	White & Case Sweden	Jan Jensen, Shoan Panahi, Johan Steen
	HIGHLY RECOMMENDED	
	Baker McKenzie	Anders Fast, Mattias Hedwall, Carl M. Svernlöv, Costin Mihailescu
	Bird & Bird	Hans Svensson, Mårten Willamo
	Cirio Law Firm	Annika Andersson, Peter Lilja, Anders Moberg
	Delphi	David Aversten, Mats Dahlberg, Stefan Erhag, Michael Juhlin, Christoffer Mangelus
	DLA Piper	Mathias Berggren, Peter Ihrfelt, Anders Malmström
	Hammarskiöld	Magnus Bohman, Erik Fahlgren, Erik Löfwall
	RECOMMENDED	
1	**Advokatfirmaet Schjødt**	Pontus Bergsten
	Advokatfirman Lindahl	Johan Herrström, Mattias Prage, Mårten Steen
	CMS Wistrand	Per Dalemo, Jörgen Eklund, Lars Hasp, Robert Kullgren
	MAQS Advokatbyrå	Lovisa Elardt, Dag Fredlund
	Morris Law	Racine Ashjari, Carl Friberg, Olof Myhrman, Martin Prager
2	**Advokatfirman Fylgia**	Mattias Larsson, Åsa Thorell Hejdenberg
	Eversheds Sutherland	Jens André, Michael Hylander, Ulrika Sparrman
	Kanter Advokatbyrå	Lennart Kanter, Björn Kristiansson, Per Ugge
	Magnusson	Anders Bäckman, Jonas Bergquist
	TM & Partners	Vaiva Eriksson, Per Granström, Jens Haneklint, Sten Hedbäck, Niclas Högström, Viktor Magnell, Peter Törngren
	Wigge & Partners	Bo Adrianzon, Anders Morén, Henrik Wenckert, Michael Wigge

SWITZERLAND

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INVESTMENT FUNDS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Ardian	Felix Signorell
Capvis	Daniel Flaig, Rolf Friedli
Equistone Partners Europe	David Zahnd
Partners Group	Kim Nguyen
EXCELLENT	
Apax Partners	Gabriele Cipparrone, Rohan Haldea
Argos Wityu	Frank Hermann
Avista Capital Partners	David Burgstahler, Thompson Dean
Bridgepoint	William Jackson
Endeavour Vision	Bernard Vogel
HIGHLY RECOMMENDED	
Aravis	Jean-Philippe Tripet
Blue Orchard	Philipp Müller
BV Group	Patrick Schaer
CGS Management	Andreas Emödi, Rolf Lanz, Oliver Walker
Constellation	Rainer W. Fröhlich
Cross Equity	Michael Petersen, Markus Reich
CVC Capital Partners	Jean-Rémy Roussel
Da Vinci Capital	Oleg Victor Jelezko
Edmond De Rothschild Private Equity	Johnny El Hachem
Invision Private Equity	Frank Beker
KKR	Christian Ollig
Montagu Private Equity	Frank Löhner
MTIP	Christoph Kausch
Palmer Capital	Russell Arnold, Roman Benvenuti
Patrimonium	Christoph Syz
RECOMMENDED	
Calibrium	Stefan Schaffhauser
BioMed Partners	Markus Hosang, Stefan Fäs
HBM Partners	Matthias Fehr
Unigestion	Heidi Dyer, Mark Zünd
Waterland Private Equity	Jan Brühwiler, Cedric Van Cauwenberghe

INVESTMENT FUNDS

Best Venture Capital Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
b2venture	Florian Schweitzer
Novartis Venture Fund	Anja König
Pureos Bioventures	Klaus Breiner, Dominik Escher, Martin Münchbach
Redalpine Venture Partners	Peter Niederhauser, Michael Sidler
Roche Venture Fund	Carole Nuechterlein
Swisscom Ventures	Stefan Kuentz, Pär Lange, Alexander Schläpfer
Versant	Alexander Mayweg
EXCELLENT	
Creathor Ventures	Gert Köhler
DAA Capital Partners	Bertrand Mueller
Emerald Technology Ventures	Gina Domanig
Gentian	Gerhard Gerner, Elian Kool
Hbm Healthcare Investments	Mario G. Giuliani
Hbm Partners	Andreas Wicki
Index Ventures	Neil Rimer
Lakestar	Klaus Hommels
Mountain Partners	Cornelius Boersch
NeoMed	Claudio Nessi
Polytech Ecosystem Ventures	Guillaume Dubray
Swiss Founders Fund	Patrick Degen
Verve Ventures	Chris Gay-Crosier

SWITZERLAND

M&A

Best Investment Banks

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Goldman Sachs	Dominique Wohnlich
Houlihan Lokey	Alexander Grünwald
J.P. Morgan	Reinout Boettcher
Lazard	Christian Kames
Morgan Stanley	Sebastian Römer
Rothschild & Co	Laurent Gagnebin
UBS Investment Bank	Martin Kesselring, Christine Novakovic
EXCELLENT	
Davy Corporate Finance	Ivan Murphy
EY	Fabian Denneborg
KPMG	Tobias Valk
PwC	Marc Schmidli
Raffeisen	Klaus Imhof
Sycomore Corporate Finance	Olivier Barret
The Corporate Finance Group	Beat Unternaehrer
HIGHLY RECOMMENDED	
BofA Securities	Olof Engelbrekts
Citi	Marni McManus
Lincoln International	Øyvind Bjordal
Société Générale	Anne Marion-Bouchacourt

CORPORATE / M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Bär & Karrer	Martin Anderson, Raphael Annasohn, Dieter Dubs, Mariel Hoch, Ralph Malacrida, Christoph Neeracher, Fabienne Perlini-Frehner, Elisabeth Rinderknecht, Philippe Seiler, Rolf Watter
	Homburger	Hansjürg Appenzeller, Daniel Daeniker, Franck Gerhard, Dieter Gericke, Daniel Hasler, Daniel Häusermann, Claude Lambert, Andreas Müller, David Oser, Heinz Schärer
	Lenz & Staehelin	Stephan Erni, Tino Gaberthüel, Jacques Iffland, Beat Kühni, David Ledermann, Andreas Rötheli, Matthias Wolf
	Niederer Kraft Frey	Jacques Bonvin, Philipp Candreia, Andrea Giger, Philipp Haas, Peter R. Isler, Adrian Koller, Moritz Maurer, Patrik R. Peyer, Ulysses von Salis, Philippe A. Weber, Manuel Werder
	Walder Wyss	Luc Defferrard, Florian Gunz Niedermann, Alexander Gutmans, Stefan Knobloch, Alexander Nikitine, Urs P. Gnos, Markus Vischer, Robert von Rosen, Patrick W. Vogel, Ramona Wyss
	EXCELLENT	
	Baker McKenzie	Matthias Courvoisier, Alexander Fischer, Lukas Glanzmann
	MLL Legal	Christophe Heiz, Alexander Vogel
	Pestalozzi	Ludivine Boisard, Robert Furter, Petra Hanselmann, Jakob Hoehn, Franz J. Kessler, Christoph Lang, Christian Leuenberger, Christoph R. Ramstein, Pascal Richard, Severin Roelli, Sébastien Roy, Franz Schubiger, Beat Schwarz
	Schellenberg Wittmer	Josef Caleff, Tarek Houdrouge, Jean Jacques Ah Choon, Lorenzo Olgiati, Oliver Triebold, Christoph Vonlathen
	Vischer	Robert Bernet, Gian-Andrea Caprez, Maxime Chollet, Benedict Christ, Damien Conus, Jürg Luginbühl
	Wenger Plattner	Dieter Gränicher, Oliver Künzler, Tobias Meili, Marc Nater, Urs Reinwald, Fritz Rothenbühler
	HIGHLY RECOMMENDED	
1	**CMS von Erlach Partners**	Stefan Brunnschweiler, Pascal Favre, Daniel Jenny, Jerome Levrat, Alain Raemy, Patrick Sommer, Stephan Werlen
	Kellerhals Carrard	Marco Balmelli, Beat Brechbühl, Jean-Luc Chenaux, Edgar Philippin, Ines Poeschel
	Wenger Vieli	Pascal Arnold, Beat Speck, Mark Walter, Christian Wenger, Wolfgang Zürcher
2	**Advestra**	Rashid Bahar, Beda Kaufmann, Daniel Raun, Thomas Reutter, Alexander von Jeinsen, Annette Weber
	Bratschi	Reto Arpagaus, Claudio Bazzi, Florian Jörg, Martin Moser, Simon Osterwalder, Thomas Peter, Marco Rizzi, Christian Stambach
	Loyens & Loeff	Marco Toni
	RECOMMENDED	
1	**Altenburger**	Massimo Calderan, Thierry Thormann
	Eversheds Sutherland	Oliver Beldi, Marc Nufer
	Gillioz Dorsaz & Associés	Damien Cand, Nicole Fragnière Meyer, Christian Valentini
	Id Est Avocats	Marina Castelli-Joos, Michel Jaccard
	Jacquemoud Stanislas	Philippe Jacquemoud
	Mangeat	Fabien Aepli, Joël Chevallaz
	MME	Martin Eckert, Alex Enzler, Thomas Müller
	Thouvenin Rechtsanwälte	Markus Alder, Arlette Pfister
	Valfor	Hans-Peter Schwald
2	**Barandun**	Franco Taisch, Stefan Wiesli
	Bonnard Lawson	Marie Flegbo-Berney, Loïs Hainard
	Chabrier Avocats	Manuel Bianchi della Porta
	FBT Avocats	Marco Villa
	Oberson Abels	Sébastien Bettschart, Stefan Eberhard, Philipp Fischer
	Prager Dreifuss	Guy Deillon, Daniel Hayek, Andreas Moll, Verena Morscher
	Staiger	Yasemin Varel, Andreas von Erlach

SWITZERLAND

Analysis

FBT AVOCATS: BANKABLE M&A EXPERTISE

Marco Villa

Key Figure(s): Marco Villa
Established: 1993

Track Record: With offices in Geneva and Paris, FBT Avocats specializes cross-border M&A deals involving interests in French-speaking Switzerland. It drafts and negotiates contracts related to corporate acquisitions and divestitures. Thanks to the quality of its network of firms, not to mention a proven ability to mobilize and coordinate specialist teams in different countries, FBT has earned a reputation as a trusted advisor on big-ticket transactions.

Team & Differentiation: Marco Villa is the head of the corporate and commercial practice. He advises individuals and companies of varying sizes on domestic as well as cross-border legal issues, including banking and finance agreements, mergers and acquisitions, agency and distribution agreements and cooperation agreements. He has a wealth of private equity experience as well as in real-estate transactions.

BAR & KARRER: CONSISTENTLY AHEAD OF MARKET TRENDS

Mariel Hoch

Key Figure(s): Rolf Watter, Dieter Dubs and Mariel Hoch
Established: 1969

Track Record: Visionary and dynamic, the corporate and M&A practice is dedicated to meeting the evolving demands of clients. The firm advised Aebi Schmidt Group in its merger with The Shyft Group and associated listing on the Nasdaq, and cloud solutions provider Crayon on its tie-up with SoftwareOne. The M&A team is admired for the quality of its counsel to industrial, private equity and private investors, both at home and abroad.

Team & Differentiation: With nine practice-heads, 42 partners, 135 skilled associates and offices in all major language areas of Switzerland, the firm provides cutting-edge, multidisciplinary advice in complex multijurisdictional transactions. Rolf Watter is the key contact for corporate law, while the public M&A team is led by partners Mariel Hoch and Dieter Dubs. The firm has offices in Zurich, Geneva, Lugano, Zug, Basel and St. Moritz.

GILLIOZ DORSAZ & ASSOCIÉS: DYNAMIC DEALMAKING CAPABILITIES

Damien Cand

Key Figure(s): Alexandre Steiner, Damien Cand, Nicole Fragnière Meyer and Christian Valentini
Established: 1982

Track Record: Gillioz Dorsaz & Associés provides corporate legal advice and representation to individual and corporate clients, both Swiss and foreign. The firm enjoys longstanding relationships with both Swiss and international clients which regularly seek its advice in commercial and corporate matters. Clients are drawn from a wide range of sectors, including financial services, healthcare and luxury goods.

Team & Differentiation: Damien Cand is the principal contact for M&A matters. His practice mainly focuses on corporate and contract law, providing advice to clients on corporate mergers, acquisitions and restructurings, both within Switzerland and internationally. Alexandre Steiner made partner in January 2025. His practice includes designing optimal corporate structures, drafting and negotiating contracts and managing shareholder relations.

NKF: SECTOR-SPECIFIC KNOW HOW

Jacques Bonvin

Key Figure(s): Jacques Bonvin
Established: 1936

Track Record: NKF acts in multi-billion-dollar, cross-border M&A transactions. It represented Global Blue Group Holding AG in its $2.5 billion acquisition by US payment services provider Shift4. The team advised Nasdaq-listed Gogo as Swiss counsel on the $600 million purchase of Satcom Direct. A go-to firm for large-scale M&A transactions, blue-chip clients include BMW, IBM Corp., Coop Group and GlaxoSmithKline.

Team & Differentiation: The Geneva office, led by Jacques Bonvin, is home to 10 partners and over two dozen other lawyers. Bonvin's practice focuses on M&A, corporate finance, private equity and venture capital. He has extensive experience in numerous industries and sectors and a deep understanding of all phases in the life cycle of a company, particularly those in the technology and life science sectors. He has negotiated deals across the globe.

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MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Homburger	Marcel Dietrich, Franz Hoffet, Richard Stäuber
Lenz & Staehelin	Marcel Meinhardt, Benoit Merkt, Astrid Waser
Walder Wyss	Reto Jacobs, Monique Sturny
EXCELLENT	
Baker McKenzie	Philippe Reich, Boris Wenger
Bär & Karrer	Mariel Hoch, Mani Reinert, Markus Schott, Markus Wang, Rolf Watter
CMS von Erlach Partners	Marquard Christen, Pascal Favre, Patrick Sommer
Niederer Kraft Frey	Thomas A. Frick, Nicolas Birkhäuser
Schellenberg Wittmer	David Mamane, Amalie Wijesundera
HIGHLY RECOMMENDED	
Borer Attorneys at Law	Matthias Amann, Laura Borer, Jürg Borer
Kellerhals Carrard	Daniel Emch, Christophe Rapin
MLL Legal	Lukas Bühlmann, Hubert Orso Gilliéron, Simon Holzer, Nadine von Büren-Maier
Pestalozzi	Christoph Lang
Vischer	Klaus Neff
Wenger Plattner	Dieter Gränicher, Fritz Rothenbühler
Wenger Vieli	Frank Scherrer, Beat Walti
RECOMMENDED	
Core Attorneys	Fabian Koch, Mario Strebel
Prager Dreifuss	Philipp Zurkinden

SWITZERLAND

REAL ESTATE

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Baker McKenzie	Martin Furrer, Samuel Marbacher, Alexander Wyss
	Bär & Karrer	Corrado Rampini
	CMS von Erlach Partners	Stefan Gerster, Sibylle Schnyder
	Lenz & Staehelin	Cécile Berger Meyer, Beat Kühni
	Schellenberg Wittmer	Josef Caleff, Yves Jeanrenaud
	EXCELLENT	
1	**Niederer Kraft Frey**	Andreas Vögeli
	Walder Wyss	Johannes Bürgi, Christian Eichenberger, Francis Nordmann, Marco Strahm
2	**Bratschi**	Markus Aeschbacher, Marco Colombini, Thomas Schönenberger
	Kellerhals Carrard	Bernd Hauck
	MLL Legal	Philippe Prost
	Pestalozzi	Michael Lips
	Vischer	Andreas C. Albrecht, Maxime Chollet, Moritz Jäggy, Roland M. Müller
	HIGHLY RECOMMENDED	
	Homburger	Stefan Gäumann, Daniel Hasler
	Mangeat	Joël Chevallaz, Pierre Rüttimann
	Prager Dreifuss	Hans-Ulrich Brunner
	Valfor	Yves de Coulon
	Wenger Plattner	Placidus Plattner, Gaudenz Schwitter
	Wenger Vieli	Roman Heiz
	RECOMMENDED	
	Baur Hürlimann	Roland Hürlimann
	Blum & Grob	Adrian Hirzel
	BMG Avocats	Nicolas Wisard
	Chabrier Avocats	Mathieu Simona

UNITED KINGDOM

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LBOs

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Blackstone Group	Lionel Assant, Alexander Walsh
Clayton, Dubilier & Rice	Gideon Lowin, Peter Pfister, Mittu Sridhara, Diego Straziota
EQT Partners	Per Franzén, Bert Janssens
HG Capital	Nic Humphries, Matthew Brockman, Justin von Simson
KKR	Johannes Huth, Philipp Freise, Philipp Schaelli
Permira	Kurt Björklund, Brian Ruder, Dipan Patel, Alberto Riva
TDR Capital	Gary Lindsay, Tom Mitchell, Manjit Dale
EXCELLENT	
Cinven	Stuart McAlpine, Bruno Schick, Supraj Rajagopalan
CVC Capital Partners	Rob Lucas, Peter Rutland, David Wells, Udaibir Banga
Inflexion Private Equity	Flor Kassai, Simon Turner, John Hartz
TPG Capital	Karthic Jayaraman, Flavio Porciani
HIGHLY RECOMMENDED	
Apax Partners	Andrew Sillitoe
Apollo Global Management	Robert Seminara
Bain Capital	Maria Andrisani, Nicholas Bendt, Harry Simpson, Giacomo Massetti
Intermediate Capital Group (ICG)	Benoît Durteste
Nordic Capital	David Samuelson, Aditya Desaraju
Silver Lake	Christian Lucas, Simon Patterson, Jonathan Galore
The Carlyle Group	Michael Wand
RECOMMENDED	
Allianz Capital Partners	Andrew Cox
BC Partners	Marco Castelli, Jean-Baptiste Wautier, Nikos Stathopoulos
Bridgepoint Group	Raoul Hughes, Chris Busby, William Jackson
Fortress	Robert Miles
Vitruvian Partners	Christopher Chalk, Charles Hardwick, Amit Tiwari

UNITED KINGDOM

TMT

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**CVC**	Dominic Murphy
	EQT Partners	Bert Janssens, Robert Maclean
	KKR	Franziska Kayser, Adal Zamudio
2	**Bain Capital**	Luca Bassi, James Bath, Maria Andrisani
	HG Capital	Matthew Brockman, Justin von Simson
	LDC	David Andrews
	EXCELLENT	
	BC Partners	Mark Richards
	BDO	Ian McBane
	BGF	Tim Rea, Andy Gregory
	Bridgepoint Group	Michael Black, William Jackson, Duncan Calam
	Cinven	Alex Lizcano, Adam Prindis
	Foresight Group	James Livingston, Matthew Smith
	Inflexion Private Equity	Rob Dagger
	Livingbridge	Wol Kolade
	Permira	Michail Zekkos, Brian Ruder, Robin Bell-Jones
	Providence Equity Partners	Robert Sudo, Karim Tabet, Andrew Tisdale
	The Carlyle Group	Cyril Bourdarot, Charles Villet, Alex Wagenberg, Michael Wand

RETAIL & CONSUMER GOODS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Cinven	Maxim Crewe, Supraj Rajagopalan
Epiris	Bill Priestley, Owen Wilson, Ian Wood
Fortress Investment Group	Domnall Tait, Ahsan Aijaz
Pollen Street Capital	Lindsey McMurray, Matthew Potter, Howard Garland
Sixth Street Partners	Sham Telang
TDR Capital	Gary Lindsay, Tom Mitchell
True Capital	Conner Searcy
Vrai	Paul Cocker, Matt Truman
EXCELLENT	
3I Group	Rupert Howard, Grace Delluc
Advent International	Nicolas Chavanne
Apollo Global Management	Robert Seminara, Alex van Hoek
Ardian	Caroline Letellier, Matthieu Teyssier, Edward Little
Bain Capital	Nigel Walder
Blackstone	Mathias Favetto, Lionel Assant
Inflexion Private Equity	James Stevens, Tom Pemberton
LDC Private Equity	John Garner, Jonathan Bell
Modella Capital	Joseph Price
Pai Partners	Colm O'Sullivan, John Gallagher
Permira	Tara Alhadeff, Dipan Patel
TSG Consumer Partners	Beth Pickens

INDUSTRIALS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
3I Group	Simon Borrows, Tony Lissaman, Peter Wirtz
Blackstone	Saleh Panahi
Intermediate Capital Group (ICG)	Gareth Knight, Benoît Durteste
The Carlyle Group	Michael Wand, Heather Mitchell
Triton	Peder Prahl
EXCELLENT	
Advent International	James Brocklebank, Nicolas Chavanne
BC Partners	Stefano Ferraresi
Bridgepoint Group	Raoul Hughes, Chris Busby
Cinven	Bruno Schick, Supraj Rajagopalan
EQT Partners	Michiel Thiessen, Per Franzén
Graphite Capital	Andy Gray, Markus Golser
Inflexion Private Equity	James Stevens, John Hartz, Simon Turner
KKR	Christopher Drewsen
LDC Private Equity	Tom Jervis
Warburg Pincus	David Reis

M&A: TMT

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Barclays	Stephen Pick
Goldman Sachs	Clif Marriott
J.P. Morgan	Matt Gehl, Patrik Czornik
EXCELLENT	
Houlihan Lokey	Mark Fisher, Scott Kirkby, James Craven
LionTree	Louis Kenna
Morgan Stanley	Daniel Diamond
The Raine Group	Alex Verbitsky

UNITED KINGDOM

M&A: HEALTHCARE & PHARMACEUTICALS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Barclays	Kieran Whitty, Sid Chhibbar
BofA Securities	Simon Ives
Citigroup	Cyril Besseddik, Scott Bardo, Barry Weir
Goldman Sachs	Anthony Gutman, Philippe Gallone, Nimesh Khiroya
J.P. Morgan	James Mitford, Juha Anjala
Morgan Stanley	Obaid Mufti
EXCELLENT	
Centerview Partners	Andrew Rymer
Evercore	Simon Elliott, Chris Whittaker
Lazard	Will Thompson, Dale Raine
Perella Weinberg Partners	Dietrich Becker
PJT Partners	Rakesh Patel, James Critchley
HIGHLY RECOMMENDED	
Guggenheim Partners	Nicholas Riddle, Ben Thorpe
Houlihan Lokey	Rainer Hepberger, Paul Tomasic
Jefferies	Tommy Erdei, Hardik Madlani
Piper Jaffray	Richard Singh
Rothschild & Co.	Thibault Poirier

M&A: RETAIL & CONSUMER GOODS

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
BofA Securities	Sid Malik
Barclays	Matt Hammerstein
Citigroup	Susan Shakespeare
Goldman Sachs	Andre Kelleners
Jefferies	James Grzinic
EXCELLENT	
BNP Paribas	Anne Marie Verstraeten
Morgan Stanley	Henry Stewart
Rothschild & Co.	Toby Cohen, Majid Ishaq
HIGHLY RECOMMENDED	
HSBC	Taylan Turan
Nomura Holdings	Michael Mackinnon

M&A: PRIVATE EQUITY

Best Investment Banks

In each tier, the banks are ordered alphabetically

BANK	KEY FIGURE(S)
LEADING	
Barclays	Tim Sherwood
BofA Securities	Preveen Samarasinghe
Citigroup	Pedro Lami
Goldman Sachs	Christian Welling, Harry Wilson
J.P. Morgan	Mark Hempstead
EXCELLENT	
Deutsche Bank	Fabrizio Campelli
Jefferies	Philip Noblet
Morgan Stanley	David Miller
Rothschild & Co.	Seif Khoufi, Samuel Offer
HIGHLY RECOMMENDED	
Houlihan Lokey	Andy Lund
HSBC	James Cundy
KPMG	Naveen Sharma
Lazard	Nadira Huda
Nomura Holdings	Konstantin R.
UBS Investment Bank	Marc Wursdorfer
RECOMMENDED	
Jamieson Corporate Finance	Tom Burton
BofA Securities	Adam Joseph, Nick Patrick
RBC Capital Markets	Josh Critchley

INDUSTRIALS

Best Private Equity Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
3I Group	Simon Borrows, Tony Lissaman, Peter Wirtz
Blackstone	Saleh Panahi
Intermediate Capital Group (ICG)	Gareth Knight, Benoît Durteste
The Carlyle Group	Michael Wand, Heather Mitchell
Triton	Peder Prahl
EXCELLENT	
Advent International	James Brocklebank, Nicolas Chavanne
BC Partners	Stefano Ferraresi
Bridgepoint Group	Raoul Hughes, Chris Busby
Cinven	Bruno Schick,Supraj Rajagopalan
EQT Partners	Michiel Thiessen, Per Franzén
Graphite Capital	Andy Gray, Markus Golser
Inflexion Private Equity	James Stevens, John Hartz, Simon Turner
KKR	Christopher Drewsen
LDC Private Equity	Tom Jervis
Warburg Pincus	David Reis

UNITED KINGDOM

M&A: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Clifford Chance	Melissa Fogarty, Guy Norman, David Pudge, Nigel Wellings
	Freshfields	Julian Long, Piers Prichard Jones, Claire Wills
	Linklaters	Simon Branigan, Richard Godden, Matthew Middleditch
	Slaughter and May	Roland Turnhill, Jeffrey Twentyman
	EXCELLENT	
1	**A&O Shearman**	David Broadley, Dominic Morris
	Skadden, Arps, Slate, Meagher & Flom	Lorenzo Corte, Scott Hopkins
2	**Herbert Smith Freehills Kramer**	Gavin Davies
	Latham & Watkins	Robbie McLaren, Farah O'Brien
	HIGHLY RECOMMENDED	
	Ashurst	Karen Davies, Jason Radford
	Cleary Gottlieb Steen & Hamilton	Tihir Sarkar
	Macfarlanes	Howard Corney, Luke Powell
	RECOMMENDED	
	Baker McKenzie	Jannan Crozier, Jane Hobson
	CMS	Charles Currier, Victoria Henry
	Davis Polk & Wardwell	Will Pearce
	Hogan Lovells	Sarah Shaw
	Jones Day	Giles Elliott, Leon Ferera
	Norton Rose Fulbright	Raj Karia
	Simpson Thacher & Bartlett	Adam Signy, Ben Spiers
	Sullivan & Cromwell	Timothy Emmerson, Richard Pollack
	Travers Smith	Spencer Summerfield
	Weil, Gotshal & Manges	David Avery-Gee, Michael Francies
	White & Case	Allan Taylor

M&A: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**DLA Piper**	Jon Kenworthy, Robert Salter, Charles Severs
2	**Addleshaw Goddard**	Charles Penney, Yunus Seedat, Chris Taylor
	Dentons	Stephen Levy, Neil Nicholson
	Eversheds Sutherland	Richard Moulton
	EXCELLENT	
1	**CMS**	Simon Morgan, Louise Wallace
	Macfarlanes	Howard Corney
	Travers Smith	Andrew Gillen, Richard Spedding
2	**Bryan Cave Leighton Paisner**	John Bennett, Benjamin Lee
	Greenberg Traurig	Henrietta Walker
	Jones Day	Giles Elliott, Leon Ferera, Vica Irani
	Pinsent Masons	John Tyerman
	Taylor Wessing	Emma Danks, Andrew Edge
	HIGHLY RECOMMENDED	
	Baker Botts	Derek Jones
	Bird & Bird	Neil Blundell, Matthew Bonass
	Dechert	Christopher Field
	Goodwin	Graham Defries, David Evans
	Mayer Brown	Richard Page
	McDermott Will & Emery	Aymen Mahmoud, Graham White
	Mishcon de Reya	Kevin McCarthy
	Osborne Clarke	Ray Berg, Tim Birt, Greg Leyshon, Simon Smith
	Reed Smith	Delphine Currie
	Simmons & Simmons	Arthur Stewart
	Squire Patton Boggs	Robert Bray, Tony Reed
	Stephenson Harwood	Sam Gray
	RECOMMENDED	
	Cooley	Russell Anderson
	Covington & Burling	Paul Claydon
	Fieldfisher	David Bowcock, Andy Lawton Smith, Neil Matthews
	Gowling WLG	Gareth Baker
	K&L Gates	Paul Tetlow
	Morgan, Lewis & Bockius	Tim Corbett
	Orrick, Herrington & Sutcliffe	Shawn Atkinson
	RPC	Karen Hendy
	Watson Farley & Williams	Chris Kilburn

UNITED KINGDOM

LBOs: LARGE-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Clifford Chance	Jonny Myers
	Kirkland & Ellis	Matthew Elliott, David Higgins
	Latham & Watkins	Kem Ihenacho, David Walker
	EXCELLENT	
1	**Freshfields**	Charles Hayes, Victoria Sigeti, Tim Wilmot
	Weil, Gotshal & Manges	Marco Compagnoni, Michael Francies
2	**Linklaters**	Ben Rodham, Alex Woodward
	Simpson Thacher & Bartlett	Clare Gaskell, Amy Mahon, Adam Signy, Ben Spiers
	HIGHLY RECOMMENDED	
	A&O Shearman	Peter Banks, Stephen Lloyd, Gordon Milne
	Ropes & Gray	Myrto Gouti, Laura Kayani
	Skadden, Arps, Slate, Meagher & Flom	Richard Youle
	Travers Smith	Edmund Reed
	White & Case	Kenneth Barry, Michael Weir
	RECOMMENDED	
	Baker McKenzie	David Allen
	Cleary Gottlieb Steen & Hamilton	Gabriele Antonazzo, Michael Preston
	Debevoise & Plimpton	David Innes
	Dechert	Christopher Field
	DLA Piper	Tim Wright
	Gibson, Dunn & Crutcher	Wim De Vlieger, Federico Fruhbeck
	Goodwin Procter	Richard Lever
	Macfarlanes	Alex Edmonson
	Proskauer Rose	Steven Davis
	Slaughter and May	Harry Bacon, Filippo de Falco, Jeffrey Twentyman
	Willkie Farr & Gallagher	Gavin Gordon

LBOs: MID-CAP

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	DLA Piper	Edward Griffiths, Tim Wright
	Macfarlanes	Stephen Drewitt, Alex Edmondson
	EXCELLENT	
1	**Addleshaw Goddard**	Michael Hinchliffe, Yunus Seedat
	Ashurst	Nick Williamson, Christy O'Connell
	Travers Smith	Edmund Reed
2	**CMS**	John Finnemore, Jason Zemmel
	Goodwin Procter	Richard Lever
	Hogan Lovells	John Connell, Ed Harris
	Mayer Brown	James West
	Pinsent Masons	Edward Stead
	HIGHLY RECOMMENDED	
1	**Baker McKenzie**	David Allen
	Dentons	Stephen Levy, Brian Moore, Nicholas Plant
	Eversheds Sutherland	James Trevis
	Jones Day	Patrick Stafford
	Squire Patton Boggs	Paul Mann
	Taylor Wessing	Emma Danks, Howard Palmer
2	**Akin Gump Strauss Hauer & Feld**	Sebastian Rice
	McDermott Will & Emery	Fatema Orjela
	Morgan, Lewis & Bockius	Mark Geday
	Norton Rose Fulbright	Sophie O'Connor, Bayo Odubeko
	Osborne Clarke	Alisdair Livingstone, Robert Wood
	Paul Hastings	Anu Balasubramanian
	Stephenson Harwood	Jonathan Pittal
	RECOMMENDED	
	Charles Russell Speechlys	Andrew Clarke, David Coates, Adrian Mayer
	Gowling WLG	Ian Piggin
	Herbert Smith Freehills Kramer	David D'Souza, John Taylor
	Mishcon de Reya	Nadim Meer
	Proskauer Rose	Steven Davis
	Reed Smith	Phillip Taylor
	Watson Farley & Williams	Chris Kilburn

UNITED KINGDOM

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	Clifford Chance	Nelson Jung, Alex Nourry
	Freshfields	James Aitken, Rod Carlton, Alastair Chapman, Alex Potter, Simon Priddis
	Linklaters	Natura Gracia, Bruce Kilpatrick
	Slaughter and May	Claire Jeffs, Bertrand Louveaux
	EXCELLENT	
	A&O Shearman	Philip Mansfield, Matthew Readings
	Ashurst	Duncan Liddell, Nigel Parr
	Herbert Smith Freehills Kramer	Stephen Wisking
	HIGHLY RECOMMENDED	
1	**Cleary Gottlieb Steen & Hamilton**	Maurits Dolmans, Jackie Holland, Nicholas Levy
	Hogan Lovells	Christopher Hutton, Suyong Kim
	Macfarlanes	Tom Usher, Malcolm Walton
	Norton Rose Fulbright	Ian Giles
2	**Addleshaw Goddard**	Mark Molyneux
	Baker McKenzie	Luis Gomez, Samantha Mobley
	Latham & Watkins	David Little, Jonathan Parker
	RECOMMENDED	
1	**Bryan Cave Leighton Paisner**	Andrew Hockley
	CMS	Brian Sher
	Eversheds Sutherland	James Lindop
	Kirkland & Ellis	Alasdair Balfour, Paula Riedel
	Pinsent Masons	Angelique Bret
	Travers Smith	Nigel Seay
2	**Bristows**	Sophie Lawrance
	Dentons	Chris Graf
	DLA Piper	Matt Evans
	Euclid Law	Oliver Bretz, Andrea Zulli
	Reed Smith	Marjorie Holmes
	Simmons & Simmons	Satyen Dhana
	VALUABLE PRACTICE	
	Covington & Burling	James Marshall, Johan Ysewyn
	Gibson, Dunn & Crutcher	Ali Nikpay
	Jones Day	Nicholas Cotter
	Morgan, Lewis & Bockius	Frances Murphy
	Sidley Austin	Ken Daly
	White & Case	Marc Israel
	Willkie Farr & Gallagher	Rahul Saha

VENTURE CAPITAL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Goodwin**	David Mardle, Sophie McGrath
	Orrick, Herrington & Sutcliffe	Christopher Grew, Ylan Steiner
2	**Bird & Bird**	Struan Penwarden
	Osborne Clarke	Robert Wood, Mathias Loertscher
	Taylor Wessing	Howard Palmer
	EXCELLENT	
	Cooley	Aaron Archer, Ryan Naftulin
	Latham & Watkins	Shing Lo, Robbie McLaren, Mike Turner
	Shoosmiths	Alastair Peet
	HIGHLY RECOMMENDED	
	Brown Rudnick	Mark Dorff, Neil Foster
	CMS	John Finnemore, Tony Waller
	Covington & Burling	Gregor Frizzell, James Gubbins
	Marriott Harrison	David Strong
	Mishcon de Reya	Charles Fletcher, Chris Keen
	Withers	James Shaw
	RECOMMENDED	
1	**Ashfords**	Chris Dyson, Rory Suggett
	Dentons	Joseph Altendorff
	Fladgate	Howard Watt
	Harbottle & Lewis	Tony Littner
	Mills & Reeve	Zickie Lim
2	**Bristows**	Iain Redford
	Browne Jacobson	Mike Jackson, Jon Snade
	DLA Piper	Luca Gori, Jon Kenworthy
	Gowling WLG	Ian Piggin
	Penningtons Manches Cooper	James Went
	Sheridans	Nick Crabtree
	White & Black Legal	John Allen

AFRICA

TUNISIA

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BUSINESS LAW

Best Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Adly Bellagha & Associés	Adly Bellagha
Cabinet Donia Hedda Ellouze	Donia Hedda Ellouze
Caïd Essebsi & Ben Salem Law Firm	Fakher Ben Salem, Slah Eddine Caïd Essebsi
Meziou Knani & Khlif	Ghazi Meziou
EXCELLENT	
Boussayene Knani & Associates	Youssef Knani
Eversheds Sutherland El Heni	Fares Koussay El Heni
Ferchiou & Associés	Rym Ferchiou, Omar Ferchiou
Gallala Law Firm	Zied Gallala
Global Lawyers North Africa In Partnership With Gide	Anis Jabnoun
Jurismed	Maya Boureghda Chebeane
HIGHLY RECOMMENDED	
Dentons Zaanouni Law Firm & Associates	Mohamed Zaanouni
El Ajeri Lawyers	Mohamed Lotfi El Ajeri
Juris Affaires	Sahbi Bouderbala, Slim Bouderbala, Taoufik Bouderbala, Faten Guemri
Kallel & Associates	Sami Kallel
Kammoun & Kallel	Ahmed Kallel
Malouche Avocats & Associés	Slim Malouche
RECOMMENDED	
Achour Law Firm	Abdelmonem Achour
Bennani & Associés	Lamia Harguem
Chafter Raouadi Law Firm	Elyes Chafter
Dakhlaoui Avocats	Salah Dakhlaoui

ASIA

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INVESTMENT & EXITS

Best Venture Capital Firms

Firms are ordered alphabetically

FIRM	SECTOR
5Y Capital	Enterprise Applications, Life Sciences and more
Axia8 Ventures	Blockchain and Crypto Industry
Bangsheng Capital	Technology, Media and Telecommunication
Chenshan Capital	Internet Industry and data
China Growth Capital	SaaS, fintech, online education, consumer internet, life science
DCM	Consumer, Enterprise, Healthcare, Fintech, Deep Tech
Fortune Capital	Information technology, Manufacturing, Energy Conservation, Evironmental, Healthcare, Enterprise, cultural Media.
Gaocheng Capital	Enterprise Software and Technology-enabled services
Gaorong Capital	TMT, including AI and frontier technologies
GGV Capital	Internet, enterprise tech, smart tech
GSR Ventures	AI-enabled enterprise software, Consumer platforms and Healthcare technology
Hillhouse Capital Group	Technology, Consumer, Healthcare, and Financials services
IDG Capital Partners	TMT, new forms of consuption and services, consumer and entertainment, healthcare, clean energy
K2VC	Technology, new energy, advanced manufacturing, software
Legend Capital	Enterprise Software, financial Services
Lightspeed China Partners	Internet, mobile, services
Lilly Asia Ventures	Biopharmaceuticals, Medical devices, Diagnostics, Healthcare
Matrix Partners	Software, enterprise software, mobile, financial tech, e-commerce
MSA Capital	Biotechnology, Enterprise-facing core technology, and Consumer sectors
Northern Light Venture Capital	TMT, advanced technology, healthcare
Qiming Venture Partners	Consumer internet, internet technology, healthcare, cleantech
Sequoia Capital China	Fintech, healthcare, outsourcing, technology
Shenzhen Capital Group	Technology, media, biopharmaceuticals
Shunwei Capital	Telecommunications, digital media, video games, rural internet, financial technology
Sinovation Ventures	Internet, mobile computing, software, robotics, education sectors
Source Code Capital	Media, entertainment, consumer services, enterprise, finance, retail, housing, education, healthcare
ZhenFund	Internet, technology, education, artificial intelligence, healthcare

CHINA

CORPORATE / M&A

Best International Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Clifford Chance**	Andrew Crook, Terence Foo, Kelly Gregory
2	**Freshfields**	Alan Wang
	Skadden, Arps, Slate, Meagher & Flom	Peter Huang, Haiping Li, Jonathan Stone, Paloma Wang, Yuting Wu
	EXCELLENT	
	A&O Shearman	Victor Ho, Jack Wang
	Baker McKenzie FenXun	Bee Chun Boo, Howard Wu, Tracy Wut
	Kirkland & Ellis	David Patrick Eich, Jesse Sheley, Peng Yu
	Leaf	Bruno Grangier
	Linklaters	Matthew Middleditch, John Xu
	M.J.F Bonnici Law Firm	Matthieu Bonnici
	Paul Weiss Rifkind Wharton & Garrison	Greg Liu, Judie Ng Shortell
	Simpson Thacher & Bartlett	Ian Ho, Celia Lam, Yang Wang
	HIGHLY RECOMMENDED	
	Cleary Gottlieb Steen & Hamilton	Denise Shiu
	Davis Polk & Wardwell	Miranda So, Annie Yan
	DLA Piper	Roy Chan, Luke Gannon, Qiang Li
	Eversheds Sutherland	Charles Butcher, Jack Cai, Dickson Ng
	Herbert Smith Freehills Kramer	Matt Emsley, Nanda Lau, Jason Sung
	Hogan Lovells	Jun Wei, Liang Xu
	Latham & Watkins	Simon Cooke
	Morrison & Foerster	Thomas Chou, Paul McKenzie, Chuan Sun

Norton Rose Fulbright	Sun Hong, Jerry Li, Tom Luckock, Lynn Yang
O'Melveny & Myers	Ke Geng, Walker Wallace
Orrick Herrington & Sutcliffe	Jie Jeffrey Sun, Jinsong Zhang
Paul Hastings	Raymond Li, Fang Pei, David Wang
Slaughter and May	Lisa Chung
Weil, Gotshal & Manges	Charles Ching
White & Case	Vivian Tsoi, Alex Zhang
RECOMMENDED	
Ashurst	Michael Sheng
Bird & Bird	Shan Lai, John Shi
CMS	Ulrike Glueck
Gibson, Dunn & Crutcher	Fang Xue
K&L Gates	Simon Poh, David Tang
Pinsent Masons	Wei Liu
Reed Smith	Denise Jong, Eric Lin
Sidley Austin	Zhengyu Tang

M.J.F BONNICI LAW FIRM: CHINESE MARKET SPECIALISTS

Matthieu Bonnici

Key Figure(s): Matthieu Bonnici
Etablished: 2019

Track record: MJF Bonnici Law Firm, a French firm with an experienced team of international lawyers, has expertise in matters pertaining to China's Greater Bay Area, which includes Hong Kong and Guangzhou. With over 20 bi-cultural professionals, the firm is renowned for its entrepreneurial approach, particularly in the context of China's evolving technological and economic landscape.

Team & differentiation: Led by Matthieu Bonnici, who has over 15 years of top international legal experience in the United States and United Kingdom to his name, MJF Bonnici Law Firm specializes in M&A, reorganizations and corporate matters, notably in the tech sector. Bonnici mentors entrepreneurs and startups in the Chinese market, showcasing BLF's unique expertise.

LEAF: CROSS-CULTURAL TEAM OF M&A EXPERTS

Bruno Grangier

Key Figure(s): Bruno Grangier
Established: 2012

Track record: With a strong Sino-European team located in China, Leaf's M&A practice advises in cross-border transactions, legal finance and negotiations. The firm's lawyers include Chinese natives and international profiles. They have also been approved by the Ministry of Justice in China. Leaf's transaction team assisted GL Events in its capital injection.

Team & differentiation: With offices in Shanghai and Paris, Leaf was founded by Bruno Grangier, a French lawyer who's been based in China for two decades. He specializes in M&A transactions, both public and private, in the Chinese market. He mainly assists mid-cap businesses as well as international corporations through the provision of innovative solutions.

CHINA

PRIVATE EQUITY

Best International Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Kirkland & Ellis**	Gary Li, Jesse Sheley
	Simpson Thacher & Bartlett	Ian Ho, Jonathan Hwang, Jin Hyuk Park, Erik Ping Wang
2	**Clifford Chance**	Andrew Crook, Terence Foo
	Morrison & Foerster	Thomas Chou, Marcia Ellis
	Weil, Gotshal & Manges	Charles Ching
	EXCELLENT	
	Latham & Watkins	Simon Cooke
	Linklaters	Betty Yap
	Paul Hastings	Vivian Lam, Fang Pei, David Wang
	Paul Weiss Rifkind Wharton & Garrison	Greg Liu, Judie Ng Shortell
	Skadden, Arps, Slate, Meagher & Flom	Peter Huang, Haiping Li, Jonathan Stone, Yuting Wu
	HIGHLY RECOMMENDED	
	A&O Shearman	Wayne Lee, Jean Ye, Li Chen
	Baker McKenzie FenXun	Derek Poon, Hong Zhang
	Davis Polk	Miranda So
	DLA Piper	Luke Gannon, Stewart Wang
	Freshfields	Simon Weller
	Gibson, Dunn & Crutcher	Brian Schwarzwalder
	Goodwin Procter	Douglas Freeman, Yash Rana
	O'Melveny & Myers	Ke Geng, Walker Wallace
	Orrick Herrington & Sutcliffe	Jie Jeffrey Sun, Jeff Zhang
	Ropes & Gray	Oliver Nip
	Sidley Austin	Constance Choy, Raymond Oh
	White & Case	Daniel Yeh, Alex Zhang
	RECOMMENDED	
	Cleary Gottlieb Steen & Hamilton	Denise Shiu
	Cooley	Patrick Loofbourrow, Christina Zhang
	Hogan Lovells	Stephanie Tang, Don Williams
	Mayer Brown	David Ellis, Mark Uhrynuk, Ricky Yiu
	Morgan Lewis	Maurice Hoo

MERGER CONTROL

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Clifford Chance	Yong Bai
Freshfields	Ninette Dodoo, Alastair Mordaunt
Linklaters	Arthur Peng, Fay Zhou
EXCELLENT	
A&O Shearman	Vivian Cao
Baker McKenzie FenXun	Stephen Crosswell
Hogan Lovells	Adrian Emch
Jones Day	Peter Wang
HIGHLY RECOMMENDED	
Herbert Smith Freehills Kramer	Adelaide Luke
Skadden, Arps, Slate, Meagher & Flom	Andrew Foster
CMS	Ulrike Glueck, Kevin Wang
Norton Rose Fulbright	Marc Waha
O'Melveny & Myers	Philip Monaghan
Slaughter and May	Natalie Yeung
RECOMMENDED	
Eversheds Sutherland	Jocelyn Chow
Gibson, Dunn & Crutcher	Sébastien Evrard
Gide	David Boitout, Jiannian Fan, Min Guo

INDIA

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M&A

Best Investment Banks & Consulting Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Avendus Capital	Pankaj Naik, Anshul Agarwal, Anshul Gupta
Ernst & Young	Ajay Arora, Kuljit Singh
Standard Chartered Bank	Sujay Shah
EXCELLENT	
Goldman Sachs	Devarajan Nambakam, Sudarshan Ramakrishnan
O3 Capital	Prasanna Bora, Gautam Jaggi, Shashank Pandey, Srikanth Kannan
PwC	Dinesh Arora
Singhi Advisors	Mahesh Singhi
HIGHLY RECOMMENDED	
Axis Capital	Atul Mehra, Suraj Krishnaswamy
Edelweiss	Rashesh Shah, Venkat Ramaswamy, Gopal Agrawal
HDFC Bank	Rakesh Singh
Kotak Investment Banking	Sourav Mallik, S. Ramesh, V. Jayasankar

M&A

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	AZB & Partners	Ajay Bahl, Zia Mody, Ashwath Rau
	Cyril Amarchand Mangaldas	Reeba Chacko, Nivedita Rao, Cyril Shroff
	JSA	Vivek Chandy, Shivpriya Nanda
	Khaitan & Co.	Bharat Anand, Rabindra Jhunjhunwala, Haigreve Khaitan
	Shardul Amarchand Mangaldas & Co.	Akshay Chudasama, Raghubir Menon, Shardul Shroff
	Trilegal	Sridhar Gorthi, Yogesh Singh
	EXCELLENT	
1	**IndusLaw**	Manish Gupta, Suneeth Katarki, Srinivas Katta
	TT&A	Feroz Dubash, Kunal Thakore
	S&R Associates	Rajat Sethi
2	**DSK Legal**	Aparajit Bhattacharya, Anand Desai
	Luthra and Luthra Law Offices	Jay Parikh, Sudipta Routh
	HIGHLY RECOMMENDED	
	Bharucha & Partners	Alka Bharucha
	Fox Mandal	Jeevanandham Rajagopal
	Kochhar & Co.	Rohit Kochhar
	Lexcounsel	Seema Jinghan, Dimpy Mohanty
	Lumiere Law Partners	Nageshwar Rao, Kamal Sawhney
	Phoenix Legal	Manjula Chawla, Abhishek Saxena
	Samvad Partners	Vineetha MG
	Saraf and Partners	Vaibhav Kakkar, Mohit Saraf
	Spice Route Legal	Praveen Raju
	Touchstone Partners	Karam Daulet-Singh
	Vaish Associates	Bomi Daruwala
	Veritas Legal	Abhijit Joshi
	RECOMMENDED	
1	**ALMT Legal**	S. Arun, Aliff Fazelbhoy
	Argus Partners	Krishnava Dutt
	Dentons Link Legal	Nusrat Hassan
	Desai & Diwanji	Aneesh Gupte, Manoj Menon
	Economic Laws Practice	Suhail Nathani
	Hsa Advocates	Soumya Kanti De Mallik
	Majmudar & Partners	Rukshad Davar, Akil Hirani
	Nishith Desai Associates	Nishchal Joshipura
	Singhania & Partners	Ravi Singhania
	Tatva Legal	Dilip N.K.
	Wadia Ghandy & Co.	Ashish Ahuja
2	**BTG Aadvaya**	Xerxes Antia, Vikram Jeet Singh, Juhi Mehta, Ramesh Vaidyanathan
	Chadha & Co.	Namita Chadha, Rahul Chadha
	Clasis Law	Mugdha Potnis
	Dhir & Dhir Associates	Alok Dhir, Guranpreet Singh Sarna
	Dua Associates	Cr DUA, Manoj Menon
	Jerome Merchant + Partners	Vishnu Jerome
	Kanga & Company Advocates	Preeti Mehta
	Obhan & Associates	Ashima Obhan
	P&A Law Offices	Anand Pathak
	Rajani Associates	Prem Rajani

INDIA

PRIVATE EQUITY

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	AZB & Partners	Ajay Bahl, Zia Mody, Ashwath Rau
	Cyril Amarchand Mangaldas	Ravindra Bandhakavi, Reeba Chacko, Cyril Shroff
	Khaitan & Co.	Haigreve Khaitan, Siddharth Shah
	Shardul Amarchand Mangaldas & Co.	Raghubir Menon
	Trilegal	Yogesh Singh
	EXCELLENT	
	IndusLaw	Gaurav Dani, Kartik Ganapathy
	JSA	Vikram Raghani
	HIGHLY RECOMMENDED	
1	**Nishith Desai Associates**	Nishchal Joshipura
	Samvad Partners	Vineetha MG
	S&R Associates	Viral Mehta
	Veritas Legal	Abhijit Joshi
2	**ALMT Legal**	Dhanya Menon, Statira Ranina
	Bharucha & Partners	Vandana Pai
	DSK Legal	Aparajit Bhattacharya
	Economic Laws Practice	Sujjain Talwar
	Majmudar & Partners	Akil Hirani
	Quillon Partners	Ankit Majmudar
	RECOMMENDED	
	Begur & Partners	Rajesh Begur
	Dua Associates	Manoj Menon
	Luthra and Luthra Law Offices	Deepak THM
	Phoenix Legal	Abhishek Saxena
	Tatva Legal	Dilip N.K.
	Vertices Partners	Vinayak Burman
	VALUABLE PRACTICE	
	AP & Partners	Moksha Bhat
	Dentons Link Legal	Nusrat Hassan
	Spice Route Legal	Praveen Raju
	Stratage Law	Darshan Upadhyay
	Wadia Ghandy & Co.	Ashish Ahuja

MERGER CONTROL

Best Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
	AZB & Partners	Gaurav Bansal, Bharat Budholia, Hemangini Dadwal
	Cyril Amarchand Mangaldas	Avaantika Kakkar
	Khaitan & Co.	Manas Kumar Chaudhuri
	Shardul Amarchand Mangaldas & Co.	Harman Sandhu, Pallavi Shroff, Shweta Shroff Chopra
	EXCELLENT	
	Chandhiok & Mahajan	Karan Singh
	Economic Laws Practice	Ravisekhar Nair, Suhail Nathani
	JSA	Vaibhav Choukse
	Trilegal	Nisha Uberoi
	HIGHLY RECOMMENDED	
1	**DSK Legal**	Anand Desai
	P&A Law Offices	Anand Pathak
	TT&A	Sonam Mathur
	Samvad Partners	Arjun Krishnan
2	**Dentons Link Legal**	Atul Sharma
	Dua Associates	Gautam Shahi
	Gaggar And Partners	Monica Lakhanpal
	IndusLaw	Avimukt Dar
	Kochhar & Co.	Chandrasekhar Tampi
	Lakshmikumaran & Sridharan	Charanya Lakshmikumaran, Neelambera Sandeepan
	Luthra and Luthra Law Offices	Gurdev Bhatia
	Majmudar & Partners	Rukshad Davar
	Phoenix Legal	Abhishek Saxena
	S&R Associates	Viral Mehta
	Sarvada Legal	Abir Roy
	Touchstone Partners	Vinod Dhall

JAPAN

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CORPORATE / M&A

Best International Law Firms

In each tier, the firms are ordered alphabetically

	FIRM	KEY FIGURE(S)
	LEADING	
1	**Morrison & Foerster**	Ken Siegel, Gary Smith
2	**A&O Shearman**	Nick Wall
	Baker McKenzie (Gaikokuho Joint Enterprise)	Hiroshi Kondo, Akifusa Takada
	Davis Polk & Wardwell	Kenneth Lebrun
	White & Case	Nels Hansen, Brian Strawn, Jun Usami
	EXCELLENT	
1	**Herbert Smith Freehills Kramer**	Graeme Preston
2	**DLA Piper Tokyo Partnership Gaikokuho Kyodojigyo Horitsu Jimusho**	Masahiko Ishida, Lance J Miller
	Linklaters	Tracy Whiriskey
	HIGHLY RECOMMENDED	
	Clifford Chance	Michihiro Nishi, Natsuko Sugihara
	Freshfields	Takeshi Nakao
	Latham & Watkins Gaikokuho Joint Enterprise	Ivan Smallwood
	Orrick, Herrington & Sutcliffe	Hiroki Sugita
	Ropes & Gray	Tsuyoshi Imai

Simpson Thacher & Bartlett	Ian Ho, Noritaka Kumamoto
Skadden, Arps, Slate, Meagher & Flom Japan	Mitsuhiro Kamiya, Kenji Taneda
Squire Gaikokuho Kyodo Jigyo Horitsu Jimusho	Stephen Chelberg
RECOMMENDED	
Ashurst	Natsuko Ogawa
Jones Day	Chris Ahern
K&L Gates	Ryan Dwyer, Eric Sedlak
Mayer Brown	Rupert Burrows, Gordon Palmquist
Morgan, Lewis & Bockius	Motonori Araki
Norton Rose Fulbright	Sam Inohara
Paul Hastings Foreign Law Joint Enterprise	Toshiyuki Arai
Paul, Weiss, Rifkind, Wharton & Garrison	Kaye N Yoshino, Tong Yu

MERGER CONTROL

Best International Law Firms

In each tier, the firms are ordered alphabetically

FIRM	KEY FIGURE(S)
LEADING	
Baker McKenzie (Gaikokuho Joint Enterprise)	Junya Ae, Akira Inoue
White & Case	Toshio Dokei
EXCELLENT	
Morrison & Foerster	Rony Gerrits
Jones Day	Hiromitsu Miyakawa
HIGHLY RECOMMENDED	
A&O Shearman	Masahisa Ikeda, Toshiro Mochizuki, Kana Morimura
Clifford Chance	Masafumi Shikakura
Freshfields	Kaori Yamada

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EPP empowers entrepreneurs to navigate complex transactions with confidence

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Interview with
ULRICH MARTIN
German attorney-at-law,
EPP RECHTSANWÄLTE AVOCATS

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and
PIERRE OTTO
French attorney-at-law,
EPP RECHTSANWÄLTE AVOCATS

EPP Rechtsanwälte Avocats is a boutique law firm specializing in cross-border transactions between France and Germany. Highly attuned to today's business challenges, the firm supports clients in their international asset acquisitions and sales – opportunities that can benefit entrepreneurs, whatever their company's stage of development.

LEADERS LEAGUE: What forms of asset deals are common in France and Germany?
Ulrich Martin: The French and German legal systems take different approaches to asset deals. Unlike German law, French law draws a distinction between the isolated sale of assets and the transfer of a *fonds de commerce* (business as a going concern).

What's the difference between an isolated asset sale and a *fonds de commerce* transfer in French law?
Pierre Otto: Under French law, an isolated asset sale involves the transfer of one or more assets related to a commercial activity. These may include real estate (e.g., land, buildings), tangible personal property (e.g., machinery, inventory), intangible assets (e.g., patents, trademarks, software), or contractual rights (e.g., agreements, receivables). Articles 1327 *et seq.* of the French Civil Code also allow for the transfer of debt, provided certain requirements are abided.
However, if the sale effectively includes the transfer of clientele – meaning the seller's customer base – the transaction is legally considered a *fonds de commerce* transfer. This classification triggers a specific legal regime, including employee notification obligations under the so-called Hamon Law, registration duties, creditor opposition rights as well as automatic transfer of employment contracts linked to the business.

How can you tell if clientele is required to be transferred along with the assets?
PO: Clientele (*Kundschaft* in German) refers to the group of people who regularly buy from – or use the services of – a merchant. Generally, all tangible and intangible movable elements tied to a commercial activity may be considered carriers of clientele. The nature of those assets can vary by business type. In industrial sectors, equipment and tools may be the main assets attracting clientele. In retail, it's more often the trademark. In online commerce, the domain name often serves this purpose. Regardless of how many business components are sold, if clientele is effectively transferred, the entire *fonds de commerce* is considered sold.

How does German law treat asset sales and how does it differ from the way they are treated under French law?
UM: German law does not have a direct equivalent to the French concept of *fonds de commerce*. Asset deals in Germany typically involve detailed contractual arrangements specifying the assets or business segments being transferred. Additionally, German law provides for the automatic transfer of employment contracts when business operations are sold, under the concept of *Betriebsübergang* (business transfer).

"Unlike German law, French law draws a distinction between the isolated sale of assets and the transfer of a *fonds de commerce* (business as a going concern)"

What law applies to an international asset deal?
UM: In principle, the parties are free to choose the law governing an asset sale agreement, except for certain categories like real estate, which are governed by mandatory local law. In French private international law, the applicable law for a business sale depends on the location where the business interacts with its clientele. Regardless of the law chosen, public policy rules still apply. For instance, French registration duties are generally

due on (i) agreements executed in France (even for foreign assets) and (ii) the transfer of certain assets located in France – such as real estate, *fonds de commerce*, clientele, lease rights, and trademarks registered with the INPI – regardless of where the agreement is signed or the nationality of the contracting parties.

Why should an entrepreneur consider buying assets abroad?

PO: An asset deal takes on an international character as soon as either the assets or the parties are located in different countries. Such deals can be relevant at any stage of a company's life cycle: prior to incorporation, during expansion or diversification, or even during financial restructuring or liquidation. In today's environment, cross-border asset deals between France and Germany can open up new possibilities for entrepreneurs facing limited options domestically. Within EPP's Franco-German focus, it's evident that French and German industries remain highly complementary. A French entrepreneur, for instance, could use the acquisition of German assets or a business to diversify in France or enter the German market – and vice versa.

What are the best practices to observe when conducting international asset deals?

PO: Negotiating in both parties' native languages and drafting bilingual contracts has proven highly effective when it comes to avoiding misunderstandings. What's more, involving the business owners themselves in negotiations helps ensure that commercial priorities are well grasped. The legal professionals can then refine the legal language and formalize the details as required. It's also essential to assess whether foreign investment control regulations apply. In France, Articles L. 151-3 *et seq.* of the Monetary and Financial Code govern acquisitions of all or part of a business operating in sensitive sectors (such as defense, security, energy) by foreign entities. Finally, careful structuring is crucial, particularly due to the risk of creating a so-called permanent establishment in the target country, which would trigger local tax and accounting obligations. In German law, a *Betriebsstätte* (permanent establishment) is deemed to exist when a foreign business has a fixed place of operations in Germany.

What makes EPP especially well-placed to help those engaging in international asset deals?

UM: Thanks to our deep expertise in both the French and German legal systems, EPP Rechtsanwälte Avocats is able to empower entrepreneurs to navigate complex asset transactions with confidence. Whether launching a new venture or adapting to market pressures, international asset deals can serve as powerful tools for transformation, and EPP is the trusted legal partner to make them happen. ◆

"In today's climate, buying and selling assets between France and Germany can offer a breath of fresh air for entrepreneurs in both countries"

Distressed M&A: Acquisition Opportunities in Times of Insolvency

In today's corporate world, volatility is a fact of life. But one company's insolvency crisis is another's distressed M&A opportunity. Albrecht Lutterbeck and Jacob Ampofo explain how Preu Bohlig guides clients through every aspect of the legal and strategic challenges associated with distressed M&A acquisitions.

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ALBRECHT LUTTERBECK
Partner

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JACOB AMPOFO
Associate

ABOUT THE AUTHORS

Albrecht Lutterbeck counsels and litigates in the field of company and commercial law. His areas of specialization encompass restructuring, conflict resolution among partners and drafting and negotiating of commercial contracts. A distinguished figure in German legal circles, he delivers advice both to medium-sized as well as large-scale enterprises.

Jacob Ampofo advises national and international clients on all aspects of corporate law and litigation, with a particular focus on restructuring, conflict resolution among partners, contract drafting and contract negotiation. Ampofo represents companies, private individuals and public figures in the field of press and media law.

The recent increase in registered corporate insolvencies in Germany is opening doors for competitors to benefit from market consolidation. Acquisitions arising out of insolvency can be advantageous in that they allow investors to acquire businesses (or parts of them) and valuable assets without legacy liabilities. However, tight windows to get deals done, lack of seller warranties and high demands on financing and contract structuring call for precise legal guidance.

The acquisition of businesses or business units out of insolvency – commonly referred to as distressed M&A – gives investors the chance to selectively acquire valuable assets. Unlike traditional share deals, asset deals allow buyers to cherry-pick desired assets, such as patents, trademarks or equipment, while leaving liabilities and unprofitable divisions behind in the insolvency estate. This advantage, however, is often not as cut and dried as it first appears, and comes with significant legal complexity for the buyer.

Tight timeframes

Insolvency transactions are time-sensitive. During the preliminary insolvency phase – typically lasting three months – the insolvency administrator evaluates the potential realization of individual assets and often reaches out to potential investors. Bidding procedures frequently begin even before formal insolvency proceedings are opened, and therefore require fast decisions. For acquisitions of entire companies, the period between signing and closing is short due to financial pressures; ongoing costs (e.g., rent, salaries, supplier invoices) must be covered. Buyers must therefore secure not only the purchase price but also sufficient liquidity to ensure business continuity, since turning around the fortunes of a company starts with ensuring its short-term viability. Banks and investors expect prospective buyers to present robust plans that address both acquisition and operations.

"Successful distressed M&A transactions require precision in contracts, expertise in IP law and deep familiarity with insolvency proceedings"

Opportunities in partial acquisitions

While share deals are possible, they entail assuming all liabilities, including hidden risks. Asset deals are often more attractive, enabling the buyer to focus on profitable elements while avoiding burdens. Tax advantages may also arise from asset depreciation. Yet this requires clear contractual drafting, especially for licenses, which must be insolvency proof and transferable. Assessing patents or other IP rights demands specialist expertise in intellectual property law.

Initially, the insolvent company is represented by its management and a preliminary insolvency administrator. Once

BY ALBRECHT LUTTERBECK AND JACOB AMPOFO,
PREU BOHLIG & PARTNER

KEY POINTS

- Distressed M&A purchases give investors the chance to cherry-pick valuable assets
- These deals come with significant legal complexity for the buyer
- On top of the purchase price, sufficient liquidity is required to ensure business continuity
- Administrators may have special powers to terminate contracts or lay off employees
- Tax advantages for arise from asset depreciation
- Successful distressed M&A transactions require precision in contracts
- Due diligence must be thorough yet adapted to compressed timelines
- Acquisitions by foreign buyers may trigger a foreign-investment review

proceedings are formally opened, the administrator usually becomes the sole legal representative. As part of the sale preparation, the administrator evaluates which assets are valuable and whether a transfer restructuring (sale to an investor) is feasible. Using special powers, administrators may terminate contracts or lay off employees to make the acquisition more attractive. Buyers must therefore negotiate such measures in advance.

Due diligence specifics

Unlike traditional M&A deals, insolvency administrators typically provide no warranties or indemnities and limit liability to the minimum. Buyers thus assume full risk regarding the value of acquired assets. Given that due diligence must be thorough yet adapted to compressed timelines, it is vital that an investor's legal representation have outstanding expertise in this domain. What's more, administrators may lack complete or reliable data, further complicating the process.

"Acquisitions arising out of insolvency can allow investors to acquire valuable assets without legacy liabilities"

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For technology-driven companies or those with sensitive assets, acquisitions by foreign buyers may trigger a foreign-investment review on the part of the authorities. These reviews consume valuable time and can delay or even jeopardize transactions if not anticipated. In practice, ministries may extend reviews beyond statutory deadlines. Only a carefully prepared filing can minimize delays and ensure transactional security.

Interdisciplinary advice as the key

Successful distressed M&A transactions require precision in contracts, expertise in IP law and deep familiarity with insolvency proceedings. Our clients benefit from our position at the intersection of corporate and IP law, as well as from our established network of insolvency administrators and public procurement experts.

Acquisitions out of insolvency, especially asset deals, offer attractive opportunities to acquire valuable businesses or business units, usually for a price significantly lower than if the target was in better financial health. At the same time, they are highly complex, requiring the fast action, legal precision and interdisciplinary expertise that Preu Bohlig & Partner manages with creativity, attention to detail and broad experience. ◆

M&A success depends on the ability to navigate local business culture, trusted relationships and strong employee representation

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Interview with
MERITXELL ROCA ORTEGA
Partner, **PAVIA E ANSALDO**

Meritxell Roca Ortega outlines the key legal and strategic considerations for foreign investors entering the Spanish M&A market, focusing particularly on deal structuring, due diligence and cross-border complexities between Italy and Spain. She also offers guidance to corporate executives preparing for acquisitions or divestments in Spain in 2025.

LEADERS LEAGUE: What key legal or strategic considerations should foreign investors keep in mind when entering the Spanish M&A market?

Meritxell Roca Ortega: When entering the Spanish M&A market, foreign investors must consider a number of legal and strategic aspects that are essential to the success of the transaction. From a legal standpoint, particular attention should be paid to the foreign direct investment (FDI) regime, which requires prior governmental authorization for acquisitions in sectors deemed strategic, especially when the investor is non-EU or ultimately controlled by a non-EU entity. It is equally important to understand the Spanish corporate framework, which, while standardized, contains specific features in terms of governance, shareholder rights and disclosure obligations that may differ from those in other jurisdictions.

Comprehensive due diligence is critical, not only because of Spain's protective and highly regulated labor environment, but also to identify potential tax, environmental, contractual, and compliance risks. Investors should also be aware of Spain's merger-control rules, which may require clearance from the national competition authority, as well as sector-specific regulations in areas such as energy, finance, telecoms and healthcare. Strategically speaking, success often depends on the ability to navigate local business culture, build trusted relationships and manage integration processes in a labor market with strong employee representation. Careful structuring of the transaction from a tax and regulatory perspective, coupled with thoughtful planning for post-closing integration and exit, is essential for long-term value creation.

How is Pavia e Ansaldo advising clients on deal structuring, due diligence and risk allocation in the current Spanish M&A environment?

Pavia e Ansaldo advises clients in the Spanish M&A market through a legal approach that is both strategic and execution-driven, focusing primarily on transaction structuring, legal due diligence and risk allocation. Our role begins at the earliest stages of a deal, assisting clients in shaping the legal structure most appropriate to the specific regulatory and operational context – whether that involves a share deal, an asset transfer or a joint venture. We pay particular attention to the nuances of Spanish corporate law, foreign investment screening regimes and sector-specific regulations, ensuring full legal compliance from the outset.

Our due diligence process is rigorous and multidisciplinary. We conduct detailed legal audits across corporate, employment, regulatory, intellectual property and environmental matters, drawing on the firm's integrated capabilities in these areas. This allows us to detect and assess legal risks that may affect the transaction's viability or post-closing exposure. Increasingly, we incorporate ESG-related legal assessments, particularly in sectors where regulatory developments are rapidly evolving.

In the negotiation and drafting of transaction documents, we focus on robust risk allocation mechanisms. This includes designing tailored representation and warranties, indemnity provisions, escrow arrangements and clearly defined conditions precedents. We assist both buyers and sellers in defining a contractual framework that anticipates potential legal contingencies and ensures enforceability under Span-

"Our value lies not only in technical legal advice, but in our ability to anticipate and manage the practical complexities that foreign clients – particularly Italian entities investing in Spain or vice versa – routinely encounter"

ish law, while maintaining alignment with international best practices.

Our team's experience in cross-border transactions ensures that foreign clients benefit from a seamless integration between Spanish legal requirements and the broader strategic goals of the deal. This is particularly relevant in transactions that require prior administrative authorization or that involve regulated industries. The objective is always the same: to provide legal certainty, manage risk effectively and support the successful execution of the transaction in Spain.

From your experience advising on cross-border transactions, how does Pavia e Ansaldo add value to clients navigating legal, cultural or regulatory complexities between Italy and Spain?

From our extensive experience advising on cross-border transactions between Italy and Spain, Pavia e Ansaldo adds value by offering clients a fully integrated legal service grounded in deep knowledge of both jurisdictions. With offices in Milan, Rome, Turin, Barcelona and Madrid and a cohesive team of professionals fluent in both legal systems, languages and business cultures, we are uniquely positioned to bridge the operational and legal gaps that often arise in cross-border deals.

Our value lies not only in technical legal advice, but in our ability to anticipate and manage the practical complexities that foreign clients – particularly Italian entities investing in Spain or vice versa – routinely encounter. These may include differences in corporate governance standards, labor law expectations, documentation formalities or regulatory approval processes. We ensure full alignment between the legal frameworks of both countries, while tailoring our advice to the commercial realities and risk profiles of each transaction.

Culturally, we understand how negotiation styles, internal decision-making structures and regulatory attitudes differ between the two jurisdictions. This allows us to preempt friction, facilitate smoother communication among stakeholders and accelerate closing timelines. Clients benefit from our ability to "translate" not only the language, but also the institutional logic behind local legal requirements – something that is often overlooked but critical in cross-border M&A, real estate or corporate restructuring.

Moreover, the internal coordination between our Italian and Spanish teams is immediate and seamless; we do not operate through intermediaries or alliances, but as a single, cohesive firm. This allows us to offer uniform standards of quality, consistency in documentation and a high degree of responsiveness across borders. Ultimately, our role is to reduce friction, ensure legal certainty and enable our clients to operate confidently and efficiently in both markets.

What practical advice would you give to corporate executives preparing for an acquisition or divestment in Spain in 2025?

For corporate executives contemplating an acquisition or divestment in Spain in 2025, legal foresight and jurisdiction-specific execution are essential.

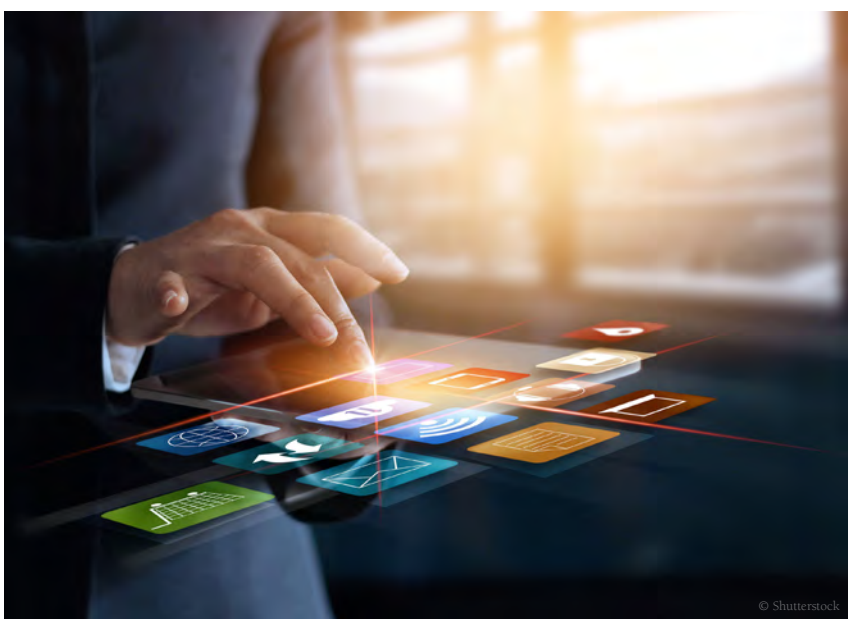
A preliminary assessment should determine whether the transaction is subject to Spain's foreign investment screening regime, particularly where non-EU investors or regulated sectors are involved.

Legal due diligence must be both exhaustive and focused, addressing critical areas such as labor law, environmental liability, licensing and data protection.

Post-closing integration should be managed in full alignment with Spanish labor law.

Ultimately, legal certainty in Spanish M&A requires anticipating regulatory and formal constraints, tailoring transaction documents to local enforceability standards and relying on counsel deeply familiar with Spanish legal institutions. ◆

"Legal foresight and jurisdiction-specific execution are essential for executives planning an acquisition or divestment in Spain"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Transposition Ahead: AIFMD II and the Road for 2026

Jacinto Berdaguer, Nemesio Fernández and Lidia Silva explore the new rules brought by the Directive (EU) 2024/927 ("AIFMD II"), in force since April 15th 2024, and discuss its impact on the alternative investment fund sector and on Spanish fund managers.

ABOUT THE AUTHORS

Jacinto Berdaguer is an associate in Addleshaw Goddard's Madrid funds team. A Spanish qualified lawyer, he graduated with a joint degree in law and business administration from Universidad Autónoma de Madrid. Jacinto advises sponsors and institutional investors on structuring and launching Spanish private capital vehicles.

Nemesio Fernández is an associate in Addleshaw Goddard's Madrid funds team. A lawyer qualified in Spain and Luxembourg, he holds a master's in international advocacy and a master's in access to the legal profession from ISDE Law & Business School. Nemesio advises on structuring and launching Spanish private-capital vehicles across private equity, venture capital and sector funds.

Lidia Silva is an associate in Addleshaw Goddard's Madrid funds team who focuses on investment funds and private capital. She has a dual degree in Spanish and French law from the Panthéon-Sorbonne University and a master's in access to the legal profession from Complutense University of Madrid.

Following the entry into force of Directive (EU) 2024/927 ("AIFMD II") on April 15th 2024, member states of the European Economic Area are required to transpose most of its provisions by April 16th 2026. Introduced as an update to the original AIFMD (Directive 2011/61/EU), the reform aims to address supervisory gaps and regulatory inconsistencies in the alternative investment fund sector.

In this context, Spain's regulatory framework, currently governed by Law 22/2014, will need to be aligned with the AIFMD II covering, inter alia, new provisions on delegations by the managers and funds' loan origination. In particular, Spanish alternative investment fund managers (AIFMs – which, under Spanish law, may include both S.G.E.I.C.s and S.G.I.I.C.s) engaged in cross-border activity or managing loan-originating funds may face stricter compliance obligations and reporting duties.

Loan origination

AIFMD II introduces, for the first time, a harmonized regulatory regime for loan-originating alternative investment funds (AIFs). Importantly, the definition of "loan origination" extends to both direct lending and indirect arrangements involving special-purpose vehicles or third parties, provided the AIFM is involved in structuring or defining the loan's characteristics.

The framework imposes risk retention requirements, concentration limits and restrictions on lending to affiliated entities of the AIFM or its delegates. Moreover, AIFMs are prohibited from pursuing a pure "originate-to-distribute" strategy and must adopt robust credit-risk policies and monitoring procedures. These rules aim to address systemic risk and moral hazard in the private credit market, but also raise operational and compliance challenges for fund managers operating or marketing in Spain or any other EEA jurisdictions. Spain partially anticipated AIFMD II's regulatory approach to loan origination through Article 4 bis of Law 22/2014, which introduced loan-originating closed-ended collective investment undertakings (*entidades de inversión colectiva de tipo cerrado de préstamos*). These entities were already subject to credit risk policies and broad diversification obligations. However, AIFMD II goes further by establishing harmonized rules which Spanish AIFMs will now be required to fully adopt, particularly in the context of indirect lending structures.

"The directive provides a harmonized set of liquidity management tools that managers may use"

AIFMD II introduces a significant departure from the original framework by permitting – under specific conditions and subject to member state discretion – the appointment of a depositary established in another member state. This marks a notable shift from the current position, which generally restricts depositaries to the same jurisdiction as the one of establishment of the relevant AIF.

The evolving regulatory framework enhances the operational flexibility of AIFMs by broadening the scope of ancillary services they may provide. Notably, it introduces two new non-core activities: (i) the administration of benchmarks, and (ii) credit servicing activities. These additions open new routes for business diversification and service integration.

However, the administration of benchmarks is expressly limited in scope – it may not relate to benchmarks used by the AIFs managed by the relevant AIFM, thereby mitigating potential conflicts of interest.

BY JACINTO BERDAGUER, NEMESIO FERNÁNDEZ AND LIDIA SILVA,
ADDLESHAW GODDARD

KEY POINTS

- Directive (EU) 2024/927 ("AIFMD II") introduces rules that will impact Spanish fund managers
- AIFMD II aims to address supervisory gaps and regulatory inconsistencies in the alternative investment fund sector
- AIFMD II establishes a harmonized regulatory regime for loan-originating AIFs
- AIFMD II allows for the appointment of a depositary established in another EU member state
- AIFMD II introduces stricter rules on liquidity management for open-ended AIFs
- Liquidity management has become a formal obligation for managers

Delegation and resources

The changes to delegation under AIFMD II are rooted in the European Securities & Markets Authority's (ESMA) long-standing concerns about excessive reliance on third-country entities, the widespread use of secondment arrangements and white-label providers, and on whether AIFMs have sufficient substance in the EU. While there was some expectation that this could lead to major restrictions, the final text has kept the existing delegation model largely intact. Delegation remains possible and legitimate, but it is now subject to closer scrutiny and a more structured supervisory framework.

The foregoing is translated into new obligations, both at the licensing stage and on an ongoing basis. Authorization applications must now include more detailed disclosures regarding delegation arrangements, and reporting obligations to the relevant national authorities will expand once the implementing measures are in place. These new reporting requirements are expected to apply from 2027, after a transitional period. They will require disclosure of the identity and regulatory status of the delegates, the proportion of assets managed under delegation, the resources retained within the AIFM to oversee these arrangements and the outcome of periodic due diligence reviews over such delegates. In addition, managers will have to provide full portfolio disclosure, covering all markets, instruments, exposures and assets, as well as the EU jurisdictions in which their funds are marketed.

AIFMD II also resolves a long-standing uncertainty around marketing. Where a distributor acts on behalf of the AIFM, its activities are expressly treated as delegation and therefore fall within the AIFMD regime. By contrast, where distribution is carried out by a distributor acting on its own behalf under MiFID II or through life-insurance based investment products, the delegation rules do not apply, even where contractual arrangements exist between the parties. More broadly, AIFMD II clarifies that any AIFM function or ancillary service when performed by a third party on behalf of the AIFM, fall within the scope of the delegation regime.

> **"AIFMD II reform aims to address supervisory gaps and regulatory inconsistencies in the alternative investment fund sector"**

The directive also introduces new substance requirements, stating that at least two natural persons who, on a full-time basis, either are employed by the AIFM or are executive members or members of the management body of the AIFM, and who are domiciled, in the sense of having their habitual residence, in the Union, should be appointed to conduct the business of the AIFM. The Commission has stressed that this should be seen as a minimum, with larger or more complex managers expected to maintain additional resources.

Finally, AIFMD II reinforces a principle that has always underpinned the regime, namely that responsibility for delegated functions cannot be outsourced. The AIFM remains fully accountable for compliance, irrespective of the location or regulatory status of its delegates and must ensure that contractual arrangements effectively transfer the relevant obligations.

Liquidity management tools

AIFMD II introduces stricter rules on liquidity management for open-ended AIFs, requiring managers to include at least one pre-approved liquidity management tool (LMT) in their fund documentation. This measure ensures that every AIF will have a mechanism to deal with periods of market stress and investor outflows, reducing the risk of disorderly asset sales and safeguarding the interests of remaining investors.

The directive provides a harmonized set of LMTs that managers may use, including redemption gates, swing pricing, redemption fees, side pockets and, in extreme cases, suspension of redemptions. Regulators are also empowered to require the activation or deactivation of such tools when necessary. Under AIFMD II, liquidity management becomes a formal obligation for managers, who must put in place robust processes.

ESMA has issued regulatory technical standards (RTS) and guidelines on LMTs, setting out how these tools should be selected and applied consistently by AIFMs. The RTS define their operational features and the guidelines clarify when managers should activate them, taking into account fund strategy.

What's next?

AIFMD II introduces tougher and clearer rules that will impact Spanish fund managers, particularly regarding loan origination, delegation and reporting. While this entails increased upfront effort, it also paves the way for greater transparency and stronger positioning across Europe. Although Spain has yet to begin implementing AIFMD II, with the 2026 transposition deadline approaching, Spanish AIFMs should prioritize reviewing and updating internal policies, risk management frameworks and reporting systems. Close attention to ESMA's upcoming Level 2 and Level 3 measures will be essential to maintain compliance and seize strategic opportunities in cross-border fund management. ◆

The Energy Sector in Spain in 2025: Challenges and Opportunities

In light of Spain's decarbonization commitments and the 2025 blackout, Gonzalo Olivera and Ignacio López Sol examine the sector's principal challenges, the proposed solutions to tackle them and steps, such as the development of green hydrogen and biomethane, designed to achieve Spain's long-term energy and environmental objectives.

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GONZALO OLIVERA
Head of the Energy team

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IGNACIO LÓPEZ SOL
Associate

ABOUT THE AUTHORS

Gonzalo Olivera is the head of the energy team at Addleshaw Goddard in Spain. A lawyer with more than 20 years' experience, Gonzalo is an expert in regulated sectors. His main areas of specialism are energy and infrastructure, while he also advises on other regulated sectors such as water, environment and public contracts.

Ignacio López Sol is an associate in the energy team at Addleshaw Goddard in Spain. With broad experience in regulated sectors, Ignacio focuses on energy and infrastructure matters. He has advised on a number of high-profile energy transactions involving telecommunications, natural resources, public procurement and foreign direct investment.

Within the framework of the Paris Agreement of 2015 and the European Union's Green Deal, Spain has been and is currently implementing efforts to secure the total decarbonization of the economy by 2050. As an interim step, the European Commission has established the goal of reducing net greenhouse gas emissions in the continent by at least 55% by 2030, while it aims to obtain 42.5% of its energetic needs from renewable sources by the same date.

With these objectives in mind, Spain has recognized the need to transform its major economic sectors, whilst promoting renewable energy generation technologies and increasing their share in the country's energy mix. Accordingly, on September 24th 2024, Spain approved an update of its Integrated National Energy and Climate Plan 2023-2030 (PNIEC), which aims to broadly surpass the European Commission's renewable energy goals, having set the objective to obtain 81% of its energetic needs from renewable sources by 2030. As a result, in 2024 and in accordance with data of Red Eléctrica de España, S.A.U.(REE), renewable energy in Spain accounted for 56.8% of the total energy mix and 66% of the total generation installed capacity, with solar and wind technology making up 50% of the total generation installed capacity. Nonetheless, during 2024 and 2025 the sector has faced a number of challenges.

Current context

Stability and predictability are both key factors for the growth of the sector. But despite the Spanish government's efforts in this direction, the current context presents structural and political challenges that have impacted certainty within the sector.

Famously, on April 28th 2025 Spain and Portugal experienced a major blackout that lasted for several hours.

> **"Spain is only surpassed by Germany and France when it comes to biogas potential"**

Although the causes of this blackout are to this day not clear, among the different possible reasons, some experts have found the culprit in the unmanageability of renewable energy, bearing in mind its considerable participation in Spain's energy mix. This could have led the Spanish government to change its stance on certain traditional technology, particularly nuclear and combined cycle plants. Instead, the Spanish government's reaction was to provide the sector with manageability through fostering hybridization with battery energy storage systems (BESS), while maintaining its strong bet on renewables. These aspects, as well as a number of different measures aimed at strengthening voltage control capacity, increasing operational visibility over various system elements, reinforcing the adjustment service framework, increasing electricity demand and facilitating integration of system flexibility, were passed by means of Royal Decree Law 7 on June 24th.

While this law was seen as a reason for optimism among the players in the market, on July 22nd, the Spanish Congress of Deputies repealed it as a result of the current Spanish government's political instability. Nevertheless, the government is working towards other legal tools that would enable some of the measures included in the law to be passed by the end of 2025. In this sense, a draft royal decree has recently been published that includes, among other aspects, the exclusion of certain hybridized BESS from the requirement to obtain a prior environmental assessment and the administrative simplification for the hybridization of BESS using electrochemistry that do not require an environmental impact assessment.

KEY POINTS

- Spain aims to achieve the total decarbonization of its economy by 2050
- By the end of 2023, renewable energy made up over 50% of Spain's energy generation mix
- Recent years have seen advances in renewable gases that will help achieve total decarbonization of the economy
- Spain has introduced measures to address rising energy prices and instability
- Specific legal frameworks are essential to provide investors and developers with legal certainty
- Spain and Portugal experienced a major blackout in 2025, exposing grid vulnerabilities

However, the Draft Royal Decree has not yet been definitively approved.

While this is good news to BESS developers focused on hybridization, specific regulation for both stand-alone and hybrid facilities is still under way.

On another note, the higher participation of renewables in Spain's energy mix has led to a general decrease in wholesale electricity prices, due to the low cost of renewable energy production and renewables cannibalization. In particular, favorable climate for solar production since March has resulted in 404 hours of negative prices in Spain in the first half of 2025. This downward price trend has resulted in lower-than-expected returns on investment for developers, difficulties in project financing, and a decline in both M&A transactions involving renewable assets and their valuation, with solar energy production being more significantly impacted than wind energy projects.

Such price trends must be analyzed together with renewable energy curtailment. Penetration of renewables in the market has grown disproportionately in relation to electricity grid development (the underdevelopment of which was underlined by the major black-out). As a consequence, curtailment exceeded 5 GW in 81% of the total negative hourly prices, with some forecasts estimating that during the summer of 2025 solar curtailment will amount to 1.5 GW, while this figure raises to 2.4 GW for the 2026 forecast (mainly caused by the insufficiency of BESS installed capacity).

With regard to other energy vectors, Spain has advanced its legal framework for renewable gasses with two 2025 regulations issued by the Spanish National Commission on Markets and Competition (CNMC) which establishes access and capacity allocation rules for the natural gas system; and a 2025 CNMC resolution establishing the procedure for managing requests and contracting the connection of renewable gas production plants to the natural gas transmission or distribution network. These regulations address access and connection for biomethane and green hydrogen, among other renewable gasses. Therefore, despite the challenges, there are reasons for optimism for players in the market.

"Stability and predictability are both key factors for the growth of the sector"

Looking ahead

One reason for optimism is the ambitious Spanish goal for BESS deployment. In addition to relieving grid-congestion, BESS could improve the profitability of renewables through its manageability (especially in the case of hybridized BESS), as it allows for timely distribution of renewable influx into the transmission and distribution grids, which would permit injection of renewable energy at more profitable hourly frames. In addition, the Spanish government's intention is for BESS to participate in all ancillary services currently existing in the market, as well as the future voltage control market, which could translate into the financial viability of these projects.

Increased demand for electricity is a key factor in the Spanish government's plan to provide price stability, grid-management improvement and consumer participation in the electricity market. In this sense, the draft decree also includes further clarification in the process for the access and connection of demand facilities into the grid. Sectors like data centers, charging stations for electric vehicles and green hydrogen production have been pinpointed by the Spanish government as potential drivers for the increase of renewable electricity demand.

Furthermore, the Spanish government intends to create a capacity market for the Spanish peninsular electricity system, with a draft order pending approval. Using pay-as-bid auctions, it aims to ensure electricity supply and system firmness, and if approved, is expected to attract investment in BESS, renewables and low-carbon technology like combined cycle plants.

Power purchase agreements continue to provide the sector with price stability and developers with financing opportunities, and, lastly, 2024 and 2025 have brought further developments in renewable gases, which are key to achieving the total decarbonization of the Spanish economy by 2050.

Although green hydrogen still needs development (with some estimates suggesting it will only mature around the 2028-2030 period, mainly due to its current costs, the need for infrastructure investment and the lack of mature offtakers in the market), green hydrogen is a clean, renewable and storable energy source. On top of this, biomethane is a mature technology already widely used in certain countries, although it remains at an early stage of deployment in Spain. According to some estimates, Spain is only surpassed by Germany and France when it comes to biogas potential, with the PNIEC foreseeing the deployment of 20 TWh in biogas by 2030.

In conclusion, while Spain's commitment to decarbonization by 2050 remains steadfast, continued regulatory clarity, infrastructure development and investment and financial viability incentives will be crucial to overcoming current obstacles and ensuring Spain achieves its ambitious energy transition goals. ◆

Alternative Investments in Spain: A Growing and Maturing Market

Alejandra Font and Manuel García-Riestra analyze the evolution of Spain's alternative investments market, highlighting its strengths as a destination, the range of vehicles tailored for different investor profiles and the jurisdiction's tax and regulatory advantages, in addition to offering practical advice for foreign investors entering the Spanish market.

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ALEJANDRA FONT
Partner

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MANUEL GARCIA-RIESTRA
Partner

ABOUT THE AUTHORS

Alejandra Font specializes in corporate and commercial law with a focus on M&A, private equity and funds. She advises Spanish and international corporates, sponsors and LPs on transactions, regulatory issues and fund formation/secondaries. She is a founder member of SJ Berwin's private equity team in Madrid.

Manuel Garcia-Riestra specializes in establishing and structuring closed-ended funds, management entities and related corporate matters, in addition to primary, co-investment and secondary transactions. He served on SJ Berwin's international funds team from 2005 to 2015, which included a secondment to London supporting Triton Capital IV fundraising and multiple co-/secondary deals.

Over the past 25 years, Spain has undergone a remarkable transformation in the field of alternative investments. What was once a market dominated by traditional banking and domestic collective investment funds has evolved into a dynamic ecosystem attracting international capital, sophisticated strategies and a diverse range of asset classes.

During the 1990s, Spain's alternative investment landscape was still at an early stage of development. Private equity activity was limited, real estate was primarily a domestic market and venture capital was a niche pursued by only a handful of specialist firms. The early 2000s brought rapid change: Euro adoption, regulatory harmonization, sustained economic growth and the gradual modernization of financial markets encouraged foreign investment and led several leading international private equity firms to establish offices here. At the same time, legal reforms introduced clearer rules for investment vehicles, and a new generation of managers began to emerge.

The global financial crisis of 2008 marked another turning point. While the downturn created obvious challenges, it also brought a wave of opportunities. International funds entered Spain in search of distressed assets, recapitalization deals and restructuring projects. The period between 2010 and 2015 saw significant inflows of foreign capital, particularly in real estate, infrastructure, non-performing loan portfolios, special situations, secondaries of LP stakes and direct investments. This activity reshaped the market, introducing more sophisticated deal structures and raising the profile of Spain as an investment destination.

"Spain's legal framework provides a range of vehicles suited to different investor profiles and strategies"

From 2015 onward, Spain has consolidated its position as an attractive market for alternative assets. Economic recovery, combined with strong sectors such as renewable energy, logistics, hospitality and technology startups, has generated a steady pipeline of opportunities. Domestic institutional investors have also become more active – pension funds, insurers and large family offices are now meaningful participants in the alternative space, not just as passive investors but as co-investors alongside private equity sponsors.

For institutional investors and funds of funds exploring allocation possibilities, Spain offers a blend of advantages. The Spanish market combines the depth of a large, diversified economy with strategic geographic positioning, acting as a bridge to both European and Latin American markets. Deal flow is varied, ranging from mid-market buyouts to large infrastructure concessions and innovative start-up financing. The professional services ecosystem - legal, tax, advisory - has matured considerably, making it easier for foreign entrants to operate effectively.

Structuring considerations

Choosing the right structure for an investment remains a strategic decision. Spain's legal framework, fully harmonized with EU standards, provides a range of vehicles suited to different investor profiles and strategies. Private equity funds, which are focused on investing in private qualifying assets, may take the form of FCRs (*Fondos de Capital-Riesgo*), which are contractual pools of assets without legal personality, or SCRs (*Sociedades de Capital-Riesgo*) which are corporate entities subject to Spanish corporate law. There are also special forms such as ECR-Pyme, designed to channel investment into small and medium-sized

KEY POINTS

- The Spanish alternative-investment sector has evolved into a dynamic ecosystem attracting international capital
- In 2025, Spain has consolidated its position as an attractive market for alternative assets
- Spain offers competitive tax regimes for alternative funds, such as the "Beckham Law"
- Successful foreign investors in Spain engage consistently with the local business community
- Spain's legal framework provides a range of vehicles suited to different investor profiles and strategies
- Spain has aligned itself with broader EU initiatives on ESG and sustainable finance

enterprises, and the more flexible EICCs (*Entidad de Inversión Colectiva de tipo Cerrado*), which have fewer investment restrictions and may invest in a broad range of assets.

Each vehicle offers different degrees of investor involvement, governance requirements and tax implications. For example, FCRs are typically more suitable for passive institutional investors, whereas SCRs may appeal to investors seeking a more direct role. These structures are supervised by the CNMV (*Comisión Nacional del Mercado de Valores*), Spain's securities regulator, which ensures a level playing field and investor protection.

Tax and regulatory advantages

Spain also offers a competitive tax regime for alternative funds. Private equity entities (ECRs) benefit from exemptions on dividends and capital gains derived from qualifying investments, provided certain conditions are met, including minimum holding periods. Importantly, distributions to non-resident investors are generally not taxed in Spain, making these vehicles attractive to international capital. Domestic investors, particularly corporations, can also benefit from specific exemptions that reduce their effective tax burden when investing through ECRs. Regarding carried interest, Spain treats the income generated from certain participations, shares or other rights - including performance fees - that grant special economic rights in closed-ended alternative investment funds as employment income. For tax purposes, only 50% of this income is included in the general tax base, provided specific conditions are met, effectively reducing the tax burden for fund managers.

Additionally, Royal Decree 687/2005, commonly known as the "Beckham Law" provides a special tax regime for qualifying foreign professionals relocating to Spain, allowing them to be taxed at a reduced rate on Spanish-source income. This regime makes Spain an attractive destination for international private equity talent.

The regulatory framework, while rigorous, is pragmatic and aimed at fostering both transparency and competitiveness. Fund managers must adhere to strict fiduciary duties and governance rules, ensuring that investors' interests are safeguarded. At the same time, Spain has aligned itself with broader EU initiatives on ESG and sustainable finance, a key consideration for institutional investors today.

"The Spanish market combines the depth of a large, diversified economy with an advantageous geographic location"

Spain as a jurisdiction of choice

Spain's role as a jurisdiction for fund investment has evolved from being merely a source of deals for offshore structures to becoming a credible location for fund management and administration. While Luxembourg and Ireland continue to dominate cross-border fundraising, Spain offers clear advantages for regionally focused strategies: proximity to the underlying assets, cost efficiencies, a deepening pool of domestic investors and a regulator recognized for its professionalism. For first-time entrants, the main action points before investing or setting up a local vehicle would be establishing strong relationships with local players and advisers, understanding sector-specific dynamics and identifying trusted partners to accelerate entry, identify potential deal sourcing opportunities and reduce execution risk. Awareness of business and social uses and reputation matter - successful foreign investors tend to be those who engage consistently with the local business community, building networks that lead to proprietary deal flow.

Attention should also be paid to governance, compliance and ESG integration from the outset. Investors who embed these elements early not only reduce regulatory risk but also strengthen their appeal to domestic institutions and global LPs.

Looking ahead

Spain's alternative investment market is well-positioned for further growth. The energy transition is creating demand for capital in renewables and grid infrastructure. Urban regeneration projects are reshaping real-estate strategies. Digital transformation is opening opportunities in technology, data centers and telecommunications infrastructure. At the same time, sustainability is moving from a marketing advantage to a regulatory expectation, with institutional investors increasingly requiring credible ESG policies embedded in investment processes. Moreover, operations targeting SMEs are expected to gain importance, as Spain's highly fragmented business landscape offers significant opportunities for building up domestic companies across multiple sectors, including education, hospitality, healthcare and energy.

The combination of a mature legal framework, attractive tax regime and strong sector-fundamentals positions Spain as more than just a source of deals: it is a jurisdiction capable of supporting long-term sustainable investment platforms. For institutional investors and funds of funds, the opportunity lies in combining strategic foresight with local understanding, ensuring that structures and strategies are aligned not only with regulation but with the evolving dynamics of the market, including the growing potential of SME-focused investments and corporate build-ups. ◆

TOP ADVISORS DIRECTORY 2025-'26

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LAW FIRMS

ARGENTINA

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BELGIUM

Allegiance ..... +32 4 774 06 4 21 300
Andersen ..... +32 2 747 40 07 301
Laurius ..... +32 2 313 87 87 302
Strelia ..... +32 2 627 00 90 303

BRAZIL

Advocacia von Adamek ..... +55 11 3255 4211 304
Araújo e Policastro Advogados ..... +55 11 3049 5700 305
b/luz ..... +55 11 3040 7050 306
Cabanellos Advocacia ..... +55 51 3321 6000 307
Ernesto Borges Advogados ..... +55 67 3389 0123 308
Fleichman Advogados ..... +55 11 3057 3827 309
Freire, Farias e Viana Advogados ..... +55 91 3223 7182 310
Higino, Sordi, Sousa, Toledano ..... +55 92 3232 3051 311
J. Ercílio de Oliveira Advogados ..... +55 11 3062 9031 312
Justen, Pereira, Oliveira & Talamini ..... +55 41 3017 1800 313
Loeser e Hadad ..... +55 11 3879 2800 314
Marcos Martins Advogados ..... +55 40 84 8900 315
Mello Torres ..... +55 11 3704 5700 316
Mendes Advocacia e Consultoria ..... +55 91 2121 5225 317
Miguel Neto Advogados ..... +55 11 5502 1200. 318
Milaré Advogados ..... +55 11 3046 7470 319
Monteiro, Rusu, Cameirão e Bercht ..... +55 11 3018 4200 320
Mosimann-Horn Advogados ..... +55 48 3222 3738 321
Oliveira Paolucci Advogados ..... +55 11 3845 0982 322
Santos Neto Advogados ..... +55 11 3124 3070 323
Savin Paiva Advogados ..... +55 11 3812 0855 324
Souto Correa Advogados ..... +55 11 3530 8400 325
TM Associados ..... +5511 2923 7989 326
TWK Advogados ..... +55 11 3552 5000 327
Ulhôa Canto Advogados ..... +55 11 3066 3066 328
Xerfan Advocacia ..... +55 91 3223 3365 329

CHILE

Álamos, Álvarez & Aldunate Abogados ..... +56 9 3268 7959 330
Aninat Abogados ..... +56 2 2887 2200 331
Barros Silva Varela & Vigil ..... +56 2 2307 0900 332
Bofill Mir ..... +56 2 2757 7600 333
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Lathrop Mujica Herrera & Diez ..... +56 2 2473 2070 339
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Vidal Abogados ..... +56 2 2573 7804 341

CHINA

M.J.F Bonnici ..... + 852 9280 8125 342
Leaf ..... +86 21 6233 7226 343

COLOMBIA

Garciarboleda Abogados ..... +57 601 762 77 63 344
Martínez Quintero Mendoza ..... +57 601 317 47 20 345
Parra Rodriguez Abogados ..... +57 601 376 42 00 346

ECUADOR

Bustamante Fabara ..... +593 2 256 2680 347
Lexvalor ..... +593 2 323 0375 348
Noboa, Peña & Torres Abogados ..... +593 2 297 0193 350
Robalino Law ..... +593 2 381 0950 351

FRANCE

Bersay ..... +33 1 56 88 30 00 352
De Pardieu Brocas Maffei ..... +33 1 53 57 71 71 353

GERMANY

EPP Rechtsanwälte Avocats ..... +33 1 53 93 82 90 354
Heuking Kühn Lüer Wojtek ..... +49 89 540 31 0 355

ITALY

Advant NCTM ..... +39 02 725 511 356
Castaldi Partners ..... +39 02 8940 9927 357
CP-DL ..... +39 02 8905 0320 358
Orsingher Ortu ..... +39 02 89 07 5050 359

LUXEMBOURG

Bonn & Schmitt ..... +352 22 7855 360
DSM Avocats à la Cour ..... +352 26 2562 1 361
Luther ..... +352 227 4841 362
Ogier ..... +352 2712 2000 363
Strelia ..... +352 2088 2310 364

MEXICO

Blanco Carrillo ..... +52 55 50 25 2600 365
DeForest ..... +52 55 5596 8412 366
Galicia ..... +52 55 55 40 9200 367
Ibáñez Parkman ..... +52 55 52 50 5912 368
Jáuregui y Del Valle ..... +52 55 52 67 4500 369
Todd Abogados ..... +52 55 52 03 6363 370
Odilisa Gutiérrez Mendoza & Asociados ..... +52 55 49 56 7303 371
O'Gorman & Hagerman ..... +52 55 91 36 8700 372
Villar & Villar Abogados ..... +52 55 80 00 7400 373

PERU

Amprimo Flury Barboza & Rodriguez ..... +51 1 208 0130 374
Aramburú Castañeda Boero ..... +51 1 610 6161 375
BBGS Saco-Vertiz & Landerer Abogados ..... +51 1 200 3500 376
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Rubio, Leguia, Normand ..... +51 1 208 3000 386
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SPAIN

Addleshaw Goddard ..... +34 91 426 0050 389
A&O Shearman Sterling ..... +34 91 782 9800 391
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SWITZERLAND

Bär & Karrer ..... +41 58 261 50 00 396
FBT Avocats ..... +41 22 849 60 40 397
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Wenger Plattner ..... +41 43 222 38 00 401

UNITED STATES

Cravath, Swaine & Moore LLP ..... +1 212 474 1000 402

URUGUAY

Bragard ..... +598 2600 44 47 403
Untitled SLC ..... +598 260 52 511 404

AUDIT & ADVISORY FIRMS

BRAZIL

Deloitte ..... +51 11 5186 1000 405

PERU

Lynch ..... +51 963 049 500 406
MGI Ramirez Saco ..... +51 764 9251 407
Quantum ..... +51 1 442 0372 408
Russell Bedford ..... +51 954 888 482 409
TGS Sarrio & Asociados ..... +51 1 615 6868 410
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Top Advisors Directory
PRIVATE EQUITY FIRMS

Country
ITALY

ALTO PARTNERS

Via Monte di Pietà 1/A
20121 Milano
Phone: +39 02 7209 5041
info@altopartners.it

www.altopartners.it

POSITIONING

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CONTACTS

Raffaele de Courten, Founding Partner: *rdc@altopartners.it*
Gianmarco Gandolfi, CEO: *gmg@altopartners.it*
Giorgia Tadei, Executive Assistant and Team Support: *gt@altopartners.it*

Top Advisors Directory
LAW FIRMS

Country
ARGENTINA

HOPE DUGGAN & SILVA
ABOGADOS

Suipacha 1111, piso 8
Buenos Aires, Argentina
Phone: +5411 4891 1000
contacto@hds.com.ar
www.hds.com.ar

Rufino Arce

Esteban Christensen

Juan Patricio Duggan

Gotardo Pedemonte

Gabriela Reparaz

Gustavo Vayo

Hugo Vivot

POSITIONING

A traditional core part of the practice of Hope, Duggan & Silva has been the giving of advice to local and foreign clients on corporate organization, compliance with law, administration, governance, shareholders agreements, drafting of statutes for local corporations, and many other corporate matters.

The firm has advised both local and international banks and banking syndicates in the structuring of financial products and credit facilities with a wide variety of repayment structures and guarantees. In this connection, the firm has a substantial experience in the drafting and negotiation of documents, both in Spanish and English, for a broad spectrum of investment projects, financing structures for the public and private sector, structured finance and derivative products.

In addition, the firm has advised local and international clients, acting as buyers, sellers, financial advisors or target companies, in many readily recognizable international and domestic M&A transactions linked to the Argentine market. These include mergers, acquisitions, joint ventures, spin-offs and divestitures concerning industries as diverse as oil and gas, utilities, banking, insurance, telecommunications, media and entertainment, mass consumer goods and real estate.The firm clients include strategic investors as well as investment funds.

The teams of lawyers who practice tax, corporate, labor, antitrust, financial and administrative law, as well as those belonging to its litigation department are actively and regularly involved in transactions of this nature.

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CONTACTS

Rufino Arce, Partner: *rufino.arce@hds.com.ar*
Hugo Vivot, Partner: *hugo.vivot@hds.com.ar*
Gotardo Pedemonte, Partner: *gotardo.pedemonte@hds.com.ar*

Top Advisors Directory
LAW FIRMS

Country
BELGIUM

ALLEGIANCE LAW

Sinter-Goedeleplein 14, 1000
Brussels, Belgium
Phone: +32 477 40 64 21
info@allegiance.law

www.allegiance.law

Carl Dotremont

POSITIONING

Carl Dotremont is a partner at Allegiance Law with over 25 years of experience, spanning private practice and his role as general counsel for a publicly listed global IT company. He guides Belgian and international clients through complex corporate and commercial transactions, private equity and venture capital investments, and M&A. He has particular interest in technology law and therefore a primary focus on the technology and media sectors.

Carl is a proactive, responsive, and pragmatic attorney renowned for his dealmaker mindset.

With extensive experience as general counsel at a global listed ICT company, he leverages a vast international network of lawyers to seamlessly navigate complex cross-border transactions. Carl excels at closing deals, protecting value, and fostering lasting relationships.

Carl advises entrepreneurial firms, business angels, venture capital and private equity investors, and multinational corporations on intricate commercial and corporate deals, often with cross-border dimensions. His expertise lies in crafting strategic agreements that align with clients' business objectives.

A certified mediator and former general counsel, Carl excels in strategic dispute resolution, blending litigation strategy, conflict prevention, and commercial law expertise to deliver practical, results-driven solutions. He advises clients in Dutch, French, German and English.

Education & Certifications

- MBA, Krannert Business School (Purdue University)
- MBA, ESCP Europe (Paris)
- LLM, University of Augsburg (Germany)
- Master's Degree in Law, KU Leuven
- Certified Mediator

BUSINESS

- M&A
- Technology
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- Cross-border transactions.

CONTACTS

Carl Dotremont, Partner: *cd@allegiance.law*

Top Advisors Directory
LAW FIRMS

Country
BELGIUM

ANDERSEN®

Bastion Tower
Marsveldplein 5 B 5 Place du
Champ de Mars
1050 Brussels
Phone: +32 2 747 40 07
info@be.Andersen.com

be.Andersen.com

Koen de Puydt

Sandra Gobert

Pieterjan Smeyers

Gabriel Rifflart

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CONTACTS

Jan Ghysels, Partner: *jan.ghysels@be.Andersen.com*
Koen de Puydt, Partner: *koen.depuydt@be.Andersen.com*
Alain De Jonge, Partner: *alain.dejonge@be.Andersen.com*
Sandra Gobert, Partner: *sandra.gobert@be.Andersen.com*
Thierry Litannie, Partner: *thierry.litannie@be.Andersen.com*
Sidney Lefèvre, Partner: *sidney.lefevre@be.Andersen.com*
Gabriel Rifflart, *Partner: gabriel.rifflart@be.Andersen.com*
Luca Roscini, Partner: *luca.roscini@be.Andersen.com*
Karen De Braekeleer, Partner: *karen.debraekeleer@be.Andersen.com*
Sébastien Watelet, Partner: *sebastien.watelet@be.Andersen.com*
Leila Mstoian, Partner: *leila.mstoian@be.Andersen.com*
Ulrike Beuselinck, Partner: *ulrike.beuselinck@be.Andersen.com*
Pieterjan Smeyers, Tax Partner: *pieterjan.smeyers@be.Andersen.com*
Ludovic Hubert, Partner: *ludovic.hubert@be.Andersen.com*
David Van Iseghem, Partner: *david.vaniseghem@be.Andersen.com*

Top Advisors Directory
LAW FIRMS

Country
BELGIUM

laurius

Oudeleeuwenrui 19
B-2000 Antwerp
Phone: +32 3 260 88 00

Bd Louis Schmidtlaan 29
Box 1, B-1040 Brussels
Phone: +32 2 313 87 87
info@laurius.be

www.laurius.be

Michael Bollen

David Ryckaert

Christina Trappeniers

Arnaud Vanitterbeek

Dirk Wellens

Caroline Wildemeersch

POSITIONING

Laurius is a firm with a rich history and an impressive track record. It was founded in 2006 by Dirk Wellens and Bert Luyten, out of a passion for the law, for a professional clientele. After two years, the firm moved into the Antwerp "Werf and Vlasnatie" offices, and in 2011 a second office opened in Brussels. Growth of which we are proud, but rather than sketching our history, we prefer to look forward.

Laurius lawyers are internationally acknowledged for their know-how, pragmatism and highly committed, client-oriented approach. Thanks to our constant striving for quality, we have grown into a benchmark for commercial transactions, M&A, private equity, employment law, dispute resolution, litigation and real estate. In Antwerp and Brussels, but also far beyond.

BUSINESS

- Corporate
  - Corporate finance
  - Corporate governance
  - Private equity
  - Restructuring
  - Venture capital
- Employment
- Estate Planning
- MBO
- Commercial Law
- Dispute Resolution
  - Mediation
  - Litigation
  - Arbitration
- Real Estate
- Public Procurement
- Regulatory

OFFICES

- Antwerp
- Brussels

Corporate: Laurius has more than ever a strong and broad economic integration in two of the most important financial and commercial centers in Belgium: Flanders' economic capital Antwerp and Belgian's capital Brussels, home to many international clients. This national presence is important for foreign correspondents and clients doing business worldwide. Laurius has fluently multilingual teams and accept matters in all major languages spoken in Belgium (English, Dutch and French).

Laurius' corporate and M&A team advises clients on corporate and private equity transactions across a variety of industry sectors, including real estate, manufacturing, commercial and professional services, food, software and IT, interim employment and project sourcing, medical sector, start-ups, and renewable energy. Laurius has specific expertise in advising private equity funds and management teams in M&A transactions, including add-on transactions with buy & build strategies and complex management participation programs, confirming Laurius as a loyal partner and repeat advisor for these funds and teams.

Our teams in Antwerp and Brussels handled in 2022 market leading transactions. Laurius continuously works together with leading law firms worldwide, including the United States of America, the United Kingdom, major European hubs, and parts of the Asian market, with whom Laurius has established strong relations.

Real Estate: The Laurius real estate team assists investors in the acquisition of healthcare facilities, student houses and office buildings throughout Belgium and abroad.Our real estate department lawyers guide clients through every step of the purchase process, including conducting due diligence and drafting real estate contracts. Thanks to our strong in-house knowledge of M&A and real estate, we are able to negotiate high-quality acquisition deals. Furthermore, we are known as a hands-on, responsive, pragmatic and reliable advisor (not only legal but also strategic) to real estate investors (both institutional and private equity) and developers of residential properties, student accommodation, distribution centres and logistics properties, offices, healthcare facilities and retail properties, among others.

The team draws up leases, including commercial leases, pop-up leases, office leases, VAT leases of warehouses and car parks, long-term leases in the healthcare sector and real estate leases, and provides further guidance during and after the lease period, including on lease renewals. We advise on sale and lease backs, real estate structuring and property rights, joint ventures and real estate financing, and also represent our clients in real estate disputes.

CONTACTS

Michael Bollen, Senior Partner | MRICS: *michael.bollen@laurius.be*
David Ryckaert, Senior Partner: *david.ryckaert@laurius.be*
Christina Trappeniers, Senior Partner: *christina.trappeniers@laurius.be*
Arnaud Vanitterbeek, Senior Partner: *arnaud.vanitterbeek@laurius.be*
Dirk Wellens, Managing Partner: *dirk.wellens@laurius.be*
Caroline Wildemeersch, Senior Partner: *caroline.wildemeersch@laurius.be*

Top Advisors Directory
LAW FIRMS

Country
BELGIUM

Strelia

Rue de la Régence 52
1000 Brussels, Belgium
Phone: +32 2 627 00 90
Fax: +32 2 627 01 09
www.strelia.com

Olivier Clevenbergh

Katrien Vorlat

Gisèle Rosselle

Laurent Verhavert

Julie Lo Bue

POSITIONING

Founded in 2013, Strelia is a leading independent law firm with offices in Brussels and Luxembourg. We approach each matter with a dedicated task force that brings together the right blend of people and expertise across practice areas.

We are trusted advisors on some of the most complex and high-profile transactions in Belgium, Luxembourg and globally. We support boards and senior management in critical moments - from strategic investments, restructurings and sensitive investigations to litigation exposure and reputational risk. Our work is known for delivering original, practical solutions that drive results and shape precedents in business and in law.

Corporate and M&A

A preeminent Corporate & M&A Practice

We are a well-known and established name for Corporate and M&A work in Belgium and globally. We advise on some of the largest and most complex transactions in the markets and we are recognized for the depth of our practice.

Our deep experience means we regularly handle complex and demanding corporate and M&A transactions. We advise both public and private companies on a wide range of corporate matters. We support clients in capital market matters. We are frequently called upon for our experience in advising on corporate governance matters and guiding boards and executives through today's dynamic regulatory landscape. We help clients take decisive steps in distressed M&A situations - whether by structuring a turnaround plan or executing the sale of profitable business units to preserve value and ensure continuity.

BUSINESS

Main areas of expertise:

- Corporate / M&A
- Banking & Finance
- Dispute Resolution
- Commercial Law
- Tax
- Restructuring & Insolvency
- Employment & Benefits
- Competition, Regulatory and Foreign Investment
- Real Estate & Administrative Law

SECTORS

- Banks & Financial Institutions
- Chemicals
- Energy & Natural Resources
- Healthcare, Pharma and Life Sciences
- Hotels & Leisure
- Infrastructure, Transport and Logistics
- Insurance
- Investment Funds & Asset Management
- New Technologies
- Not-For-Profit Organisations
- Private Equity and Venture Capital
- Real Estate & Construction
- Retail
- Sports
- Telecom and Media

OFFICES

- Brussels
- Luxembourg

CONTACTS

Olivier Clevenbergh, Partner: *olivier.clevenbergh@strelia.com*
Katrien Vorlat, Partner: *katrien.vorlat@strelia.com*
Gisèle Rosselle, Partner: *gisele.rosselle@strelia.com*
Laurent Verhavert, Partner: *laurent.verhavert@strelia.com*
Julie Lo Bue, Partner: *julie.lobue@strelia.com*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

ADVOCACIA VON ADAMEK

Rua Major Quedinho, 111 - 9th floor
Zip Code: 01050-904
São Paulo, SP - Brazil
Phone: +55 11 3255-4211
contato@adamek.com.br

www.adamek.com.br

Marcelo Vieira von Adamek

André Nunes Conti

Thales Castanha

Kaio Ferreira

Camila Bovolato

Bruno Ruggiero

POSITIONING

Advocacia von Adamek was founded in 1958 and has since built a solid tradition of technical precision and originality in handling complex transactions and disputes.

The firm's lawyers study problems in depth to develop original solutions with a clear and consistent rationale. They regularly take time to conduct research and closely follow academic debate on various areas of business law.

Many of the firm's attorneys also have extensive international backgrounds, particularly training in German and French law, and have experience advising clients with cross-border activities doing business in Brazil.

BUSINESS

The firm has distinguished itself for its agile and precise assessment of complex disputes and transactions. Partner Marcelo von Adamek, Professor of Business Law at the top ranked Law School of the University of São Paulo, is one of the most renowned Brazilian lawyers for his numerous legal opinions that have decisively influenced state courts in some of the largest recent corporate litigation cases in Brazil.

Advocacia von Adamek represents clients both in Brazilian courts and in national and international arbitration proceedings. Due to the remarkable technical quality of its assessment of disputes and transactions, the firm also frequently provides specialized advice and co-counseling to clients who need to develop solid and clear defenses for non-trivial and highly complex cases.

The firm's primary practice areas range from corporate, capital markets, private insurance, and M&A transactions to restructuring and bankruptcy.

CONTACTS

Marcelo Vieira von Adamek, Partner: *marcelo@adamek.com.br*
André Nunes Conti, Partner: *andre.conti@adamek.com.br*
Thales Castanha, Associate: *thales.castanha@adamek.com.br*
Kaio Ferreira, Associate: *kaio.ferreira@adamek.com.br*
Camila Bovolato, Associate: *camila.bovolato@adamek.com.br*
Bruno Ruggiero, Associate: *bruno.ruggiero@adamek.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

ARAÚJO E POLICASTRO
ADVOGADOS

Rua Leopoldo Couto de Magalhães Júnior, 758
4th floor, Itaim Bibi 04542-000
São Paulo - SP
Brazil
Phone: +55 11 3049 5700
arapo@araujopolicastro.com

www.araujopolicastro.com

Theodoro Araújo

Décio Policastro

Camila Araújo

Sylvio Fernando Paes de Barros Júnior

Tânia Mara Ferreira

Ana Lúcia Pinke Ribeiro de Paiva

Fernanda Pereira Leite

Bruno Lanna Peixoto

Fabíola Augusta de Oliveira Bello Cavalcanti

Francisco Nogueira de Lima Neto

POSITIONING

Araújo e Policastro Advogados has built a sound reputation as one of the most respected law firms in Brazil, with a long-standing reputation for excellence in various areas of legal practice.

Over 60 years of practice, founding partners Theodoro Araújo and Décio Policastro have been successful in keeping to the firm's original goal: providing its clients with the highest quality legal services in a professional, creative and practical manner. The person attention and hands-on involvement of the partners on the legal work have been one of the clients most appreciated aspects of the firm.

Araújo e Policastro is a full-service law firm with headquarters in the city of São Paulo, Latin America's main business and industrial center. The firm's core practices are international corporate law, contracts, M&A, tax and litigation, which are complemented by numerous specialty areas, including banking and capital markets, antitrust and cartel, infrastructure, energy, labour, healthcare and life sciences, wealth and succession planning, among others.

The firm has represented a large number of leading multinational companies which operate in several business areas, as dairy industry, alumina, chemical and petrochemical industry and trade, metallurgical, healthcare, automotive, banking, insurance, engineering, energy, agrobusiness and education.

The firm's attorneys have studied in the finest institutions in Brazil and many have also attended specialist courses or master of laws programs in the US and Europe, and worked for law firms abroad.

BUSINESS

- Corporate
- Mergers & Acquisitions and cross border transactions
- Assistance to foreign clients doing business in Brazil
- Structuring joint ventures / consortiums investments in infrastructure
- Banking, Finance and Capital Markets
- Tax
- Infrastructure, Regulatory and Public Law
- Privatizations and Concessions
- Energy, Oil and Gas, Mining and Natural Resources
- Roads and Airports
- Telecommunications
- Litigation and Arbitration
- Securities Litigation
- Family Law, Trusts and Succession Law
- Wealth and Estate Planning
- Labour
- International Trade
- Real Estate
- Environmental and Sustainability
- Healthcare and Life Science
- Data Protection
- Consumer Protection Law
- Intellectual Property and IT
- Sport and Entertainment

CONTACTS

Theodoro Araújo: *taraujo@araujopolicastro.com.br*
Camila Araújo: *caraujo@araujopolicastro.com.br*
Sylvio Fernando Paes de Barros Júnior: *spaesdebarros@araujopolicastro.com.br*
Tânia Mara Ferreira: *tferreira@araujopolicastro.com.br*
Ana Lúcia Pinke Ribeiro de Paiva: *apinke@araujopolicastro.com.br*
Fernanda Pereira Leite: *fleite@araujopolicastro.com.br*
Bruno L. Peixoto: *bpeixoto@araujopolicastro.com.br*
Fabíola Augusta de Oliveira Bello Cavalcanti: *fcavalcanti@araujopolicastro.com.br*
Francisco Nogueira de Lima Neto: *fnogueira@araujopolicastro.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Rua Ramos Batista, 444.
3° Andar - Vila Olímpia
São Paulo - SP 04552-020
Brazil
Phone: +55 (11) 3040 7050
contato@baptistaluz.com.br

www.baptistaluz.com.br

Luis Felipe Baptista Luz

Jessica Bernstein Heumann

Rafael Peixoto Abal

Alexandre José de Pauli Santana

Ana Carolina Chaves

Ivana Marcon

POSITIONING

We are a full-service legal consultancy, recognized as the most innovative law firm in Brazil in 2023 and consistently ranked among the leading firms in the most prestigious national and international legal directories. Our dynamic attorneys combine knowledge, experience, creativity, and focus to deliver assertive legal solutions. With twenty-five partners and more than two hundred professionals, we offer expertise in technology, telecommunications, real estate, transportation, retail, and agribusiness. As technology continues to shape society, we provide transformative legal solutions. Our "outside in-house counsels" approach ensures that strategic decisions are fully aligned with our clients' business objectives.

We advise on corporate transactions, reorganizations, dissolutions, and strategic litigation. Our M&A practice stands out, with recognized expertise in seed investment, venture capital, private equity, and complex transactions. We also excel in due diligence and international structuring, tax planning, intellectual property protection, executive retention, joint ventures, and project finance. Our Financial and Capital Markets team enables efficient fundraising while ensuring compliance across multiple jurisdictions.

OFFICES

- São Paulo/SP
- Florianópolis/SC
- Londrina/PA
- Porto Alegre/RS
- Miami/FL

BUSINESS

- Business Contracts
- Business & Corporate
- Compliance and Corporate Ethics
- Crypto & Blockchain
- Environmental, Social and Governance
- Estate and Equity Planning
- Family
- Fintechs
- Franchising
- Govtech
- Artificial Intelligence
- Intellectual Property
- Labor & Employment
- Litigation & Dispute Resolution
- Media & Advertisng
- Mergers & Acquisitions
- Privacy & Data Protection
- Public Law
- Real Estate
- Regulation of New Technologies
- Securities and Capital Markets
- Tax
- Technology Transactions Services
- Venture Capital
- Research & Development
- Wealth Planning

CONTACTS

Luis Felipe Baptista Luz: *luisfelipe@baptistaluz.com.br*
Jessica Bernstein Heumann: *jessica@baptistaluz.com.br*
Rafael Peixoto Abal: *rafaelabal@baptistaluz.com.br*
Alexandre José de Pauli Santana: *alexandrejose@baptistaluz.com.br*
Ana Carolina Chaves: *anacarolina@baptistaluz.com.br*
Ivana Marcon: *ivana@baptistaluz.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

CABANELLOS/
Advocacia

Praça Japão, 13 - Boa Vista
Zip Code: 91340-380
Porto Alegre - RS
Brazil
Phone: +55 51 3321-6000
cabanellos@cabanellos.com.br

www.cabanellos.com.br

Luiz Henrique Cabanellos Schuh

Reinaldo Mirco Aronis

Gizéli Belloli

POSITIONING

Established in 2001, in Porto Alegre, Cabanellos Advocacia is a regional office with a broad practice, in the scope of corporate law, offering legal solutions tailored to the profile of each client.

We perform our practice with rigor, aligning technical expertise and operational intelligence to ensure efficiency and agility to our processes.

We see the practice of law as an action to transform our society, nourishing a culture of ethic, transparency and responsibility.

We have offices in the three capital cities of Southern Brazil – Porto Alegre, Florianópolis and Curitiba – and in São Paulo, the largest financial hub of the country.

OFFICES

- Rio Grande do Sul - Porto Alegre
- Santa Catarina - Florianópolis
- Paraná - Curitiba
- São Paulo - São Paulo

BUSINESS

- Antitrust
- Arbitration and Mediation
- Asset, Corporate and Succession Planning
- Business turnaround and restructuring
- Civil Litigation
- Corporate Compliance and Ethics
- Consumer Affairs
- Contracts and Corporate Businesses
- Corporate
- Digital, Data Privacy and Security of information
- Environmental Law & Climate Litigation
- ESG - Environmental, Social and Corporate Governance
- Insurance
- Labor
- Litigation
- Media and Entertainment
- Mergers & Acquisitions
- Real Estate
- Regulatory and Economy
- Tax

CONTACTS

Luiz Henrique Cabanellos Schuh, Corporate law, strategic planning and business vision of the firm: *luizhenrique@cabanellos.com.br*
Gizéli Belloli, People management, communications and brand culture: *gizeli@cabanellos.com.br*
Reinaldo Mirco Aronis, Dispute resolution, insurance and real estate: *reinaldo@cabanellos.com.br*
Marcelo Lima Bertuol, Corporate law, litigation and compliance: *mbertuol@cabanellos.com.br*
Guilherme Rodrigues Abrão, Corporate and business criminal: *guilherme.abrao@cabanellos.com.br*
Rafael de Campos, Management of processes and dispute resolution: *rafael@cabanellos.com.br*
Luiz Assi, Consumers relations, civil responsibility and insurance: *luizassi@cabanellos.com.br*
Cristhian Homero Groff, Digital, Data Privacy and Security of Information: *cristhian.groff@cabanellos.com.br*
Camilo Gomes de Macedo, Labor: *camilo.macedo@cabanellos.com.br*
Bruno Nogueira Rebouças, Tax Litigation and Consulting:

Top Advisors Directory
LAW FIRMS

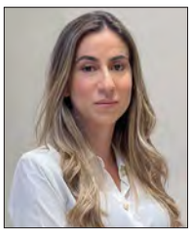
Country
BRAZIL

ERNESTO BORGES
ADVOGADOS

Rua 15 de Novembro, 2029
Campo Grande - MS, Brazil
Phone: +55 67 3389-0123
www.ernestoborges.com.br

Ernesto Borges Neto

Flávia Santanna Benites


Priscila Ziada Camargo Fernandes

POSITIONING

Ernesto Borges Advogados has a natural vocation for Agribusiness, since the law firm was originally set-up in the State of Mato Grosso, a major large-scale meat and grain production center.
Throughout over 70 years of continuous operations, starting in the Midwestern region of the country, the firm Ernesto Borges has followed the evolution and professionalization of legal relations as a result of the prosperous activity involving Brazilian agribusiness, a segment that plays a key role in maintaining the country's trade balance. Accordingly, the firm has gained relevant technical expertise on the most varied related topics, which is one of the distinguishing features of our legal team.
Upon absorption of cutting-edge technologies and next-generation management methods, agribusiness brings authentic economic and social revolution, through the constant increase in production and productivity, and, above all, through expansion of human horizons and social demands.
In such a context, legal disputes and counsel claims gain increasing scale and complexity within our firm, requiring our professionals to perform in multidisciplinary a manner, especially in the areas of civil, environmental, corporate, tax, commercial and financial counsel.
Our expertise is required in order to meet the most varied demands of our clients, represented by the entire Agribusiness chain, large rural producers, the fertilizer, input, food, pesticide, implement and machinery industries, financial institutions, trading companies and the so representative union entities.
The firm operates as an effective partner of Agribusiness, having in-depth knowledge of its operational and legal specificities, always reaffirming its commitment towards contributing, increasingly, to ensure legal security for business.

The firm stands out in the following themes:
- Legal counsel on issues related to rural credit securities and alternative funding sources
- Debt Restructuring and Insolvency
- Collection of credits arising from agribusiness activities
- Dispute over rural property or land ownership
- Lease of rural area
- Analysis, review and modeling of Agro-industrial, logistics, storage and agricultural commodities agreements
- Negotiation and Intermediation
- Expert Reports related to Agribusiness Law
- Tax Advice
- Environmental Support.

OFFICES

- **Brasília (DF)**
- **Campo Grande (MS)**
- **Cuiabá (MT)**
- **Goiânia (GO)**
- **Manaus (AM)**
- **Palmas (TO)**
- **Porto Alegre (RS)**
- **Porto Velho (RO)**
- **São Paulo (SP)**

BUSINESS

- Administrative
- Agribusiness
- Banking
- Bankruptcy
- Company Restructuring
- Consumer
- Credit Recovery
- Energy
- Environmental
- Estate and Corporate Planning
- GDPR
- Healthcare
- Insurance
- Infrastructure
- Judicial and Arbitral Litigation
- Labor
- Real Estate
- Telecommunications
- Tax

CONTACTS

Ana Rita Contar, Communication and Marketing Manager: *ana.contar@ernestoborges.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

FLEICHMAN
ADVOGADOS

Rua Batataes, 460, 2º andar,
salas 22/23/24, Jardim Paulista
Zip Code: 01423-010
São Paulo - SP, Brasil
Phone: + 55 11 3057-3827/ +
55 11 3057-3713
administrativo@fleichman.com.br

www.fleichman.com.br

Gustavo Fleichman

Luciene Pandolfo

Julio Wehrs Fleichman

Humberto Faleiros Salles

Marina Muniz Washington

Rodrigo dos Santos Peres Fernandes

Maria Eugênia Ramos Vitale Patara

Bernardo Moreira de Freitas

POSITIONING

Fleichman Advogados is a boutique law firm founded in 2011, recognized for its ability to negotiate and structure corporate transactions (M&A and corporate reorganizations), coordinate and manage corporate crises, as well as assist clients in complex corporate disputes.

Our firm specializes in strategic and legal consulting, providing high-level advisory services to companies and investors.

We have a strong presence in the telecommunications and insurance sectors, services, consumer goods, as well as in the venture capital and distressed assets industries.

BUSINESS

- Corporate Law
- Mergers & Acquisitions
- Venture Capital
- Capital Markets
- Contracts
- Corporate Litigation
- Telecom

CONTACTS

Gustavo Fleichman, Founding Partner: *gustavo@fleichman.com.br*
Luciene Pandolfo, Partner: *luciene.pandolfo@fleichman.com.br*
Julio Wehrs Fleichman, Partner: *julio@fleichman.com.br*
Humberto Faleiros Salles, Partner: *humberto.salles@fleichman.com.br*
Marina Muniz Washington, Partner: *marina.muniz@fleichman.com.br*
Rodrigo dos Santos Peres Fernandes, Associate: *rodrigo.fernandes@fleichman.com.br*
Maria Eugênia Ramos Vitale Patara, Associate: *maria.eugenia@fleichman.com.br*
Bernardo Moreira de Freitas, Associate: *bernardo.freitas@fleichman.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

F|F|V
Freire, Farias, Viana & Pereira Advogados
Desde 2002

Rua Dom Romualdo de Seixas,
1560 - 5º, 9º and 12º floors
Ed. Connext, Umarizal
Zip Code: 66055-200
Belém, PA - Brazil
Phone: +55 91 3223 - 7182
+55 91 98141-0046

www.ffv.com.br

Michel Viana

Ugo Freire

Daniel Farias

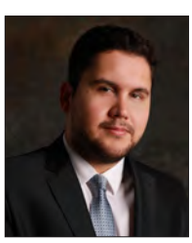
Gustavo Pereira

Saulo Pereira

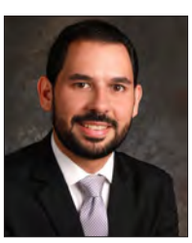
Américo Ribeiro

Nelson Nasser

Camila Migliano


Leandro Maués

Lucas Bombonato


Wanildo Torres

POSITIONING

FFV Advogados is a law firm established for 20 years with the purpose to assist its clients with quality, celerity and costomization, presenting creative and effective solutions to the issues submitted to its analysis. Furthermore, one of the most relevant FFV Advogados' objectives is to act to improve the business environment, positioning itself at the market as facilitator in seeking the best and sustainable results. The fact of partners and associates at FFV Advogados exercise important functions in academy, class representative entity and relevant other positions confirm the respect and confidence from the local market on its action.

BUSINESS

- Administrative
- Environmental
- Civil
- Consumer
- Real state
- Wealth planning
- Corporate restructuring
- Company
- Labor
- Tax

CONTACTS

Nelson Nasser, Managing Partner: *nelson@ffv.com.br*
Gustavo Pereira, Managing Partner: *gustavo@ffv.com.br*
Michel Viana, Founding Partner: *michelviana@ffv.com.br*
Ugo Freire, Founding Partner: *ugofreire@ffv.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Higino, Sordi, Sousa, Toledano
Advogados Associados

Av. Mário Ypiranga, 315
- Ed. The Office, Sala 1521 -
Adrianópolis
Manaus - AM
Brazil
Phone: +55 92 3232-3051
Phone: +55 92 3232-3049
controladoria@asjur.com.br

www.asjur.com.br

José Higino de Sousa Netto

Marcio Luiz Sordi,

Luciana Almeida de Sousa e Silva

João Bosco de Albuquerque Toledano

POSITIONING

The firm Higino, Sordi, Sousa, Toledano & Advogados Associados was founded in 1975, having been registered under the name still known today in 1989. Since then, it has been working heavily with the labor and civil specialty within a Law Firm. Technical and refined business. It's made up of 4 Partners, who constitute the pillar of meeting customer demands. Its team has 18 Lawyers who work exclusively in the Labor area, 9 Lawyers who work in the Civil and Criminal areas, 2 Lawyers who work in the Tax area, 1 Lawyer who works in the environmental area and 7 Law Interns.

In Brasília, we have an office unit.

BUSINESS

Differentials:

• The technical team is solid, experienced and highly qualified, most of them are senior lawyers;
• Oral arguments carried out in all processes by the Managing Partners;
• 3 of the Managing Partners were and received the Judiciary Order of Merit Medal, for the relevant services provided to the Labor Court;
• Firm and Partners awarded nationally by legal benchmarking institutes

CONTACTS

José Higino de Sousa Netto, Partner: *jhsn@asjur.com.br*
Marcio Luiz Sordi, Partner: *marcio.sordi@asjur.com.br*
Luciana Almeida de Sousa e Silva, Partner: *luciana.sousa@asjur.com.br*
João Bosco de Albuquerque Toledano, Partner: *toledanojba@asjur.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

J. ERCÍLIO DE OLIVEIRA
ADVOGADOS
BR LEGAL AGRIBUSINESS®

Alameda Santos, 2335, 10th floor, Cerqueira César,
01419-101
São Paulo – SP
Phone: +55 11 3062-9031
Fax : +55 11 3062-9031
contato@jercilio.com.br

www.jercilio.com.br

José Ercílio de Oliveira

Adauto do Nascimento Kaneyuki

Claudia Cristina de Oliveira

Dea Juliana de Oliveira

José Mário de Grano Alonso

POSITIONING

The firm J. ERCÍLIO DE OLIVEIRA Advogados was created and has been operating since by professionals with years of experience in business law, in general, and specifically in Agribusiness. Leading office in the main legal issues linked to Agribusiness and full service law firm, reconciling ethics, business vision, efficiency and cost reduction for its clients. A Brazilian national firm, in preventive, contractual, administrative and judicial spheres, and especially in guarantees and credit operations and collection actions in Agribusiness, an area in which it provides courses and training for many companies and cooperatives in the sector.

BUSINESS

- Back-Office (structuring Agribusiness operations through preparation and/or analysis of legal documents to secure the operation effectiveness)
- Legal Consulting in M&A in agribusiness
- Civil, Credit Recovery, Labor and Tax litigation, especially in agribusiness
- Contracts in general
- Agribusiness operations structuring and new businesses development
- ESG in general and for agribusiness, including certifications of rural properties and their exploitation in accordance with ESG standards
- Corporate Governance & Compliance
- GDPR
- Legal advisory for product registration such as agrochemicals, seeds and fertilizers
- Real-Estate
- Digital Transformation

CONTACTS

José Ercílio de Oliveira, Founding Partner: *ercilio@jercilio.com.br*
Adauto do Nascimento Kaneyuki, Founding Partner: *adauto@jercilio.com.br*
Claudia Cristina de Oliveira, Partner: *claudia@jercilio.com.br*
Dea Juliana de Oliveira, Partner: *dea@jercilio.com.br*
José Mario de Grano Alonso, Partner: *josemario@jercilio.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Justen, Pereira Oliveira & Talamini advogados

R. Visconde do Rio Branco,
237 80.410-000
Curitiba-PR
Brazil
Phone: +55 41 3017-1800
Phone: +55 41 3017-1820

www.justen.com.br

Marçal Justen Filho

Cesar Pereira

Eduardo Talamini

Fernão Justen de Oliveira

André Guskow Cardoso

Alexandre Wagner Nester

Marçal Justen Neto

Rafael Wallbach Schwind

POSITIONING

Marcal Justen Filho founded the firm Justen, Pereira, Oliveira & Talamini in 1986. His scholarly work and established law practice give the firm its unique identity. The firm has grown to become an internationally recognized legal services provider with offices in Brasilia, Sao Paulo and Curitiba. Justen, Pereira, Oliveira & Talamini is best known for its strong practice in public law, especially in matters such as regulation, infrastructure projects, government concessions and public-private partnerships, public procurement and government contracts, and related dispute resolution. Its team of partners and associates features an unmatched combination of specialized knowledge, experience amassed from the firm's 37-year practice in the Brazilian public law environment and ability to handle complex dispute resolution cases nationwide. It is a primary choice in this field for international and domestic clients from the private and public sectors.

The firm's areas of practice go beyond public law and encompass a wide range of consulting, litigation and arbitration services in the areas of civil construction and business or corporate law. It regularly handles complex corporate disputes and negotiations, and it is active in advising clients in domestic and international commercial contracts.

Justen, Pereira, Oliveira & Talamini is also widely recognized for its expertise in energy regulation. In addition to providing legal advice on an ongoing base or through legal opinions, it is often retained by government entities, private companies or business associations for administrative, arbitral or judicial large-scale disputes in the energy sector.

OFFICES

SÃO PAULO
R. Joaquim Floriano, 413, cj. 111
04.534-011
São Paulo/SP
Tel.: +55 11 3706-1500
Fax: +55 11 3706-1501

BRASÍLIA
SHIS, QL 10, Cj 07, Casa 01
CEP: 71630-075
Brasília/DF
Tel.: +55 61 3578-8787
Fax: +55 61 3578-8779

BUSINESS

Regulation, infrastructure projects, regulated sectors, government concessions and public-private partnerships, public procurement and government contracts, business and corporate law, domestic and international commercial contracts, civil construction, dispute resolution, domestic and international litigation, domestic and international arbitration and mediation.

CONTACTS

Marçal Justen Filho, Partner: *marcal@justen.com.br*
Cesar Pereira, Partner: *cesar@justen.com.br*
Eduardo Talamini, Partner: *talamini@justen.com.br*
Fernão Justen de Oliveira, Partner: *fernao@justem.com.br*
André Guskow Cardoso, Partner: *andre@justen.com.br*
Alexandre Wagner Nester, Partner: *nester@justen.com.br*
Marçal Justen Neto, Partner: *marcalneto@justen.com.br*
Rafael Wallbach Schwind, Partner: *rafael@justen.com.br*

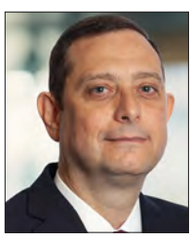
Top Advisors Directory
LAW FIRMS

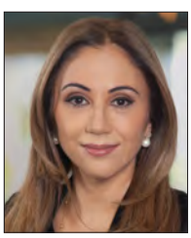
Country
BRAZIL

Avenida Francisco Matarazzo, 1400, 15º andar, Torre Milano – Água Branca
São Paulo, SP
Zip Code: 05001-903
Phone: +55 11 3879 2800
lbh_sp@lbhlaw.com.br

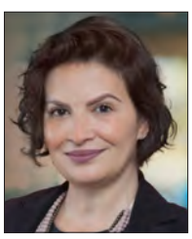
www.lhlaw.com.br

Enrique Tello Hadad


Fernando Loeser

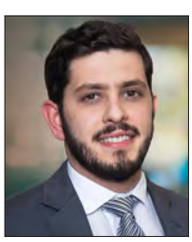

Leticia Schroeder Micchelucci

Priscila Regina de Souza


Juliana Marteli

Daniel Domenech Varga

Raphael Valentim


Fernando Perfetto

POSITIONING

Founded in 1989, Loeser e Hadad Advogados was born with a genuine vocation for business law due to the solid experience of its founding partners in tax and corporate legal consulting. Over the years, professional excellence, versatility and full commitment to clients have become the main reasons for the firm's growth.

Loeser e Hadad Advogados offers a personalized approach to each business challenge and builds enduring partnerships based on trust and excellence, and is thus renowned for its legal expertise. Its teams of professionals specialize in various areas of law, combining deep technical knowledge with strategic vision.

The firm stands out for its innovative and effective solutions to the most complex market challenges, operating in a multidisciplinary way with a focus on each client's business.

Such approach, combined with the application of human-led, tech-enabled legal solutions to modern corporate dynamics, makes Loeser e Hadad Advogados stand out for its ability to deliver agile and precise legal advice.

In addition to operating in the most important legal and business centers in Brazil, Loeser e Hadad Advogados maintains close relationships with overseas correspondents. This professional collaboration with an international network of lawyers enables Loeser e Hadad Advogados to provide legal services that meet the complex challenges of globalization, offering their clients comprehensive solutions for the legal structuring of businesses in the world's main jurisdictions.

BUSINESS

- Corporate, Corporate Governance and Compliance
- Mergers and Acquisitions
- Tax Litigation and Consulting
- Civil Litigation and Consulting
- Labour Litigation and Consulting
- Privacy, Digital and Data Protection
- Infrastructure and Regulatory
- Contracts
- ESG
- Succession and Estate Planning

CONTACTS

Enrique Tello Hadad, Partner: *enrique.hadad@lhlaw.com.br*
Fernando Loeser, Partner: *fernando.loeser@lhlaw.com.br*
Leticia Schroeder Micchelucci, Partner: *leticia.micchelucci@lhlaw.com.br*
Priscila Regina de Souza, Partner: *priscila.regina@lhlaw.com.br*
Juliana Marteli, Partner: *juliana.marteli@lhlaw.com.br*
Daniel Domenech Varga, Partner: *daniel.varga@lhlaw.com.br*
Raphael Valentim, Partner: *raphael.valentim@lhlaw.com.br*
Fernando Perfetto, Partner: *fernando.perfetto@lhlaw.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Marcos Martins ADVOGADOS

Magalhães de Castro avenue,
4.800, Park Tower, 17th floor,
Jardim Panorama,
Zip Code: 05676120,
São Paulo - SP
Brazil
Phone: +55 4084-8900
juridico@marcosmartins.adv.br

www.marcosmartins.adv.br/

Marcos Martins

Felipe Dias

Gustavo Arbach

Mariana Piva

Samir Farhat

POSITIONING

Marcos Martins Advogados is renowned for its expertise in structuring complex and strategic litigation and advisory cases. We are particularly sought after by clients demanding efficient, agile, and secure legal services.

For over 40 years, we've offered a distinguished approach to negotiations, especially in resolving legal disputes, aiming to prevent or, if necessary, avoid judicial proceedings.

Our team provides tailored advice to financial institutions, family offices, public companies, and investment funds on general and specific corporate matters, including corporate reorganizations, successions, joint ventures, mergers, de-mergers, takeovers, and corporate control structures.

We have extensive experience supporting clients with tax and corporate structure development, offering customized solutions.
Our track record includes recovering unduly paid taxes and monetizing accumulated tax credit balances in the judicial and administrative spheres.

BUSINESS

- Corporate & M&A
- Tax
- Litigation Arbitration and Insolvency
- Labor
- General Counsel and Secondment

OFFICES

SÃO PAULO
Magalhães de Castro avenue, 4.800, Park Tower, 17th floor, Jardim Panorama, São Paulo, 05676120, Brazil
Phone: +55 4084-8900

MARÍLIA
Presidente Vargas Street, 347 - Boa Vista, 17051-550, Brazil
Phone: +55 14 3413-2223

CONTACTS

Marcos Martins, Founding Partner: *mmartins@marcosmartins.adv.br*
Felipe Dias, Partner: *fdias@marcosmartins.adv.br*
Gustavo Arbach, Partner: *garbach@marcosmartins.adv.br*
Mariana Piva, Partner: *mpiva@marcosmartins.adv.br*
Samir Farhat, Partner: *sfarhat@marcosmartins.adv.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

MELLO TORRES

Av. Brigadeiro Faria Lima,
3355, 16th Floor – Itaim Bibi
Zip Code: 04538-133
São Paulo - SP, Brazil
Phone: +55 (11) 3074-5700
contato@mellotorres.com.br

www.mellotorres.com.br

Carlos José Rolim de Mello

Clovis Torres

Fabricio A. Cardim de Almeida

Sergio André Laclau

Alexandre Simões Pinto

Renata Ribeiro Kingston

Vinícius Alvarez

Fabrizio Sasdelli

Júlia Schledorn De Camargo

Solange Costa

Julio Dubeux

Ana Carolina Araujo de França

Juliano Zorzi

Karin Kern

POSITIONING

Mello Torres is a full-service firm that allies the expertise of renowned professionals with deep experience in the corporate and financial world and the enthusiasm of young lawyers with solid academic backgrounds. We stand as a valued strategic partner for our clients with an innovative vision of the future of the legal businesses. We have offices in São Paulo and Rio de Janeiro, with our teams prepared to serve our clients in several practice areas focusing on providing multidisciplinary advice to offer the most assertive solutions.

BUSINESS

- M&A and Private Equity;
- Banking and Finance;
- Compliance;
- Antitrust;
- Tax;
- Capital Markets and Investment Funds;
- Corporate;
- Dispute Resolution;
- Infrastructure;
- Mining and Dam Safety;
- Project Finance;
- Insurance, Reinsurance and Private Pension;
- Environmental Law and ESG;
- Labor;
- Real Estate;
- Startups and Venture Capital.
- Public Law
- Regulatory
- Data Protection and Privacy
- Litigation and Arbitration
- Special Situations & Capital Solutions
- Gaming and Gambling

CONTACTS

Carlos José Rolim de Mello, Partner – M&A, Private Equity, Capital Markets and Corporate: *carlos.mello@mellotorres.com.br*
Clovis Torres, Partner – Project Finance, Infrastructure, Oil and Gas and M&A: *clovis.torres@mellotorres.com.br*
Fabricio A. Cardim de Almeida, Partner – Antitrust, Compliance and Anti-corruption, Regulatory and Data Protection and Privacy: *fabricio.cardim@mellotorres.com.br*
Sergio André Laclau, *Partner – Dispute Resolution, M&A: sergio.laclau@mellotorres.com.br*
Alexandre Simões Pinto, Partner – M&A, Private Equity, Capital Markets and Corporate:*alexandre.simoes@mellotorres.com.br*
Renata Ribeiro Kingston, Partner – Mining, Tax and Crisis Managment: *renata.ribeiro@mellotorres.com.br*
Vinícius Alvarez, Partner – M&A: *vinicius.alvarez@mellotorres.com.br*
Fabrizio Sasdelli, Partner - Capital Markets and Corporate: *fabrizio.sasdelli@mellotorres.com.br*
Júlia Schledorn De Camargo, Partner - Dispute Resolution and Gambling: *julia.camargo@ mellotorres.com.br*
Solange Costa, Partner - Environmental, ESG, Regulatory and Mining: *solange.costa@ mellotorres.com.br*
Julio Dubeux, Partner – Capital Markets, M&A, Private Equity and Corporate:*julio.dubeux@mellotorres.com.br*
Ana Carolina Araujo de França, Partner – Tax: *ana.franca@mellotorres.com.br*
Juliano Zorzi, Partner – Real Estate: *juliano.zorzi@mellotorres.com.br*
Karin Kern, Partner – M&A and Private Equity: *karin.kern@mellotorres.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

MENDES
advocacia & consultoria

Ed. Quadra Corporate - Av.
Visconde de Souza Franco, 05
19th floor - Umarizal
Zip Code: 66055-005
Belém, PA - Brazil
Phone: +55 (91) 2121-5225
contato@mendesadv.com

www.mendesadv.com.br

Lucca Darwich Mendes

João Paulo Mendes Neto

Felipe Prata Mendes

Arthur Laércio Homci da Costa Silva,

Leonardo Costa Norat

Yule Luiz Tavares dos Santos

POSITIONING

We are a corporate law firm that believes in the customization of legal services based on a high level of specialization and focus on the client and their business. Our main asset is our team, who are always attentive and available to adapt to the needs of the firm in order to contribute to the resolution of specific legal issues or to explore segments and new markets as required by our clients.

Our work is guided by, and well known for, the constant quest for excellence, as we are based upon the need to be relevant to everyone who trusts in our project. We "speak the same language" as our clients, so that, besides the deliverables considered as traditional, we can contribute in their strategic decision-making process.

The focus on the client is translated into a continuous concern with quality in providing the services, so as to establish solid and lasting partnerships. We do not know where we are going to get to, but we do know where we want to be, by means of well-defined project and purpose upon which our decisions are based and which lead us to believe that we are on the right track.

We trust in the need for specialization also in the management of our panel by electing a participatory model to integrate and retain talents. Our teams are set with a diversity of backgrounds and we encourage entrepreneurship, while attentive to new ideas and targeting continuous improvement.

BUSINESS

We have a multidisciplinary approach geared at delivering strategic and customized solutions to our clients' businesses in different sectors, such as consumer and retail, health, international business, logistics and transportation, sports, education and engineering and construction. Some of our main fields of operation include collection and recovery of credits through out-ofcourt negotiation and judicial execution of securities; preparation, analysis, interpretation and negotiation of contractual ties with clients, suppliers and third parties; creation of internal policies, by-laws and compliance programs; tax planning; crisis management; corporate consulting and labor advisory and consulting.

One of the recent growing areas is our work with companies in the international business. Among the main topics of our advice in this area are customs regimes, foreign trade, representation in administrative and judicial proceedings, internal policies and compliance program compatible with international requirements, tax classification, follow-up of government inspections, drafting and negotiation of contracts, and litigation work and strategic prevention.

CONTACTS

Lucca Darwich Mendes, Managing Partner - Business/Civil Law: *lucca@mendesadv.com*
João Paulo Mendes Neto, Partner - Tax Law: *jpaulo@mendesadv.com*
Felipe Prata Mendes, Partner – Labor Law: *felipe@mendesadv.com*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Miguel Neto
ADVOGADOS

Rua Fidêncio Ramos, 308 - 2º andar - Torre A - Conjuntos 22 e 24 - Vila Olímpia 04551-010
São Paulo - SP
Brazil

www.miguelneto.com.br

J.A. Miguel Neto

Décio Andrade

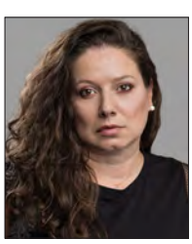
André Rizk

Djalma Rodrigues

João Cipriano

Juliana Honda

Marcelo Morel Giraldes


Marina De Barros Monteiro

Ronaldo M. Assumpção Filho

Vanessa Carvalho

POSITIONING

Founded in 1990, Miguel Neto Advogados (MNA) is a law firm that focus on comprehensive action, involving the main areas of service to the corporate sector. With over 34 years of operation, it is recognized nationally and internationally for its ability to meet complex and sophisticated demands, always caring for providing legal certainty in the solutions it presents to companies of the most diverse segments of the market.

With the solidity and high expertise of its professionals, MNA seeks to enable the most varied projects of its clients through legal advice that bases and focuses on their business. Our organizational structure was developed to allow close action by our partners in all stages of demands, thus ensuring excellent service and technical quality in each delivery.

We are famous for becoming direct partners of the businesses we advise, and for working to build trust relationships that value innovation and commitment in delivering the best legal solutions for all the challenges presented.

This is Miguel Neto Advogados law firm: Commitment to the client, business-focused advocacy, involvement with the demand, and objectivity in the legal solution presented.

BUSINESS

- Antitrust
- Capital Markets
- Compliance and Corporate Investigations
- Contracts and Business Negotiations
- Corporate Law
- Environmental, ESG and Energy
- Family Law and Successions
- Labor and Social Security
- Litigation and Arbitration
- Mergers and Acquisitions (M&A)
- Private Wealth
- Privacy and Data Protection
- Real Estate
- Regulated Sectors
- Tax

CONTACTS

J.A. Miguel Neto, Partner: *mno@miguelneto.com.br*
Décio Andrade, Partner: *dae@miguelneto.com.br*
André Rizk, Partner: *ark@miguelneto.com.br*
Djalma Rodrigues, Partner: *djr@miguelneto.com.br*
João Cipriano, Partner: *jec@miguelneto.com.br*
Juliana Honda, Partner: *jmh@miguelneto.com.br*
Marcelo Morel Giraldes, Partner: *mmg@miguelneto.com.br*
Marina De Barros Monteiro, Partner: *mbm@miguelneto.com.br*
Ronaldo M. Assumpção Filho, Partner: *rma@miguelneto.com.br*
Vanessa Carvalho, Partner: *vcr@miguelneto.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

MILARÉ ADVOGADOS

Rua Clodomiro Amazonas,
1099 – 12° andar, 04537-012 –
São Paulo, SP
Brazil
Phone: +55 (11) 3046-7470

www.milare.adv.br

Édis Milaré

Lucas Tamer Milaré

Maria Clara Rodrigues Alves Gomes

Thiago Sales Pereira

Rubens Silveira Neto

Lupércio Alves Cruz de Carvalho

POSITIONING

Led by senior environmental lawyer Édis Milaré, who is recognized both as a scholar and as an author, Milaré Advogados is one of the most widely acclaimed Environmental Law firms in Brazil. It has won successive awards from domestic and international publications and has a staff of remarkable lawyers with sound environmental law experience, in addition to a cross-disciplinary team made up of engineers, geologists, biologists, geographers, city planners, economists, social scientists and more, all specializing in highly complex environmental matters.

Based on strict compliance standards and sustainability indicators, the firm provides legal advice and litigation services to more than twenty industries, particular emphasis due on energy; oil and gas; mining and steel; sugar and ethanol; chemical; agro-industrial; and more.

Because of its outstanding status in the domain, a significant number of lawsuits in Brazil undergo the firm's meticulous analysis, and its contributions go beyond litigation to provide the grounds for case law and paradigms for the specialized legal arena.

Due to the global scope of certain environmental issues and the growing need for embracing best practices in this domain, in line with international production and consumption standards, the firm has been increasing its work in International and Comparative Environmental Law, consolidating an experienced team highly specialized in matters requiring the negotiation and application of international acts.

BUSINESS

- Environmental Litigation (administrative, civil and criminal).
- Expert Opinions.
- Crisis management for environmental accidents and events associated with the operations of activities and projects.
- Amicus curiae – Intervening in material environmental cases of significant social repercussion to provide inputs to the Courts towards effective and fair legal protection.
- Technical and legal support in environmental liabilities remediation proceedings.
- Preventive action concerning the implementation of programs and projects affecting the use of natural resources and environmental quality, including ESG-practices adequacy.
- State and Local Environmental System Structuring.
- Drafting environmental law-related bills, agreements and Codes.
- Advice entering into Consent Decrees with Public Attorney's Offices and environmental authorities.
- Environment-related disputes mediation.
- Advice negotiating international acts – treaties, letters of intent, multilateral decisions, codes of conduct, articulation systems, and action programs.
- Advice in multi-jurisdictional, multilateral or bilateral environmental projects.

SECTORS

- Sugar and Ethanol
- Agribusiness
- Food and Beverage
- Automotive
- Foreign Trade
- Retail
- Communications
- Construction and Engineering
- Education
- Electronics and Appliances
- Energy
- Pharmaceuticals
- Financial Institutions
- Machinery and Equipment
- Mining and Steel
- Paper and Pulp
- Oil and Gas
- Chemicals

CONTACTS

Édis Milaré, Founding Partner: *milare@milare.adv.br*
Lucas Tamer Milaré, Partner: *lucas@milare.adv.br*
Maria Clara R. A. Gomes, Leading Lawyer: *mariaclara@milare.adv.br*
Thiago Sales Pereira, Leading Lawyer: *thiago@milare.adv.br*
Rubens Silveira Neto, Leading Lawyer: *rubens@milare.adv.br*
Lupércio Alves Cruz de Carvalho, Leading Lawyer: *lupercio@milare.adv.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

MONTEIRO RUSU
Monteiro, Rusu, Cameirão e Bercht Advogados

Rua Hungria, 1.240, 3º Andar,
cj. 31 - 01455-000
São Paulo - SP
Brazil
Phone: +55 11 3018-4200
www.monteirorusu.com.br

Daniel Lopes Monteiro

Roberto Pekelman Rusu

Ricardo Cameirão Junior

Allan Borba Bercht

André Pissolito Campos

Marina Fenerich

Thaisa Menzato

Patrícia Eid

Julia Brandão Pereira de Siqueira

Nayanne Britto

Nathália Satzke Barreto

Rodrigo Tosto

POSITIONING

Monteiro Rusu is a full-service law firm established in 2016 by a group of 6 high level partners willing to provide specialised legal service withdirect and intense partners involvement in the transactions in which they take part.

The firm's core business is representing banks and other financial institutions, private equity firms, multinationals, public corporations and other investors in a wide range of transactions, including debt and equity offerings, local and cross-border securitization, structured finance and project finance transactions in a variety of industries, as well as in banking and capital markets regulatory matters, always with full partner involvement.

The Capital Markets team have extensive experience in structuring financial transactions, advising financial institutions, investment funds and Brazilian and foreign companies on securities issuances in the domestic and international markets, including debentures, commercial papers, financial notes and bonds; structuring of domestic and international financing transactions, including syndicated loans, acquisition finance, project finance and trade finance; structuring securitization transactions of trade, real estate, financial and agribusiness receivables, acting since the review of the credits origination process to the issuance of securitization fund shares, debentures, real estate or agribusiness receivables certificates; and structuring of investment funds in general and their shares public offerings.

Monteiro Rusu advises local and international financial institutions, credit agencies and borrowers on all forms of financing transactions, corporate loans, structured deals, trade finance and export pre-payments, among others. Monteiro Rusu also advises local and international financial institutions, portfolio managers and local and foreign investors on matters related to regulatory and self-regulatory in the Brazilian financial market, including: assisting in the incorporation of financial institutions, portfolio managers and other entities whose activities are regulated by regulatory and/or self-regulatory entities of the Brazilian financial market; advising on compliance requirements presented by regulatory and self-regulatory entities of the Brazilian financial market and on administrative proceedings held by such entities; and regulatory advice on transactions intended and/or conducted by its clients.

BUSINESS

- Capital Markets
- Banking and Finance
- Corporate Law & Mergers and Acquisitions
- Tax and Social Security
- Venture Capital & Private Equity
- Litigation and Arbitration
- Real Estate
- Labor

CONTACTS

Daniel Lopes Monteiro, Partner: *daniel.monteiro@monteirorusu.com.br*
Roberto Pekelman Rusu, Partner: *roberto.rusu@monteirorusu.com.br*
Ricardo Cameirão Junior, Partner: *ricardo.cameirão@monteirorusu.com.br*
Allan Borba Bercht, Partner: *allan.bercht@monteirorusu.com.br*
André Pissolito Campos, Partner: *andre.campos@monteirorusu.com.br*
Marina Fenerich, Partner: *marina.fenerich@monteirorusu.com.br*
Thaisa Menzato, Partner: *thaisa.menzato@monteirorusu.com.br*
Patrícia Eid, Partner: *patrícia.eid@monteirorusu.com.br*
Julia Brandão, Partner: *julia.brandão@monteirorusu.com.br*
Nayanne Britto, Partner: *nayanne.britto@monteirorusu.com.br*
Nathália Barreto, Partner: *nathalia.barreto@monteirorusu.com.br*
Rodrigo Tosto, Partner: *rodrigo.tosto@monteirorusu.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

MOSIMANN-HORN
ADVOGADOS

Praça Pereira Oliveira, 64, 3rd floor - 88010-540
Florianópolis, Santa Catarina
Brasil
Phone: +55 48 3222 3738
contato@mh.adv.br

www.mh.adv.br

Rafael de Assis Horn

Rodrigo de Assis Horn

Douglas Anderson Dal Monte

Lio Vicente Bocorny

Luana Regina Debatin Tomasi

Fábio Kunz da Silveira

Ítalo Augusto Mosimann

POSITIONING

We are the convergence of generations — where the wisdom of our founding partners meets the drive of emerging talent.
With over five decades of dedication, we've evolved into a specialized firm that values diverse perspectives and cultivates excellence from within. We invest in people. We foster growth. And the result is a united, forward-thinking team that blends experience with boldness.

This synergy shapes a unique vision: to practice law with clarity, strategy, and innovation.
We craft secure, cutting-edge legal solutions — always with a multidisciplinary mindset and a sharp strategic lens. More than staying ahead of the curve, we aim to redraw it.

BUSINESS

- Enviromental
- Compliance
- Litigation and Arbitration
- Contracts
- Criminal
- Real Estate
- Public Law
- Asset Management, Family and Estate Law
- Privacy and Data Protection
- Intellectual Property
- Credit Recovery
- Insurance
- Corporate Law and M&A
- Labor
- Tax Law

CONTACTS

Rodrigo de Assis Horn, Operating Partner: *rodrigo@mh.adv.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Oliveira · Paolucci advogados

Rua Helena, n. 335, cj. 81
04552-050
São Paulo – SP
Brazil
Phone: +55 (11) 3845-0982
contato@oliveirapaolucci.com.br
www.oliveirapaolucci.com.br

Amauri de Oliveira

Luciano Paolucci

Olavo Guarnieri

POSITIONING

I. Firm Overview

Oliveira Paolucci Advogados is a law firm comprised of highly qualified professionals with extensive national and international expertise in strategic practice areas, mainly Agribusiness, Capital Markets, Banking & Finance, and International Trade. Backed by nearly two decades of experience, we are leaders in the industry and service sectors, providing the strategic guidance the clients require to achieve superior business results.

The firm is frequently sought by clients from various sectors, particularly agribusiness, finance, capital markets, foreign trade, and services. With a deep technical knowledge and a practical understanding of these markets, we deliver key solutions that meet our clients' needs, which include advice on corporate law, contract and M&A, guarantee formalization, and representation in strategic litigations.

II. Team & Key Strengths:

Our team of partners and lawyers is composed of highly specialized professionals with extensive experience in strategic market areas, combining in-depth technical knowledge with a practical approach to provide innovative and personalized legal solutions. Our work is focused on quality, agility, and efficiency to ensure a proactive and individualized service in all projects.

In Agribusiness, we assist companies throughout the agribusiness chain with strategic litigations, debt collection, court and out-of-court restructuring proceedings, and bankruptcy. We handle agribusiness credit securities (CPR, CRA, etc.), formalize guarantees (e.g., pledges, mortgages), and advise clients on transactional matters, including special investment funds (Fiagro), pricing of agricultural products/commodities, agricultural leases, barter operations, and M&As.

For our clients in the International Trade sector, we provide legal support for export and import activities, including financing operations, contract drafting and structuring, international regulatory advice, forfeiting operations, tax planning, and customs issues. Our expertise also covers strategic litigations, joint venture formation, port logistics, and shipping, among others.

Our Capital Markets practice includes structuring and reviewing securitization transactions, such as CRI, CRA, debentures, and commercial notes, as well as providing services in relation to due diligence and the issuance of legal opinions on all sector-related issues.

As for Banking & Finance, we advise financial institutions on banking products, M&A financing, corporate law, investment funds, treasury, foreign exchange transactions, and regulatory matters, especially those involving the Brazilian Central Bank (BCB), the Securities Exchange Commission (CVM), and Anbima (the Brazilian association of financial and capital markets entities). Additionally, we assist our clients with project finance, corporate finance, and fintech-related legal needs, including the entire process of establishing financial institutions before the BCB.

III. International Presence

Our portfolio includes prominent multinational companies from every corner of the globe, a testament to our ability to operate seamlessly across borders and to deliver results on an international scale.

To that end, we maintain strategic alliances with leading law firms throughout Latin America, Europe, and Asia, which enables us to offer our clients exceptional service and local expertise in a wide range of jurisdictions, ensuring that their cross-border legal challenges are met with precision and confidence.

CONTACTS

Amauri de Oliveira, Founding Partner: *amauri@oliveirapaolucci.com.br*
Luciano Paolucci, Founding partner: *luciano@oliveirapaolucci.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

SANTOS NETO

Rua Funchal, 418 -
22º andar 04551-060
São Paulo-SP,
Brazil
Phone: +55 11 3124 3070
Fax: +55 11 3045 2269
sna@santosneto.com.br

www.santosneto.com.br

Domicio dos Santos Neto

Fernando Ferreira

Frederico Favacho

Henrique Erbolato

Louise Emily Bosschart

Matheus Zilioti

Vivian Castellan Bernardino

Bruno Salama

Nicolau Nardi

POSITIONING

Energy is movement, life, power. It motivates us to move on, to evolve and to create.

We rose from the sugar-energy industry so that Santos Neto Advogados has energy in its DNA. And this energy has led us to build our history, to grow and to be recognized as an excellence and high quality law firm. A firm formed by diligent professionals who know how to combine efficiency with care. Innovation with audacity.

Efficiency because we fully understand our clients' business and this allows us to build long-lasting partnerships. Care that comes from our commitment and our collaborative relationships. Innovation that is a reflection of our creative and daring thinking.

We deliver distinguished solutions with surprising results. Because we turn the complex into simple. The impossible into possible. Knowledge in creative thinking. And in the connection of these elements we find the energy that drives us, makes us go beyond and work relentlessly for our clients.

Santos Neto Advogados. Boosting businesses.

BUSINESS

- Agribusiness
- Antitrust
- Banking and Finance
- Capital Markets
- Contracts
- Corporate Law and Foreign Investments in Brasil
- Environmental Law
- Infrastructure and Public Law
- Insolvency and Corporate Restructuring
- Labor and Employment
- Litigation, Arbitration and Mediation
- Mergers & Acquisitions and Private Equity
- Real Estate
- Tax Law
- Trade Finance

OFFICES

- Sao Paulo

CONTACTS

Domicio dos Santos Neto, Partner: *domicio@santosneto.com.br*
Fernando Ferreira, Partner: *fernando.ferreira@santosneto.com.br*
Frederico Favacho, Partner: *frederico.favacho@santosneto.com.br*
Henrique Erbolato, Partner: *henrique.erbolato@santosneto.com.br*
Louise Emily Bosschart, Partner: *louise.bosschart@santosneto.com.br*
Matheus Zilioti, Partner: *matheus.zilioti@santosneto.com.br*
Vivian Bernardino, Partner: *vivian.bernardino@santosneto.com.br*
Bruno Salama, Partner: *bruno.salama@santosneto.com.br*
Nicolau Nardi, Partner: *nicolau.nardi@santosneto.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Savin Paiva advogados

R. Simão Álvares, 962 - Pinheiros - 05417-020
São Paulo – SP
Brasil
Phone: +55 11 3812-0855
Phone: +55 11 3031-8581
savinpaiva@savinpaiva.com.br

www.savinpaiva.com.br

Glaucia Savin

Sergio Paiva

Camila Canesi Morino

Flavia Scarpinella Bueno

Heloisa Couto dos Santos

Julia Maria Arrigoni de Cstro

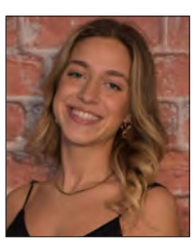
Maria da Graça Paiva

Patrícia Macedo Guimarães

Renato Spaggiari

Sérgio Barbosa

Paula Ortenblad Galvão


Giovana Astolfi Andreassi

POSITIONING

We are highly specialized environmental attorneys. Savin, Paiva Advogados was founded twenty three years ago because we believe we could offer a distinguished service by understanding the integration between the law and our clients' business. We believe that in the environmental area, work should be developed by a multidisciplinary team, providing the integration of different perspectives to solve the problem. We value teamwork, we understand the demands from the perspective of the client and their business, we propose personalized solutions that seek to adhere to the issues presented and we share the solutions with our clients who actively participate in the entire process of preparing the decision.

BUSINESS

- Consultancy
- Litigation
- Strategic Activities, such as assessments, diagnoses, due diligence
- Training

CONTACTS

General Contact: *savinpaiva@savinpaiva.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

SOUTO CORREA

Av. Pres. Juscelino Kubitschek, 2041, Torre D, 8º andar,
São Paulo - SP
Post Code: 04543-011
Phone: + 55 11 35 30 84 00
contato@soutocorrea.com

www.soutocorrea.com

Carlos Fernando Souto

Diogo Squeff Fries

Emília Malacarne

Guilherme Rizzo Amaral

Joel Gallo

Jorge Cesa

Luis Alberto Peretti

Manoela Pascal

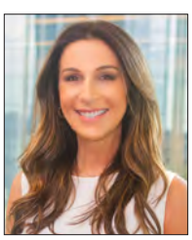
Otávio Augusto Domit

Patricia Alves

Rafael Alves

Rafael Abreu

Ricardo Quass Duarte


Roberta Feiten

POSITIONING

Souto Correa Advogados brings together experienced lawyers united by the same principles and values. The firm comprises professionals with excellent professional and academic backgrounds, advising clients in Brazil and abroad across all areas of business law. To this end, it relies on professionals fluent in several foreign languages, enabling them to meet demands and requests from various countries, especially through its Asian, German, and Latin American desks.

BUSINESS

- Agribusiness
- Antitrust and Competition
- Arbitration
- Banking and Fintechs
- Biodiversity & Biotechnology
- Capital Markets
- Crypto assets
- Compliance
- Consumer and Product Liability
- Contracts
- Corporate Law/M&A
- Climate Solutions
- Data Protection
- Dispute Resolution
- Energy
- Entertainment & Media
- Environmental and Sustainability
- ESG
- Gaming & Betting
- Infrastructure & Projects
- Intellectual Property
- International Trade
- Labor
- Life Sciences & Healthcare
- Mediation
- Oil & Gas
- Public Law and Regulatory
- Real Estate
- Restructuring and Insolvency
- Startup Hub
- Tax
- Telecom
- Timberland
- Union Relations and Collective Negotiation
- Wealth and Succession Planning
- White-Collar Crimes
- Sports Law

CONTACTS

Carlos Fernando Souto, Partner: *carlos.souto@soutocorrea.com.br*
Diogo Squeff Fries, Partner: *diogo.fries@soutocorrea.com.br*
Emília Malacarne, Lawyer: *emilia.malacarne@soutocorrea.com.br*
Guilherme Rizzo Amaral, Partner: *guilherme.amaral@soutocorrea.com.br*
Joel Gallo, Partner: *joel.gallo@soutocorrea.com.br*
Jorge Cesa, Partner: *jorge.cesa@soutocorrea.com.br*
Manoela Pascal, Partner: *manoela.pascal@soutocorrea.com.br*
Luis Alberto Peretti, Partner: *luis.peretti@soutocorrea.com.br*
Otávio Augusto Domit, Partner: *otavio.domit@soutocorrea.com.br*
Patricia Alves, Partner: *patricia.alves@soutocorrea.com.br*
Rafael Abreu, Partner: *rafael.abreu@soutocorrea.com.br*
Rafael Alves, Partner: *rafael.alves@soutocorrea.com.br*
Ricardo Quass Duarte, Partner: *ricardo.quass@soutocorrea.com.br*
Roberta Feiten, Partner: *roberta.feiten@soutocorrea.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

Rua João Canela, 161,Jardim
Brasil - Jundiaí, São Paulo
Post Code: 13201-852
Phone: +55 (11) 2923 7989
tm@tmassociados.com.br

www.tmassociados.com.br

Leonardo Theon de Moraes

Raphael O. F. de Toledo Piza

Barbara R. L. Escapin

Marina A. Silva

Beatriz G. Moquiute

Giovanna P. Collini

Carolina O. Martins

Helen R. De Souza

BUSINESS

- Corporate and business law
- Tax law, estate and succession planning
- Mergers and acquisitions
- Compliance and corporate governance
- Civil law, bankruptcy and business recovery
- Digital law, sports law, fashion law
- Family law, arbitration and mediation
- Franchising, startups, trademarks and patents, crisis management

POSITIONING

TM Associados — When the Legal Becomes Legacy!

TM Associados is more than a law firm. We are a strategic partner for companies that demand technical excellence, agile responses and non-negotiable commitment. Since 2014, we have been aiming to turn businesses into legacies, and every decision we make reflects that commitment.

With units in Jundiaí, São Paulo and Belo Horizonte, we operate throughout the brazilian territory with an international vision. We offer a full service model with high specialization in the business, advisory, litigation, tax and labor areas. Each area is led by experienced professionals, who combine technical mastery with sensitivity to understand the nuances of each economic sector.

What differentiates us is not only in the way we know the Law, but in the way we relate to it and to our clients. Here, each lawyer acts with a sense of ownership. That means taking full responsibility for every task, every deadline, every decision. We treat our clients' challenges as if they were our own, with attention to detail, strategic vision and absolute focus on results.

Our culture is driven by meritocracy, professionalism, and delivery. We invest in the technical and human development of our teams, with structured career plans, objective goals and performance evaluations that ensure continuous quality at all levels of the operation.

Technology is a central ally in our journey of excellence. We use artificial intelligence as a tool to support the preparation of documents and legal research, always under the careful supervision of our lawyers. Legal Design is part of our identity: our documents are designed to be understood, applied and take shape in the client's business with precision and clarity.

Service at TM Associados is governed by strict SLAs and standardized processes. We respond with agility, without losing depth. Each delivery is monitored, documented and managed with objective criteria of quality and time. Our internal structure, composed of the Executive Board, Board of Directors, Controllership and Technical Committees, ensures governance, legal certainty and a solid institutional vision.

CONTACTS

Leonardo Theon de Moraes, Managing Partner: *ltm@tmassociados.com.br*
Raphael O. F. de Toledo Piza, Partner and CFO: *rtp@tmassociados.com.br*
Barbara R. L. Escapin, Chief of Staff: *bre@tmassociados.com.br*
Marina A. Silva, Legal Manager: *mas@tmassociados.com.br*
Beatriz G. Moquiute, tax coordinator: *bgm@tmassociados.com.br*
Giovanna P. Collini, litigation coordinator: *gpc@tmassociados.com.br*
Carolina O. Martins, labor coordinator: *com@tmassociados.com.br*
Helen R. De Souza, advisory coordinator: *hsouza@tmassociados.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

TWK ADVOGADOS
THOMAZ BASTOS WAISBERG KURZWEIL

Av. Brigadeiro Faria Lima,
3311, 13º andar
Itaim Bibi, São Paulo, SP
04538-133
Phone:+55 11 3552-5000
contato@twk.com.br

www.twk.com.br

Joel Luís Thomaz Bastos

Ivo Waisberg

Bruno Kurzweil de Oliveira

Ricardo Pomeranc Matsumoto

Herbert Morgenstern Kugler

Gilberto Gornati

Carlos Teixeira Leite Filho

Adriana Dias de Oliveira

Bárbara Pessoa Ramos

Lucas Rodrigues do Carmo

POSITIONING

Thomaz Bastos, Waisberg, Kurzweil Advogados is a specialized legal boutique focusing on debt restructuring, insolvency, complex litigation and arbitration, and corporate/financial transactions. Established in October 2016 by partners Joel Luís Thomaz Bastos, Ivo Waisberg, and Bruno Kurzweil, the firm boasts a distinguished multidisciplinary team which is adept at intricate in- and out-of-court restructurings and that excels in representing clients in litigation and arbitration cases. In addition to its notable expertise in the areas of Dispute Resolution—handling both judicial and administrative proceedings—and Restructuring, Insolvency & Bankruptcy, the firm is also robust in M&A and capital markets services.

OFFICES

- São Paulo
- Rio de Janeiro
- Brasília

BUSINESS

Restructuring, Bankruptcy, and Insolvency

TWK is strongly positioned in the field of Bankruptcy and Restructuring and is often sought out to act in major cases involving large companies. Its excellent work for both creditors and debtors is carried out by a highly competent team of lawyers, whose academic credentials prove their expertise, as well as the good results in the work delivered.

The practice meets all the client's needs, from the initial discussions to the strategies defined in pursuit of the best results.

Complex Litigation & Arbitration

The firm advises companies and individuals in matters concerning highly complex preventive, litigation and arbitration matters involving several different fields of business and civil law.

CONTACTS

Joel Luís Thomaz Bastos, Partner: *joel@twk.com.br*
Ivo Waisberg, Partner: *ivo@twk.com.br*
Bruno Kurzweil de Oliveira, Partner: *bruno@twk.com.br*
Ricardo Pomeranc Matsumoto, Partner: *ricardo@twk.com.br*
Herbert Morgenstern Kugler, Partner: *herbert@twk.com.br*
Gilberto Gornati, Partner: *gilberto@twk.com.br*
Carlos Teixeira Leite Filho, Partner: *carlos@twk.com.br*
Adriana Dias de Oliveira, Partner: *adriana@twk.com.br*
Bárbara Pessoa Ramos, Partner: *barbara@twk.com.br*
Lucas Rodrigues do Carmo, Partner: *lucas@twk.com.br*

Top Advisors Directory
LAW FIRMS

Country
BRAZIL

ULHÔA CANTO
ADVOGADOS

Av. Brigadeiro Faria Lima, 1847
Jardim Paulistano
São Paulo - SP, 01452-001
Phone: +55 11 3066 3066
Fax: +55 11 3066 3047
ucrgsp@ulhoacanto.com.br

www.ulhoacanto.com.br

Aloysio de Miranda Filho

Guilherme Rezende

Isabel Lustosa

Marcelo Santos

Paula Costa

Rodrigo Brunelli

Luís Claudio Gomes

POSITIONING

For more than six decades, Ulhôa Canto Advogados ("UC") has been known as a benchmark firm in providing the highest quality of legal advice. UC stands out because of its key participation in several of the most relevant and complex transactions both in the domestic and international markets.

Founded in 1959, the firm is recognized for its commitment to provide pioneer and innovative solutions, exercising a tailor-made legal practice that combines knowledge, experience and creativity. As a boutique firm with presence in Rio de Janeiro, São Paulo and Brasília, we are not, and do not aim to be, the largest law firm measured by number of lawyers. Our commitment is to help our clients with their most challenging matters and offer original and groundbreaking solutions.

Recognized as one of the top corporate and M&A firms in the country, UC has provided assistance in some of the most relevant transactions in Brazil over the past decades. We have played a key role in the privatizations that took place in Brazil during the 1990s, and we actively participated in the wave of M&A transactions that followed, including many cross-border deals spearheaded by Brazilian companies seeking to gain access to international markets. Since then, our firm has assisted clients on a full range of public and private transactions in sectors such as food and beverages, retail, steel, real estate, finance, technology, education, oil & gas, construction, and energy.

We also take pride in being one of the very few firms in Brazil with the capability of deeply understanding both the corporate and the tax aspects of a transaction, which often give rise to direct financial or economic benefits to our clients. We trace that characteristic back to our firm's DNA: our founding partners personally contributed to the creation of the current Brazilian taxation system and instilled a culture of excellence that led to UC being repeatedly identified as an outstanding tax advisor in Brazil.

BUSINESS

- Tax
- Corporate Law and M&A
- Electric Energy
- Telecommunications
- Oil & Gas
- Mining
- Sanitation
- Real Estate
- Wealth & Estate Planning
- Aviation
- Banking and Finance
- Project finance
- Administrative Law
- Competition & Antitrust
- Consumer Protection
- Compliance
- Arbitration
- Environmental Law
- Entertainment and Sports
- Investment Funds
- Restructuring and Insolvency
- Venture Capital

OFFICES

- **São Paulo**

Av. Brigadeiro Faria Lima, 1847
Jardim Paulistano
São Paulo - SP, 01452-001
Phone: +55 11 3066 3066
Fax: +55 11 3066 3047
ucrgsp@ulhoacanto.com.br

- **Rio de Janeiro**

Av. Afrânio de Melo Franco, 290,
4th floor, Leblon
Rio de Janeiro - RJ, 22430-060
Phone: +55 21 2510 3042
Fax: +55 21 2240 7360
ucrgrj@ulhoacanto.com.br

CONTACTS

Aloysio de Miranda Filho: *amiranda@ulhoacanto.com.br*
Guilherme Rezende: *grezende@ulhoacanto.com.br*
Isabel Lustosa: *ilustosa@ulhoacanto.com.br*
Marcelo Santos: *msantos@ulhoacanto.com.br*
Paula Costa: *pcosta@ulhoacanto.com.br*
Rodrigo Brunelli: *rbrunelli@ulhoacanto.com.br*
Luís Claudio Gomes: *lpinto@ulhoacanto.com.br*

Top Advisors Directory
LAW FIRMS

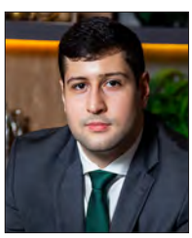
Country
BRAZIL

Xerfan Advocacia S/S

Tv. Rui Barbosa, 534 - Reduto
66053-260
Belém - PA
Brazil
Phone: +55 91 3223-3365
Phone: +55 91 98428-0676

www.xerfanadv.com.br

Roberto Tamer Xerfan Jr.


Leonardo Xerfan

Arthur Cruz Nobre

Raul Fraiha

Thiago Araújo Pinheiro Mendes

Isabella Xerfan

Gabriela Mayumi

João Victor Ribeiro Fernandes

Benedito Mutran Neto

Arilson Bacelar

POSITIONING

The office started its activities, with its founder, in February 1999, being enrolled in 2004 in the OAB as a Society where it continues to offer a personalized legal service, from the initial diagnosis to the final outcome. Years of working have given us the experience and knowledge necessary for our customers to feel confident and satisfied with the provision of a qualified service. The office also has the most advanced technology, from process management A.I. programs to the innovative mobile app by Xerfan Advocacia S/S that allows, among other features, the client to monitor their processes in real time. The firm is also Appropriate and certified processes aligned with LGPD (General Data Protection Law) and ESG (Environmental, Social, and Governance).

Mission: We carry the mission of innovating the legal environment by bringing legal solutions, in order to avoid litigation and deliver practical results to our clients.
Vision: We have the vision of a dynamic, contemporary office, so we are always looking for new technologies that can help in the fast and effective delivery of results.
Values: We are committed to forming alliances, as relationships with our clients are not broken with the end of a dispute, but crystallized over time.

BUSINESS

Business
- Corporate partnership;
- Bankruptcy and judicial recovery;
- Business contracts;
- Credit titles;
- Industrial property;

Civil
- Obligations;
- Civil Liability;
- Contracts;
- Family;
- Successions;

Labor
- Employment contract;
- Contractual resolutions;
- Working journey;
- Salary parity;
- Collective bargaining;

Real Estate & Registration
- Buying & Selling;
- Renting & Location;
- Possessory & Petitionary actions;
- Neighborhood rights;

Government
- Public administration contracts (Federal, State & Municipal);
- Audit Office;
- Defense in disciplinary administrative proceedings;
- Licitation;

Tax Law
- Litigation;
- Consulting;
- Compliance;
- Due Diligence.

Mining Law
- Regulation
- Administrative Licensing and Granting Processes;
- Defense in infringement notices;
- Administrative liabilities;

Environmental Law
- Administrative Licensing and Granting Processes;
- Defense in infringement notices;
- Judicialization of claims arising from administrative proceedings;

CONTACTS

Roberto Tamer Xerfan Jr., Chairman (CEO & Founder): *roberto.xerfan@xerfanadv.com.br*
Leonardo Xerfan, Senior Partner: *leonardo.xerfan@xerfanadv.com.br:*
Arthur Cruz Nobre, Associate Partner: *arthur.nobre@xerfanadv.com.br*
Raul Fraiha, Associate Partner: *raul.fraiha@xerfanadv.com.br*
Thiago Araújo Pinheiro Mendes, Associate Partner: thiago.mendes@xerfanadv.com.br
Isabella Xerfan, Senior Partner: *isabella.xerfan@xerfanadv.com.br*
Gabriela Mayumi, Associate Partner: *gabriela.mayumi@xerfanadv.com.br*
João Victor Ribeiro Fernandes, Associate Partner: *joao.ribeiro@xerfanadv.com.br*
Benedito Mutran Neto, Lawyer: *benedito.mutran@xerfanadv.com.br*
Arilson Bacelar,Lawyer: *arilson.bacelar@xerfanadv.com.br*

Top Advisors Directory
LAW FIRMS

Country
CHILE

ÁLAMOS, ÁLVAREZ & ALDUNATE / ABOGADOS

Av. Vitacura 2939, Oficina 701, Las Condes, Santiago, Chile
Phone: +56 9 3268 7959
info@aaya.cl

www.aaya.cl

Alfonso Álamos

Felipe Alvarez

Juan Pablo Álvarez

Mario Aldunate

Benjamín Pumpin

Cristián Loewe

POSITIONING

Alamos, Álvarez & Aldunate Abogados is a young law firm seeking to provide outstanding legal advice and personalized service, with innovative and timely solutions for our clients' needs.

Our goal is to work with our clients in their projects and contribute to the success of their businesses. We have highly qualified lawyers with extensive experience in various fields and industries, which allows us to provide comprehensive advice and to add value to our clients' projects.

Our services include various areas related to business, focusing mainly on real estate, capital markets, corporate, investment funds, M&A, litigation, venture capital, compliance and labor, among other matters.

BUSINESS

- Real Estate, Urban Planning, and Construction
- Capital Markets and Investment Funds
- Corporate and Tax Law
- M&A and Financing
- Venture Capital and Entrepreneurship
- Labor Law
- Agribusiness
- Compliance

CONTACTS

Alfonso Álamos, Partner: *aalamos@aaya.cl*
Felipe Alvarez, Partner: *falvarez@aaya.cl*
Juan Pablo Álvarez, Partner: *jpalvarez@aaya.cl*
Mario Aldunate, Partner: *maldunate@aaya.cl*
Benjamín Pumpin, Partner: *bpumpin@aaya.cl*
Cristián Loewe, Director: *cloewe@aaya.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

ANINAT ABOGADOS

Av. El Golf 40 – Of. 1101 Las Condes, Santiago – Chile
Phone: +56 22887 22 00

www.aninat.cl

www.linkedin.com/company/aninat-abogados/

Luis Alberto Aninat
Partner

María Eugenia Sabbagh
Partner

Rodrigo Ugarte
Partner

Martín Mois
Partner

Lucas del Villar
Partner

Cristian Reyes
Partner

POSITIONING

Aninat Abogados is a corporate and business law firm with more than 20 years of experience, recognized for its extensive national and international experience in corporate and transactional matters, which integrates a set of strong specialty areas linked to business and provides services to public and private entities, with a selected client portfolio that are leaders in their industries.

The firm's clients are national and international companies and business entities. Some of the industries in which we have relevant participation and proven experience in the market are Services, Retail, TMT, Fintech, Private Clients, Automotive, Real Estate, Natural Resources, Agribusiness and Food.

The commitment to the clients consists of fully supporting them when it comes to designing and consolidating their projects, defending their interests and obtaining results in their businesses. The partners are deeply involved as they think about the problems and requirements of the clients as if they were their own, contributing with a business vision and in-depth knowledge of the rules of operation of the market, which goes far beyond what traditional legal services usually offer.

Aninat Abogados is not, and does not aspire to be, the largest firm in the market, measured in number of lawyers. The firm's goal is to be the law firm the clients turn to for their most challenging legal issues, transactions, and disputes. The structure allows the attorneys to adopt flexible and economically efficient schemes. The structure of the firm is an output of the firm's strategy, grounded in the commitment to combine agility and depth, adding value to the clients' operations.

BUSINESS

- Corporate Law
- Mergers and Acquisitions
- Family Businesses and Business Groups
- Labor Law
- Tax Law
- Venture Capital and Private Equity
- Fintech
- Capital Markets
- Real Estate and Construction Law
- Project Financing
- Natural Resources and Environment
- Antitrust and Regulated Markets
- Compliance and Anti-Corruption
- Regulation and Public Policy
- Consumer Law
- Privacy and Personal Data Protection
- Intellectual Property
- Technology Transfer
- Litigation and Arbitration
- Reorganizations and Bankruptcy Liquidations

The team of partners and senior counsels serves the clients directly, contributing their experience, criteria, knowledge and vision in each of the matters in which they are involved, adding value through tailor-made solutions, adjusted to each reality and contingency. In this way, the firm establish personalized, trustworthy and lasting relationships with the clients. Aninat Abogados team is made up of partners, senior counsels and associates, subject to the strictest ethical standards and linked to the legal community, academia and the most relevant forums of their respective specializations in Chile and abroad. All of them are recognized players in the legal and business community. The partners teach in the most prominent law and business schools in the country, and actively participates in the most relevant and prestigious business organizations, including the Council of the Chilean Bar Association, the Council of the Arbitration and Mediation Center of the Santiago Chamber of Commerce (CAM), Chilean Institute of Tax Law, International Bar Association; and the International Association of Privacy Professionals (IAPP), among other.

Given the growing regulatory activity in the field of economic crimes, prevention of money laundering, incorporation of new obligated companies, including automotive companies and those affected by the Fintech Law, Aninat Abogados maintains strategic alliances with the consulting and audit firm BDO Chile to provide specialized services to the Fintech industry, and with Regcheq, in order to boost its activities and deliver to their clients proven alternatives for the due fulfillment of their legal duties

CONTACTS

Luis Alberto Aninat, partner: *laninat@aninat.cl*
Maria Eugenia Sabbagh, partner: *mesabbagh@aninat.cl*
Rodrigo Ugarte, partner: *rugarte@aninat.cl*
Martín Mois, partner: *mmois@aninat.cl*
Lucas del Villar, partner: *lvillar@aninat.cl*
Cristian Reyes, partner: *creyes@aninat.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

BARROS SILVA VARELA & VIGIL

El Golf 40, floor 13, Las Condes, Santiago, Chile.
Phone: (+56 2) 2307 0900
bsvv@bsvv.cl

www.bsvv.cl

Fernando Barros Vial

José Manuel Bustamante

Rodrigo de Alencar

Claudia Ferreiro

Roberto Lewin

Felipe Riesco

José Joaquín Silva

Francisco Varela

Jorge Vigil

Pilar González

Sebastián Barros

BUSINESS

- Capital Markets and Securities
- Competition/Antitrust
- Compliance
- Consumer Law
- Corporate and Business Law
- Environmental Law
- Financing
- Labour and Employment Law
- Litigation & Arbitration
- Mergers and Acquisitions
- Mining, Energy and Natural Resources
- Public Law & Regulatory Law
- Real Estate, Urban Planning and Construction Law
- Tax Law

POSITIONING

Barros Silva Varela & Vigil is a full-service law firm that provides comprehensive advice to national and international clients operating in Chile. With a thorough and pro-business approach, we approach matters proactively and efficiently, seeking to provide our clients with the best service to minimise risks and maximise strategic opportunities.

Corporate and M&A: The firm has a team specially dedicated to provide general corporate advice to its clients, both national and foreign, who set up and operate in the country, offering legal assistance in all aspects related to the operation, its contractual relationships, reorganisations, merger and acquisitions in all phases of the process, transformations.

Real Estate Law: The firm has an experienced team of lawyers dedicated exclusively to advising clients in all stages of real estate development projects.

Public, Regulatory & Environmental Law: BSVV has a team specially dedicated to regulatory matters and administrative procedures, before different public institutions in tariff regulation, sanctioning procedures, legislative advice, among other areas of public law. BSVV also advises clients in all aspects related to the care of the environment.

Labour & Employment Law: BSVV provides specialised advice to national and foreign companies on all types of legal issues related to human resources and labour relations, addressing collective bargaining processes, labour disputes and litigation and relationships with the authorities.

Mining and Natural Resources: BSVV has a large experience in advising mining companies, both Chilean and foreign, in all stages of the project and its implementation, to the exploration phase, the start of its activities and full operation, until the end of its useful life with the site closure.

Competition/Antitrust: BSVV has an experienced team that advises and represents companies, institutions and individuals in competition matters, including preventive advice, investigations before the National Economic Prosecutor and proceedings before the Court for the Defence of Free Competition and the Supreme Court in a wide range of matters, including cases of abuse of dominant position and collusion. The Firm's practice includes the design and implementation of compliance plans, internal audits and investigations, and merger control proceedings.

Litigation and Arbitration: Specialized advice in the prevention and resolution of complex disputes in commercial, civil, economic, constitutional, securities, corporate governance, consumer (class actions) and international trade (antidumping, safeguards and countervailing measures) matters in the most diverse markets and activities.

CONTACTS

Fernando Barros Vial, Partner: *fbarros@bsvv.cl*
José Manuel Bustamante, Partner: *jmbustamante@bsvv.cl*
Rodrigo de Alencar, Partner: *rdealencar@bsvv.cl*
Claudia Ferreiro, Partner: *cferreiro@bsvv.cl*
Roberto Lewin, Partner: *rlewin@bsvv.cl*
Felipe Riesco, Partner: *friesco@bsvv.cl*
José Joaquín Silva, Partner: *jjsilva@bsvv.cl*
Francisco Varela, Partner: *fvarela@bsvv.cl*
Jorge Vigil, Partner: *jvigil@bsvv.cl*
Pilar González, Partner: *pgonzalez@bsvv.cl*
Sebastián Barros, Partner: *sbarros@bsvv.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

BOFILL MIR ABOGADOS

Av. Andrés Bello 2711, piso 8,
Las Condes, Torre Costanera,
CP 7550611, Santiago, Chile.
Phone: +56 227 577 600
contacto@bofillmir.cl

www.bofillmir.cl

Octavio Bofill

Pablo Mir

Ana María Yuri

Rodrigo Saffirio

Pablo Gutiérrez

Luis Alberto Cruchaga

Alina Bendersky

Feliciano Tomarelli

Francisco Ducci

Andrea Abascal

POSITIONING

Bofill Mir Abogados is a multidisciplinary law firm with over 30 years of experience, supported by a team of specialized lawyers with solid legal and business expertise.

The firm delivers comprehensive legal services across multiple practice areas, combining international experience with a deep understanding of industries and markets. Its long-standing client relationships – spanning local and global companies, both public and private – and consistent recognition in leading legal rankings reflect its professional standards.

With a forward-looking approach, Bofill Mir Abogados continues to evolve to meet the demands of increasingly complex markets and regulatory environments.

BUSINESS

- Corporate / M&A
- Capital Markets
- Banking and Finance
- Project Finance
- Restructuring and Insolvency
- Real Estate, Infrastructure and Construction
- Mining and Natural Resources
- Environment
- Energy
- Labor and Employment
- Tax
- Public Law
- Regulatory Law
- Life Sciences
- Intellectual Property, Data and Technology
- Litigation and Arbitration
- Competition
- Asian Affairs

CONTACTS

Octavio Bofill, Corporate: *obofill@bofillmir.cl*
Ana María Yuri, Corporate: *ayuri@bofillmir.cl*
Rodrigo Saffirio, Corporate; Managing partner: *rsaffirio@bofillmir.cl*
Pablo Mir, Mining and Natural Resources: *pmir@bofillmir.cl*
Pablo Gutiérrez, Labor and Employment: *pgutierrez@bofillmir.cl*
Andrea Abascal, Life Sciences, Public Law: *aabascal@bofillmir.cl*
Manfred Zink, Antitrust: *mzink@bofillmir.cl*
María Pilar Domínguez, Environment: *mpdominguez@bofillmir.cl*
Joaquín Pérez, Executive director, Commercial and other enquiries: *jperez@bofillmir.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

/Carey

Isidora Goyenechea 2800
43rd Floor
Las Condes, Santiago
Phone: +56 2 2928 2200

www.carey.cl

Jorge Carey

Jaime Carey

Pablo Iacobelli

Salvador Valdés

Francisco Ugarte

Marcos Ríos

Guillermo Acuña

Cristián Eyzaguirre

Jorge Ugarte

Francisco Guzmán

Cristián Figueroa

Patricia Silberman

Alejandra Daroch

Jaime Carey Jr.

POSITIONING

Carey is a market leader in structuring mergers and acquisitions and has been consistently highlighted by important publications in this area. Carey advises a wide range of clients, such as multinationals, funds and foreign companies investing for the first time in Chile, along with local and Latin American companies expanding their businesses throughout Chile and the region.

BUSINESS

- Corporate Law
- Mergers & Acquisitions
- Private Equity

Carey advises clients in all aspects of the negotiation process, including the efficient structuring of taxes related to the transaction, investment financing, advising on corporate governance, establishing collaborative agreements between companies such as joint ventures and strategic alliances and the development of business relationships between the different parties involved in a project.

The firm has expertise in all kind of mergers and acquisitions, such as takeovers through public offerings, minority share purchases, acquisitions of companies or asset packages in various jurisdictions, private equity transactions, challenges faced by businesses in regulated industries and company or asset purchases in insolvency or reorganization scenarios.

Carey advises public and private companies (of different sizes and industries), shareholders and investors, managers, boards of directors and board committees, on a full range of corporate governance matters, including compliance under local law and best practices; shareholders agreements; governance policies; corporate purpose and responsibility; related party transactions; board and committee composition and processes; board evaluation, succession and removal processes and policies; new director orientation; executive compensation planning and disclosure; reporting and disclosure, and crisis management.

CONTACTS

Jorge Carey, president emeritus: *jcarey@carey.cl*
Jaime Carey, senior partner: *jacarey@carey.cl*
Pablo Iacobelli, managing partner: *piacobelli@carey.cl*
Salvador Valdés, partner: *svaldes@carey.cl*
Francisco Ugarte, partner: *fugarte@carey.cl*
Marcos Ríos, partner: *mrios@carey.cl*
Guillermo Acuña, partner: *gacuna@carey.cl*
Cristián Eyzaguirre, partner: *ceyzaguirre@carey.cl*
Jorge Ugarte, partner: *jugarte@carey.cl*
Francisco Guzmán, partner: *fguzman@carey.cl*
Cristián Figueroa, partner: *cfigueroa@carey.cl*
Patricia Silberman, partner: *psilberman@carey.cl*
Alejandra Daroch, partner: *adaroch@carey.cl*
Jaime Carey Jr., partner: *jca@carey.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

/Carey

Isidora Goyenechea 2800
43rd Floor
Las Condes, Santiago
Phone: +56 2 2928 2200

www.carey.cl

Juan Pablo Stitchkin

Eduardo Martin

Tomás Varela

POSITIONING

Carey has extensive experience advising clients on all stages of real estate projects, including industrial, mining and energy projects, shopping centers, office, and residential buildings, as well as hotels, casinos, housing for agribusiness, ecological conservation parks and educational centers. Carey's expertise covers financing, titles revision, land purchasing, permitting, hiring architectural services, construction works and sales or leases.

The firm also advises clients on drafting, negotiating, and closing lease agreements, such as long-term contracts for the retail industry and the development of infrastructure projects, portfolio securitization and real estate asset management.

In addition, Carey advises on corporate and tax structure of projects and dispute settlements.

BUSINESS

- Real Estate

CONTACTS

Juan Pablo Stitchkin, Partner: *jpstitchkin@carey.cl*
Eduardo Martin, Counsel: *emartin@carey.cl*
Tomás Varela, Counsel: *tvarela@carey.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

Hendaya 60, Piso 11,
Las Condes, Santiago de Chile,
Chile.
Phone: +56 9 5689 4449
contacto@hagsolutions.cl

www.hagsolutions.cl

Osvaldo Parada

Benjamín Parada

Camila Vargas

Luz Soto

Jaime Lama

Abril Venegas

POSITIONING

We are a boutique firm specializing in labor law consulting, change management, collective bargaining, and labor compliance. We collaborate with companies in building their labor relations strategy with unions and employees, grounded in a solid practical and legal perspective.

We are defined by long-term relationships based on respect, consistency, agility, flexibility, and creativity. We strive to find the best solution for each client, which means deeply understanding their business and the current and future challenges they face. This allows us to design strategies that add value to labor relations as a fundamental pillar of the company's success.

Our vision is clear: To be a leading boutique firm in labor law consulting, passionate about exceeding our clients' expectations, with agile and accurate solutions that generate a positive and lasting impact on companies. We are committed to create a work environment that promotes happiness, freedom, and the improvement of our team.

BUSINESS

- Labor Law
- Collective Bargaining
- Cultural Change Managment

VALUES

- Flexibility
- Freedom
- Agility
- Respect
- Excellence

CONTACTS

Osvaldo Parada, Founding Partner: *osvaldo@hagsolutions.cl*
Benjamín Parada, Managing Partner: *benjamin@hagsolutions.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

Avenida Andrés Bello 2233
Of. 1004 Providencia
Santiago - Chile
Phone: (+56 2) 2842-2109
contacto@hurtadoybonito.cl

www.hurtadoybonito.cl

José María Hurtado Fernández

Mijail Bonito Lovio

POSITIONING

Hurtado & Bonito Abogados is a firm specialized in mobility & immigration, recognized for its leadership in both legal practice areas in Chile, and for providing personalized, high-quality services rooted in ethical principles and a deep understanding of Chile's migration legislation.

Led by founding partners José María Hurtado and Mijail Bonito, both experienced lawyers with extensive backgrounds in the public and private sectors, and former immigration policy advisors to the State of Chile (they participated in the technical discussions of the New Migration Law in the National Congress (Law No. 21,325) and in the design of the most relevant regulatory changes in immigration matters in the country in recent decades), the firm advises on a wide spectrum of migration matters with varying levels of complexity, particularly supporting large corporations and C-level executives relocating to Chile.

Its specialization in the relocation of executives from international companies is a hallmark, and since 2023, the firm has been in alliance with Employee Mobility Solutions – EMS, joining an international network spanning over 100 countries. This collaboration enhances their ability to facilitate access for individuals interested in coming to Chile, as well as for Chileans and foreign residents seeking to establish themselves abroad.

Both partners are recognized in the legal market as thought leaders in the field. They provide expert insights on mobility, migration, and labor issues, and frequently participate in seminars, workshops, and forums hosted by prominent public, private, and academic institutions, demonstrating their commitment to an informed society and decision-makers in their areas of expertise. In this context, it is important to mention that Hurtado & Bonito is the first Chilean firm to be included in the specialized Corporate Immigration Guide by Chambers and Partners (2025), which analysis the legal framework and immigration policy in Chile.

Hurtado & Bonito Abogados advises national and international prominent companies and institutions across various economic sectors such as industrial engineering, transport, pharmaceuticals, construction, food, and textiles. Among its legal services, the following stand out:

- Administrative and/or judicial resources against illegal and/or authority's arbitrary decision
- Temporary Residence
- Permanent Residence
- Naturalization
- Temporary stay (tourism)

BUSINESS

- Mobility & Inmigration
- Labour & Employment

SOCIAL MEDIA

www.linkedin.com/company/hurtado-y-bonito-abogados

CONTACTS

José María Hurtado Fernández, Partner: *jmhurtado@hurtadoybonito.cl*
Mijail Bonito Lovio, Partner: *mbonito@hurtadoybonito.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

ICMS
Ihnen Correa Malatrassi Shen

Av. Andrés Bello 2687, 17 Floor
Las Condes, CP 7550611
Santiago, Chile
Phone: +562 2889 8800
contacto@icms.cl

www.icms.cl

Ricardo Ihnen Becker

Andrés Correa Cruzat

Guillermo Malatrassi Mozó

Tzu-Hsin Shen

Patricio Riffo Oliva

POSITIONING

Founded in 2024 by Ricardo Ihnen, Andrés Correa, Guillermo Malatrassi, and Tzu-Hsin Shen, ICMS Abogados, all former partners from Eluchans Abogados.

Ihnen, Correa, Malatrassi and Shen continued with their practices as a new firm ICMS Abogados while retaining the core values and commitment to quality that defined the previous firm and embarking on a strategic path towards substantial growth. ICMS Abogados has seen the retention of the majority of the partners, lawyers, staff and clients. This continuity ensures that ICMS Abogados maintains the deep-rooted professional relationships and expertise developed over many decades in the legal industry.

While maintaining the hallmark of personalized service that clients have come to expect, the firm is actively expanding its team, practice areas, and client base. This strategic growth is aimed at meeting the increasingly complex and diverse needs of national and international clients. By building on its strengths in key areas such as Corporate M&A, Real Estate, Mining, and Infrastructure, ICMS Abogados is positioning itself to provide comprehensive legal solutions across a broad spectrum of industries. As part of its ongoing strategic expansion, Patricio Riffo joined the firm as Partner of the Labor practice in 2025, reinforcing this key area and enhancing the firm's ability to deliver integrated, full-service solutiones to its clients.

Strategic Vision

ICMS Abogados aims to be a leading full-service law firm by expanding its range of services and deepening its expertise across all major legal disciplines. The firm plans to grow its team by attracting top talent and fostering the development of its associates to ensure the highest level of service for its clients. With a strategic focus on key growth areas, ICMS Abogados is well-positioned to become a top-tier law firm, offering tailored solutions to both national and international clients.

BUSINESS

ICMS Abogados offers expertise in a wide range of practice areas, including:

- M&A and Corporate.
- Real Estate.
- Banking & Finance.
- Mining.
- Tax.
- Labor.
- Private Wealth.
- Foreign Investment.
- Infrastructure and Concessions.
- Compliance.
- Dispute Resolution.

CONTACTS

Ricardo Ihnen Becker, Partner: *rihnen@icms.cl*
Andrés Correa Cruzat, Partner: *acorrea@icms.cl*
Guillermo Malatrassi Mozó, Partner: *gmalatrassi@icms.cl*
Tzu-Hsin Shen, Partner: *tshen@icms.cl*
Patricio Riffo Oliva, Partner: *priffo@icms.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

Lathrop Mujica Herrera & Diez
Abogados

Av. El Golf 82, piso 3, Las Condes,
Santiago - Chile
Phone: +56224732070
abogados@lathrop.legal
www.lathrop.legal

Fernando Lathrop Aubert

Pedro Mujica Galarce

Sebastián Herrera Larraín

José María Diez Lempereur de Saint Pierre

Francisco Cárcamo Valdés

María Jesús Pérez Matta

POSITIONING

Lathrop Mujica Herrera & Diez Abogados is an innovative law firm that stands out in the competitive and dynamic legal market for its 360° approach in advising and representing the legal needs of its clients in corporate, real estate, tax, wealth management, insurance, labor, energy & natural resources, among other areas, promoting the generation of strategic legal solutions for achieving results.

The firm is made up by five partners, Fernando Lathrop (corporate), Pedro Pablo Mujica (real estate), Sebastián Herrera (energy & environment), José María Diez (tax & wealth management) and Francisco Cárcamo (labor), and the Of Counsel María Jesús Pérez (insurance), all of them with excellent academic backgrounds, positioning, and extensive practical experience in private, corporate, and/or public legal practice. It also has a team of lawyers with practical experience in their areas of expertise, allowing for a comprehensive, rigorous, analytical, and strategic approach to legal challenges to develop specialized solutions based on clients' specific requirements.

This is done under a work model that places clients at the center of the process, ensuring personalized and quality attention consistent with their legal needs, factors that constitute the distinctive mark and value proposition of Lathrop Mujica Herrera & Diez in the dynamic and competitive national legal market.

BUSINESS

- Corporate / M&A
- Real Estate
- Environmental
- Tax
- Labor and Immigration
- Private Client & Wealth Management

INDUSTRIES

- Agriculture
- Aquaculture
- Automotive
- Aviation
- Biotechnology
- Construction
- Energy
- Entertainment and Gastronomy
- Finance
- Forestry
- Hospitality
- Insurance
- Investments
- Logistics
- Manufacturing
- Mining
- Packaging
- Philanthropy
- Real Estate
- Shopping Centers
- Telecommunications

The law firm has a stable portfolio of clients and focuses its legal actions on national and foreign companies, as well as leading family businesses in different productive industries, including Aquaculture, Agriculture, Aviation, Automotive, Construction, Philanthropy, Real Estate, Logistics, Biotechnology, Energy, Hospitality, Investments, Telecommunications, Forestry, Insurance, Mining, Shopping Centers, Entertainment, Gastronomy, Finance, Manufacturing, and Packaging, among others.

The legal firm has extensive experience in corporate law. The team covers everything from the formation of companies to the management of complex transactions, providing solutions tailored to the specific needs of each client.

Also, it specializes in advising real estate developers at all stages of their projects, including land acquisition, project structuring, obtaining permits, financing, execution, reception, marketing, after-sales service, among others.

The practice in natural resources focuses on providing strategic advice for the sustainable management of natural assets, addressing legal and regulatory challenges in the energy, mining, agricultural, aquaculture, and forestry industries.

About the tax area Lathrop Mujica Herrera & Diez provides specialized and strategic advice on tax planning and regulatory compliance, helping to minimize risks and optimize the tax position of its clients based on their needs.

On the other hand, the labor and collective law area specializes in labor and immigration issues, providing comprehensive and strategic solutions for employers and employees within the framework of a constantly changing legal environment.

In the insurance field, the law firm focuses on comprehensive insurance advisory services for both national and international insurance market entities as well as companies.

As part of its 360° approach and leadership, Lathrop Mujica Herrera & Diez Abogados, address legal conflicts through alternative solutions, trials, and arbitrations, offering effective strategies for dispute resolution.

CONTACTS

Fernando Lathrop Aubert, Partner: *flathrop@lathrop.legal*
Pedro Mujica Galarce, Partner: *pmujica@lathrop.legal*
Sebastián Herrera Larraín, Partner: *sherrera@lathrop.legal*
José María Diez Lempereur de Saint Pierre, Partner: *jmdiez@lathrop.legal*
Francisco Cárcamo Valdés, Partner: *fcarcamo@lathrop.legal*
María Jesús Pérez Matta, Of Counsel: *mjperez@lathrop.legal*

Top Advisors Directory
LAW FIRMS

Country
CHILE

Isidora Goyenechea 2800,
Piso 15, Las Condes,
Santiago Chile
Phone: +56(2) 2384 5900
contacto@nld.cl

www.nld.cl

Paulo Larrain
Managing Partner

POSITIONING

NLD, established in 2007, is a leading law firm in the Chilean legal market, with a global perspective, formed by outstanding lawyers in their different areas of expertise, and who are committed to perform work of excellence that meets the highest ethical principles.

NLD has a highly recognized M&A practice advising strategic buyers and/or sellers and/or private equity funds in the purchase and sale of companies and/or assets, either in competitive procedure and/or in bilateral negotiations.

NLD also has extensive experience in Project Finance, syndicated and bilateral loans, advising creditors, debtors a nd/or sponsors, and in Capital Markets transactions.

NLD also advices on judicial, arbitration, restructuring, labor and regulatory matters.

BUSINESS

- M&A
- Finance and Capital Markets
- Corporate Law
- Litigation, Arbitration and Restructuring
- Labor and Employment Law
- Regulated Markets

CONTACTS

Paulo Larrain, Founding and Managing Partner: *plarrain@nld.cl*

Top Advisors Directory
LAW FIRMS

Country
CHILE

VIDAL ABOGADOS

Los Militares 4777 Piso 21, Las Condes, Santiago, Chile
Phones: +56 225737804
+56 957830977
contacto@vidalabogados.cl

www.vidalabogados.cl

María José Vidal Olmedo

Paula Rodríguez Lizama

Genesis Faundez Velasco

Ximena Pérez-Brito

Valentina Contreras Cortés

Katherine Plaza Povea

Cleopatra Méndez García

POSITIONING

VA – Vidal Abogados is a Chilean boutique law firm founded in 2012, with offices in Antofagasta and Santiago, recognized for its strategic approach, technical excellence, and deep understanding of the business environment. The firm specializes in labor law, tax law, mining law, complex litigation, and corporate governance, providing comprehensive and high-value legal solutions to companies operating in highly regulated industries.

Led by María José Vidal Olmedo, lawyer and business engineer with more than 12 years of experience, the firm stands out for its ability to combine legal rigor with business insight and a practical, results-oriented perspective. Its multidisciplinary advisory model anticipates risks, supports decision-making, and creates strategic value tailored to each client's objectives.

BUSINESS

- Corporate Governance
- Labor
- Mining, Water and Energy
- Taxation and Wealth Management
- Complex Litigation

OFFICES

- Antofagasta
- Santiago

Since its origins in northern Chile, VA – Vidal Abogados has supported national and international companies in the development of complex projects, noted for its territorial expertise, client proximity, and commitment to sustainability and regulatory compliance. The firm offers preventive legal counseling and representation in high-stakes litigation, emphasizing efficient conflict resolution and the protection of corporate interests.

In labor law, the firm has extensive experience in individual and collective labor relations, union negotiations, regulatory compliance, and litigation, as well as in adapting to major reforms such as the 40-Hour Workweek Law, the Karin Law on workplace harassment and violence, among others.

In the tax area, the firm advises companies and corporate groups on business reorganizations, tax planning, audits, and defense before the Chilean Internal Revenue Service (SII) and the Tax and Customs Courts.

In mining law, VA – Vidal Abogados provides strategic counsel on project structuring, mining concessions, easements, sectoral permits, and regulatory compliance, integrating environmental, territorial, and legal aspects throughout all stages of project development.

With a highly specialized team and leadership that combines business acumen with legal excellence, VA – Vidal Abogados® has established itself as a trusted legal partner and leading reference in strategic advisory for companies seeking reliability, agility, and commitment to navigate Chile's complex business and regulatory environment.

CONTACT

María José Vidal, Founder & Managing Partner: *mvidal@vidalabogados.cl*

Top Advisors Directory
LAW FIRMS

Country
CHINA

M.J.F BONNICI LAW FIRM

Unit 908 Prosperity Millennia Plaza 663 King's Road, Quarry Bay, Hong Kong Island, HK
Phone: +852 9280 8125
www.mjf-law.com

Matthieu Bonnici

Chris Chou

Julien Beretta

POSITIONING

Founded by lawyers with over a decade of practice at top US firms in China, MJF is a French law firm understanding the specifics of the Chinese and Asian legal environments.

We have grown our legal practice beyond the traditional commercial and corporate fields to capture our clients' needs in dealing with legal issues raised by the new economy.

Corporate & Commercial

We advise companies and entrepreneurs on the structuring and restructuring of their business in China and in Asia.

Our experience notably includes the registration, reorganization and liquidation of companies in the region, as well as the drafting and negotiation of cooperation and commercial contracts. We also advise clients on employment matters.

Fundraising

Entrepreneurs have options when it comes to raising funds for their business. We advise our clients about the various benefits and liabilities of these financing options, helping them to make the most informed choice. From understanding the various mechanisms used to raise money to the pros and the cons associated to each of them, we counsel entrepreneurs and fast-growing companies on friends and family rounds, seed rounds, Series A, Series B, and beyond.

Strategic Partnerships

We help businesses of all sizes across a range of sectors set up strategic partnerships and joint ventures, allowing our clients to enter or expand into new markets, develop new products or reinforce relationships between suppliers and customers.

Regulatory & compliance

Regulatory environment in China is constantly evolving across all sectors. As transparency rises in importance and the costs of non-compliance with laws and regulations increase, investors – no matter their industry – need to adapt to these new trends.

Data Privacy, Cybersecurity & Technology

The protection of sensitive data – from personal information to trade secrets to classified information – that organizations create, maintain and process is increasingly vital to business operations and risk management.

OFFICES

- **REGIONAL REACH**

Be it directly or through our partnerships, we accompany enterprises of all sizes in the context of their operations and legal issues in major Chinese business centers.

- **HONG KONG**

Unit 908, Prosperity Millenia Plaza, 663 King's Road, Quarry Bay, Hong Kong Island, Hong Kong

- **SHANGHAI**

3/F,7508 South Hunan Road, Pudong New District, Shanghai

- **GUANGDONG**

6/F, Two AIA Financial Centre
1 Denghu East Road Guicheng, Nanhai District, Guangdong, P.R.

- **PARIS**

15 rue de Marignan
75008 Paris, France

BUSINESS

- Corporate & Commercial
- Fundraising
- Strategic Partnerships
- Regulatory & Compliance
- Data Privacy, Cybersecurity & Technology

CONTACTS

Matthieu Bonnici, Partner: *m.bonnici@mjf-law.com.*
Chris Chou, Senior Associate: *c.chou@mjf-law.com.*
Julien Beretta, Associate: *j.beretta@mjf-law.com.*
General queries: *info@mjf-law.com.*

Top Advisors Directory
LAW FIRMS

Country
CHINA

Man Po International Plaza,
Unit 215, No.664 Xinhua Road,
Changning District,
200052 Shanghai, China
Phone: (+86) 21 6233 7226
shanghai@leaf-legal.com

31 Rue la Boétie
75008- Paris
France
phone : (+33) 6 75 35 42 18

www.leaf-legal.com

Bruno Grangier

Gregory Louvel

Charlotte Mantoux

Jean-Philippe Engel

Peggy Wu

POSITIONING

Lawyers specialized in cross-border transactions

Leaf provides legal support to mid-cap companies in every step of their commercial operations and their cross-border transactions between Europe and Asia with a focus on China.

We are a cross-cultural team of corporate and M&A lawyers and one of the strongest Sino-European team in China. Each member of our team is familiar with cross-border transactions. We work as a bicultural team to provide efficient solutions to manage complex transactions in a changing legal and business environment.

Our firm has received multiple awards for its cross-border activities.

We guarantee the additional personal attention and hands-on executive involvement to our clients.

BUSINESS

- M&A Transactions
- Joint-Ventures & Strategic Partnerships
- Restructuring
- Funding & Private Equity
- Commercial Contracts
- IP protection and IP enforcement
- Employment Law
- Real Estate
- Corporate
- Compliance & Risk Management
- Green Energy & Environmental Law

CONTACTS

Bruno Grangier, Partner: *b.grangier@leaf-legal.com*
Gregory Louvel, Partner: *g.louvel@leaf-legal.com*
Charlotte Mantoux, Partner: *c.mantoux@leaf-legal.com*
Jean-Philippe Engel, Partner: *jp.engel@leaf-legal.com*
Peggy Wu, Partner: *p.wu@leaf-legal.com*

Top Advisors Directory
LAW FIRMS

Country
COLOMBIA

GARCÍARBOLEDA

Carrera 12 No. 96 – 81 Of. 403
Bogotá, Colombia
Phone: +57 601 762 77 63
info@garciarboleda.co
www.garciarboleda.co

José Ignacio García

Mauricio García

POSITIONING

Our firm is exclusively dedicated to the needs of the aviation and maritime industries. We are a cohesive and consolidated team of the highest human and professional quality. We are thus able to provide services rigorously, proactively, reliably and efficiently, coherent with the level demanded from a specialised firm and a sophisticated practice.

Throughout our history, we have been instructed by insurers and foreign law firms to represent insurers, aircraft operators and manufacturers, airport operators and maintenance and repair organisations in their defence against claims related to the aviation operation.

As of 2013 we have also represented various air carriers in their civil and administrative litigation with regards to claims filed by passengers and the administrative proceedings related thereof. We have also acted on behalf of the airline industry in high-impact litigation.

From the regulatory perspective, in addition to providing advisory services to multiple clients in Colombia, we have represented various air carriers in obtaining their operating licences. We have also advised aircraft lessors and financiers in their transactions related to the Colombian jurisdiction, and represented them in complex aircraft repossessions.

Setting aside the above, our maritime practice has been carefully tailored to understand the legal challenges of the main actors of this industry. Amongst others, we have been instructed by insurers and ship agents to assist and advice on claims related to container demurrage, liability arising out of the carriage of goods by sea, charter-party agreements, liability of port terminals, liability arising out of maritime casualties and advisory on maritime law in regards with multi-modal carriage issues.

BUSINESS

Within the aviation and maritime industries:

- Dispute resolution
- Insurance
- Civil and State liability
- Consumer protection
- Regulatory

CONTACTS

José Ignacio García, Partner: *jigarcia@garciarboleda.co*
Mauricio García, Partner: *mgarcia@garciarboleda.co*

Top Advisors Directory
LAW FIRMS

Country
COLOMBIA

MARTÍNEZ QUINTERO MENDOZA GONZÁLEZ LAGUADO & DE LA ROSA

BOGOTÁ - MADRID

Carrera 7 N° 71-21
Tower B. Of. 602
Bogotá, Colombia
Phone: (+57) (60) (1) 3174720
contacto@mqmgld.com

www.mqmgld.com

Camilo Martínez

Andrés González

María Claudia Martínez

Darío Laguado

Felipe Quintero

José Miguel Mendoza

Juan Manuel de la Rosa

Julián Solorza

César C. Cermeño

Sergio Rojas

Camila del Villar

Felipe Aristizábal

Laura Galeano

Lucas Arboleda

Olga Lucía Ramírez

Diana Zuleta

Johanna Cajigas

Juan Pablo Amaya

Sergio Londoño

Juan Carlos Gambín

Juan Camilo Varón

POSITIONING

Martínez Quintero Mendoza González Laguado & De La Rosa is focused on advising clients in highly complex and high-profile transactions regarding M&A, Banking & Finance, Tax, Fintech, Private Equity, Search Funds, Start-ups, Project Finance, Capital Markets, Antitrust, Labor & Employment LaW, Intellectual Property, Regulatory and Litigation, Real Estate and Restructuring, among many other fields.

We are a leading Colombian law firm with more than 20 years of experience, recognized by prestigious legal national and international publications as a top tier firm in the country. We handle matters in virtually every country in the region, spanning every industry sect or in which our clients operate. As the demand for legal assistance throughout Latin America grows, Martínez Quintero Mendoza González Laguado & De La Rosa continues to expand its presence in the region with a truly multi-disciplinary practice.

BUSINESS

- Banking & Finance Law
- Capital Markets Law
- Compliance
- Competition Law & Consumer Protection
- Corporate Law
- Corporate Law and Corporate Governance
- Crisis Management
- Customs Law & Foreign Trade
- Data Protection
- Energy & Natural Resources
- Environmental & Sustainable Development Law
- Infrastructure & Transportation, Projects and Public Law
- Insurance & Torts
- Intellectual Property
- International Arbitration
- Labor & Immigration Law
- Litigation & Arbitration
- Mergers & Acquisitions (M&A)
- Oil & Gas
- Real Estate Law
- Restructuring & Insolvency
- Tax Law

CONTACTS

Camilo Martínez, Managing Partner: *cmartinez@mqmgld.com*
Andrés González, Partner: *agonzalez@mqmgld.com*
María Claudia Martínez, Partner: *mcmartinez@mqmgld.com*
Darío Laguado, Partner: *dlaguado@mqmgld.com*
Felipe Quintero, Partner: *fquintero@mqmgld.com*
José Miguel Mendoza, Partner: *jmendoza@mqmgld.com*
Juan Manuel de la Rosa, Partner: *jdelarosa@mqmgld.com*
Julián Solorza, Partner: *jsolorza@mqmgld.com*
César C. Cermeño, Partner: *ccermeno@mqmgld.com*
Sergio Rojas, Partner: *srojas@mqmgld.com*
Camila del Villar, Partner: *mcdelvillar@mqmgld.com*
Felipe Aristizábal, Partner: *faristizabal@mqmgld.com*
Laura Galeano, Partner: *lgaleano@mqmgld.com*
Lucas Arboleda, Partner: *larboleda@mqmgld.com*
Olga Lucía Ramírez, Partner: *olramirez@mqmgld.com*
Diana Zuleta, Partner: *dzuleta@mqmgld.com*
Johanna Cajigas, Partner: *jcajigas@mqmgld.com*
Juan Pablo Amaya, Partner: *jpamaya@mqmgld.com*
Sergio Londoño, Partner: *slondono@mqmgld.com*
Juan Carlos Gambín, Partner: *jcgambin@mqmgld.com*
Juan Camilo Varón, Partner: *jcvaron@mqmgld.com*

Top Advisors Directory
LAW FIRMS

Country
COLOMBIA

PARRA RODRÍGUEZ ABOGADOS PRA

Carrera 9 # 74-08 Of. 504,
Bogotá D.C., 110221, Colombia
Phone: (+57) 601-3764200
info@pralaws.com

www.pralaws.com

Bernardo Rodríguez Ossa

Álvaro Parra Gómez

Augusto Figueroa Sierra

María Margarita Parra Gómez

César Barajas Ruiz

POSITIONING

Parra Rodríguez Abogados (PRA) is a dynamic and experienced Colombian law firm, deeply committed to delivering effective, pragmatic, and timely legal counsel. With extensive knowledge of the Colombian market, we anticipate challenges, mitigate risks, and ensure seamless execution in every matter we undertake.

Our advice is always delivered in a clear and practical manner that enables decision-makers to fully understand the risks and available solutions. For this reason, our letters, emails, and legal opinions are consistently concise and to the point. We respect our clients' time.

Flexibility is a cornerstone of our approach. Our team is designed to handle transactions of all scales, from complex cross-border deals to highly tailored matters. Every engagement is personally led by a partner, ensuring both strategic insight and meticulous attention to detail. Every client and every transaction are equally important to us.

We maintain a positive and proactive approach with our clients, regardless of political, economic, or social challenges. Our focus is not only on managing uncertainty, but also on identifying and capturing business opportunities, even in volatile market conditions. We are committed to providing strategic legal guidance that enables our clients to adapt, grow, and thrive.

We are also proud to lead on matters of broader significance. PRA has been deeply involved in B Corporation initiatives in Colombia, contributing actively to the growth and development of the movement, demonstrating our commitment to sustainable and responsible business practices.

Sustainability, diversity, and human rights are at the heart of our firm's values. We are proud to be the first and only Colombian law firm awarded the Friendly Biz seal by the Colombian Diversity Chamber, a recognition of our ongoing dedication to inclusion and equality. In addition, we are a recognized ally of Business France (Solutions Team France Export) in Colombia, strengthening our engagement with the international business community and supporting the expansion of French companies in the region.

BUSINESS

- Aviation
- Banking & Finance
- Corporate/M&A
- Tax & Foreign Exchange
- Labor & Immigration
- Civil & Commercial Litigation

Aviation: PRA is Colombia's leading aviation law firm, with over 35 years of experience. We provide strategic legal counsel to major industry players on regulatory approvals, traffic rights, and operational agreements such as code-sharing, leasing, and ACMI. We also advise on compliance with safety and consumer protection regulations, aircraft registration, and international standards.

Tax: We deliver strategic tax advice to national and international clients, covering tax planning, corporate restructurings, M&A, and the application of double taxation treaties. Our team also assists with compliance, audits, and representation before tax authorities, offering practical solutions to complex tax challenges.

Corporate / M&A: Our Corporate and M&A practice supports clients in day-to-day corporate matters and local or cross-border transactions. Services include structuring, negotiating, and drafting acquisition deals, shareholder agreements, joint ventures, corporate reorganizations, and legal due diligence.

Banking & Finance: PRA is a leader in asset finance, advising banks, lessors, borrowers, and ECAs on complex domestic and international financing transactions. With a strong track record in sectors like aviation, rail, energy, and agriculture, we bring deep expertise in structuring asset-based and corporate finance deals. PRA led Colombia's adoption of the Cape Town Convention and is promoting the Luxembourg Rail Protocol.

Labor: We provide comprehensive labor advice, from HR policies and compliance to litigation and regulatory proceedings. Our team handles contract terminations, disciplinary actions, workplace safety, immigration matters, and labor due diligence in M&A, helping clients stay compliant and proactive.

Litigation & Dispute Resolution: We represent clients in civil, commercial, and administrative disputes, as well as in arbitration and alternative dispute resolution. Our services include litigation strategy, representation before Colombian courts and authorities, and expertise in constitutional actions and public contracting disputes.

CONTACTS

Bernardo Rodríguez, Partner: *bernardo.rodriguez@pralaws.com*
Álvaro Parra, Partner: *alvaro.parra@pralaws.com*
Augusto Figueroa, Partner: *augusto.figueroa@pralaws.com*
María Margarita Parra, Partner: *mariamargaritaparra@pralaws.com*
César Barajas Ruiz, Partner: *cesar.barajas@pralaws.com*

Top Advisors Directory
LAW FIRMS

Country
ECUADOR

BUSTAMANTE FABARA

Quito: Av. Patria E4-69 y Amazonas Edificio COFIEC
Guayaquil: Av. de Alarcón y Av. de las Américas, Edificio Sky Building, Piso 4, Oficina 423
Phone: +593 2 256-2680
info@bustamantefabara.com
www.bustamantefabara.com

José Rafael Bustamante C.

Juan Felipe Bustamante

María Rosa Fabara Vera

Rafael Valdivieso

Juan Carlos Bustamante

José Rafael Bustamante E.

Pedro Gómez de la Torre

Kirina González

Andrés Becdach

Gustavo Almeida

Bruno Pesantes

POSITIONING

BUSTAMANTE FABARA, with over 125 multidisciplinary attorneys and a dedicated team of +190 professionals, offers extensive legal solutions both locally and internationally across 25 practice areas.

Mergers & Acquisitions: The legal team, consisting of 15 lawyers, has extensive experience in representing various parties in a wide range of operations, including mergers, divisions, associations, public and private share offerings, reorganizations, and other restructuring forms. The team assists clients in finding strategic partners and provides comprehensive support in mergers and acquisitions. They offer innovative legal tools and strategies to minimize legal risks and ensure successful negotiations, leveraging their deep knowledge and experience in M&A processes. Some clients include Mitsui & Co., Primax, Saint-Gobain, Talanx, and more.

BUSINESS

- Incorporation of Companies
- Mergers & Acquisitions
- Merger Control
- Dissolutions and Liquidations
- Planning of Corporate Structures and Business Groups
- Structuring Transactions
- Formation of Consortiums or "Joint Ventures"
- Due Diligences
- Corporate Governance
- Environmental licenses and permits
- Environmental concessions
- Acquisition of oil and mining rights
- Environmental law
- Constitution of consortiums
- International obligations
- Real Estate Structuring
- Licenses and Authorizations
- Real Estate Contracts

Energy & Environment: Composed of 5 skilled lawyers, the Energy & Natural Resources team advises on environmental compliance for projects in the oil, mining, and energy sectors. They represent multinational companies, defending their interests against regulatory and private challenges. The team monitors business opportunities, new projects, and privatizations in Ecuador's liberalizing market. Noteworthy clients include Gran Tierra Energy, Solaris Resources Inc., Orion Energy, Minera Cumbaratza S.A., CMOC Group Limited, and many more.

Real Estate: The Real Estate Division at BUSTAMANTE FABARA aims to provide comprehensive legal support throughout the entire lifecycle of a real estate project, ensuring that every process—from implementation to liquidation—is executed in a timely, organized, and efficient manner. The division offers specialized advisory services in three key areas: Real Estate Structuring, which focuses on the preliminary analysis and viability of projects; Licenses and Authorizations, leveraging strategic alliances with professionals to secure necessary permits; and Contractual and Financing, where clear and concise contracts help minimize risks for developers and promoters.

CONTACTS

Legal Team (Partners)
José Rafael Bustamante C.: *jrbc@bustamantefabara.com*
Juan Felipe Bustamante: *juanfelipe@bustamantefabara.com*
María Rosa Fabara Vera: *mrfabara@bustamantefabara.com*
José Rafael Bustamante E.: *jrbustamante@bustamantefabara.com*
Rafael Valdivieso: *rvaldivieso@bustamantefabara.com*
Juan Carlos Bustamante: *jcbustamante@bustamantefabara.com*

Manager
María Rosa Fabara Vera: *mrfabara@bustamantefabara.com*

Marketing and Communication
María José Sotomayor: *msotomayor@bustamantefabara.com*

Top Advisors Directory
LAW FIRMS

Country
ECUADOR

LEXVALOR
ABOGADOS

Av. 12 de Octubre N24-774 y Av. Coruña, Edificio Urban Plaza, pisos 2, 5, 8, 12, 15 y 16, Quito, Ecuador.
Phone: +(593) 2 3230375

Av. 9 de Octubre 100 y Malecón Simón Bolívar, Edificio Previsora. Piso 23. Office 2304, Guayaquil
Phone: +(593) 4 6006280
info@lexvalor.com

www.lexvalor.com

Daniela Irigoyen

Karla Villacís

Marcelo Morabowen

Santiago Aguirre

Cristian Álvarez

Adriana Paredes

POSITIONING

The real estate department is recognized as one of the most versatile and rapidly growing in the country. LEXVALOR Abogados has a strong presence in the real estate sector because of its comprehensive knowledge of the industry. We advise on every kind of real estate project, including construction and infrastructure projects, mall development, out of town housing developments, and all types of commercial projects.

Our value-added services entail working closely with other units in the firm, such as the tax division and the fiduciary unit, to structure appropriate project-specific legal arrangements. We are experts in advising on the overall process and implementation of all manner of suitable structures for project development.

We have extensive and varied experience in negotiations, legal disputes, and arbitration in tenancy and expropriation-related matters and are leaders in providing legal services for construction companies and banks involved in drawing up deeds with third parties acquiring housing and commercial units.

We are experts at subdividing and combining properties and implementing condominium structures, and we have a thorough understanding of the real estate regulations and local ordinances in every canton for implementing condominium complexes and qualifying them as “Special Urban Projects” with the respective local governments.

We have nearly twenty years in real estate practice for the structuring of real estate trusts, we advise from the structuring of the trust business, its development, contribution, construction, and liquidation. We are advisors in this service for the largest trust company in the country with more than one hundred real estate businesses whose constituents are the most prestigious construction companies in the country, the real estate trust practice is developed in the main cities of Ecuador, therefore, our practice covers different jurisdictions.

BUSINESS

- Legal and tax structuring of projects.
- Promotion, investment, disinvestment.
- Financing options and real estate acquisition.
- Construction and real estate development.
- Transfers of ownership.
- Unifications, subdivisions, and partitions.
- Horizontal property declarations and reversals.
- Cadastral updates.
- Termination and liquidation of projects and structures that develop them.
- Regulatory and municipal compliance for the development of real estate projects.
- Design and elaboration of real estate contracts according to the needs of the project.
- Legal advice on real estate risk management.
- Legal-labor advice on labor risk management related to the construction activity.
- Legal advice on natural catastrophic events related to real estate.
- Implementation of condominiums and internal regulations of horizontal property.
- Legal advice on municipal technical legislation and legal support in the categorization of special urban development projects with the respective municipalities.

OFFICES

- Quito
- Guayaquil

CONTACTS

Karla Villacís,: *kvillacis@lexvalor.com*

Top Advisors Directory
LAW FIRMS

Country
ECUADOR

LEXVALOR
ABOGADOS

Av. 12 de Octubre N24-774 y Av. Coruña, Edificio Urban Plaza, pisos 2, 5, 8, 12, 15 y 16, Quito, Ecuador.
Phone: +(593) 2 3230375

Av. 9 de Octubre 100 y Malecón Simón Bolívar, Edificio Previsora. Piso 23. Office 2304, Guayaquil
Phone: +(593) 4 6006280
info@lexvalor.com

www.lexvalor.com

Alfredo Peñaherrera

Fabricio Dávila

Gabriela Guzmán

Héctor Barahona

Juan Francisco Almeida

Margoth Chiriboga

Ricardo Peñaherrera

María Pia Rivadeneira

Marcelo Morabowen

Ana Eguiguren

Kevin Ortiz

Andrés Egas

POSITIONING

LEXVALOR Abogados has positioned itself as a sophisticated player in the local market and within the top five full-service firms in the country in size and revenue. This position has heightened the firm's experience and credentials and allowed us to participate in complex and key transactions and corporate advisory services to renowned national and international corporations.

Among the services provided by LEXVALOR, areas of steady incremental growth include:

Mergers and Acquisitions: Our team has consolidated its M&A practice through a sustained role in key transactions on both the buy and sell sides, advising local and international clients. The corporate team works closely with our competition practice to adequately assess the competition aspects of our M&A practice, including merger control, non-compete provisions, and other restraints subject to competition/antitrust rules in Ecuador.

Corporate Advisory Assistance: LEXVALOR has a deep its practice into structuring business entities that mitigate tax contingencies and optimize investor resources. As a firm, we have consolidated our corporate, tax, and fiduciary practices to deliver innovative cost-efficient products to investors.

The practice has developed around the creation of Simplified Joint Stock Companies that constitute a relatively new type of structure in Ecuador, which have allowed a modernization of corporate law. There have also been many corporate restructuring processes through foreign entities, especially for software companies that have sought to internationalize in different markets. Our corporate area has advised in all these structuring of new businesses and internationalization of existing ones.

BUSINESS

- M&A (public bids and acquisitions, including LBOs, MBOs, reverse buyouts)
- Share transfers
- Spin – offs
- Joint ventures
- Capital increases and reductions, amendments to bylaws and other corporate acts.
- Shareholders Agreements
- Corporate restructuring
- Winding up process
- Corporate rescue
- Debt / financial restructuring
- Insolvency proceedings
- Good Corporate Governance

OFFICES

- Quito
- Guayaquil

CONTACTS

Héctor Barahona,: *hbarahona@lexvalor.com*
Juan Francisco Almeida,: *jalmeida@lexvalor.com*
Fabricio Dávila,: *fdavila@lexvalor.com*

Top Advisors Directory
LAW FIRMS

Country
ECUADOR

NOBOA, PEÑA & TORRES
ABOGADOS ECUADOR

QUITO: Av. República de El Salvador N36-230 y Av. Naciones Unidas, Edificio Citibank, Piso 2, Quito, 170505.
Phone: +(593-2)2970193
info@legalecuador.com

GUAYAQUIL: Calle Junín 114 y Malecón Simón Bolívar, Edificio Torres del Río, Piso 8, Guayaquil 090306.
Phone: +(593-4)2300814
info@legalecuador.com

www.legalecuador.com

Gonzalo Noboa Baquerizo

Patricio Peña Romero

Marcelo Torres Bejarano

Juan José Hidalgo

Francisco Larrea Naranjo

POSITIONING

With over 20 years of experience in the Ecuadorian legal market, Noboa, Peña & Torres, Abogados stands out for its high standard of professionalism, ethics, and constant search for innovative solutions, which are provided nationwide through its two strategically located offices in the cities of Quito and Guayaquil.

We provide sophisticated legal advice and add value to our clients by delivering high quality legal products and services, with a clear and commercially focused point of view based on a solid understanding of your business.

The firm has in-depth knowledge and experience in complex transactions, involving both national and international matters and is well-recognized for its provision of legal services to clients ranging from Fortune 500 enterprises to entrepreneurs. Clients value the firm's capability to deliver solid, creative, effective and cost-efficient legal advice based on their needs and goals.

Noboa, Peña & Torres, Abogados is also a founding partner of the Ibero-American Legal Network (Red Legal Iberoamericana), an alliance of 14 prestigious Ibero American Law Firms, with 28 offices in 20 countries, having as main objective the creation of business opportunities for clients in those jurisdictions.

BUSINESS

- Administrative Law, Public Procurement and Concessions
- Dispute Resolution
- Arbitration and Mediation
- Banking, Finance and Capital Markets
- Criminal Law
- Compliance
- Competition Law
- Corporate and Commercial
- Energy and Mining
- Environmental Law
- Foreign Trade
- Insolvency and Patrimonial Restructuring
- Intellectual Property
- Constitutional Law
- Labor law and Social Security
- M&A
- Tax Law
- Tourism Law
- Real Estate

OFFICES

- Quito
- Guayaquil

CONTACTS

Gonzalo Noboa Baquerizo, Partner : *gnoboab@legalecuador.com*
Patricio Peña Romero, Partner: *patopena@legalecuador.com*
Marcelo Torres Bejarano, Partner: *mtorres@legalecuador.com*
Juan José Hidalgo, Partner: *jhidalgo@legalecuador.com*
Francisco Larrea Naranjo, Partner: *fslarrea@legalecuador.com*

Top Advisors Directory
LAW FIRMS

Country
ECUADOR

ROBALINO

12 de Octubre avenue No 26-48 and Lincoln, Mirage Building, Floor 16.
Quito, Ecuador
Phone: +593 (2) 381-0950
info@robalinolaw.com

www.robalinolaw.com

Martín Pallares

Andrés Donoso

Javier Robalino

Luis Carlos Fernández

Daniel Robalino

Lisette Torres

Gabriel Gallegos

Emilio Aguayo

Marta Villagómez

Rafael Serrano

Diego Palacios

POSITIONING

A leading law and consulting firm in Ecuador, Robalino is dedicated to constant evolution and innovation. We are a specialized and multi-disciplinary team of lawyers and consultants, committed to staying at the forefront of new legal and business trends.

With a highly qualified team of professionals, we meet the needs of a demanding local and international market. Our past experience is just the beginning. Our vision is set on new horizons, new markets, and new challenges. We evolve and innovate to continue adapting ourselves to the needs of an ever-changing world.

We strive to be strategic, long-term advisors and "partners" in a safe and trusting environment, intimately understanding the particularities of our clients' industries and businesses. We customize our tools and systems, using new cutting-edge technologies to remain leaders in providing professional services with local and international experience and recognition.

Our corporate practice covers the day-to-day business and commercial operations of many of the most well-known local and international companies operating in Ecuador. We also advise on the country's most sophisticated and high-profile transactions, many of which span multiple jurisdictions and practice areas. The corporate team includes professionals well-versed in the best international practices, standards, structures, and documentation required for different corporate transactions, with a significant emphasis on mergers and acquisitions, joint ventures, private equity, foreign investment, corporate restructuring, bankruptcy procedures, real estate, tax, and labor matters.

We also collaborate with the community by supporting different pro bono initiatives.

BUSINESS

- Corporate
- Tax
- M&A
- Finance & Capital Markets
- Foreign Trade
- Transfer Pricing
- Insurance & Reinsurance
- Real Estate
- Energy & Natural Resources
- Mining
- Banking
- Labor

CONTACTS

Martín Pallares, Partner: *mpallares@robalinolaw.com*
Andrés Donoso, Partner: *adonoso@robalinolaw.com*
Javier Robalino, Managing Partner: *jrobalino@robalinolaw.com*
Luis Carlos Fernández, Partner: *lcfernandez@robalinolaw.com*
Daniel Robalino, Partner: *drobalino@robalinolaw.com*
Lisette Torres, Partner: *ltorres@robalinolaw.com*
Gabriel Gallegos, Director: *ggallegos@cpaconsultores.com*
Emilio Aguayo, Director: *eaguayo@robalinolaw.com*
Marta Villagómez, Director: *mvillagomez@robalinolaw.com*
Rafael Serrano, Of Counsel: *rserrano@robalinolaw.com*
Diego Palacios, Of Counsel: *dpalacios@robalinolaw.com*

Top Advisors Directory
LAW FIRMS

Country
FRANCE

31, avenue Hoche,
75008 Paris
Phone: +33 1 56 88 30 00
contact@bersay.com

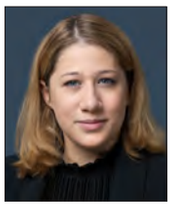
www.bersay.com

Stéphanie Alexandrino

Stéphanie Benmoussa-Molkhou

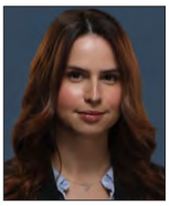
Jérôme Bersay

Manuela Bitton


Pauline Darmon

Alain Jouan

Julie Molinié


Julie Baldinger

Yacine Benani

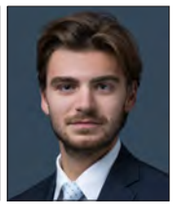
Etienne Daire-Raymond

Julia Faure

Sarah Lakkis

Morgane Michel

Albane Perinet-Marquet


Guilhem Tabard

POSITIONING

Founded in 1995, Bersay brings together 50 highly-qualified lawyers, with wide-ranging expertise to address the legal needs of businesses.
Its practice covers all of the main areas of business activity, in an advisory capacity as well as in litigation and arbitration, and in both national and cross-border matters. The Firm has experienced significant growth thanks to the sustained trust of its clients, who have built its reputation for excellence, thereby enabling it to attract new clients. Driven by a desire to remain constantly innovative, effective and competitive, Bersay became the first Paris law firm to be certified ISO 9001 (in 1998).

Corporate M&A

Bersay's Corporate and M&A team counts experienced lawyers whose in-depth knowledge of market players (investment funds, industrial groups and other investors, institutional bodies, company directors, etc.) allows for pragmatic management of client interests.
Main areas of expertise are:
- Acquisitions of companies or assets;
- Partnerships and Joints Ventures;
- Divestments, asset reclassifications and restructurings;
- Mergers.

BUSINESS

- M&A / Corporate
- Private Equity
- Banking / Finance
- Tax Law
- Litigation / Arbitration
- IT/IP / Data protection
- Fintech
- Labour / Employment Law
- Public Law
- Distressed Compagnies / Restructuring
- Real Estate / Construction
- Competition / Economic Law
- Energy
- Environment / Sustainable Development
- Fund structuring

Private Equity

In the area of Private Equity, the team assists investors and founders with all types of private equity transactions, on all aspects of these transactions.
Main areas of expertise are:
- Innovation / venture capital;
- Growth Capital
- Buy-outs, LBOs, MBOs, MBIs & BIMBOs
- Fund structuring

CONTACTS

Stéphanie Alexandrino, Partner: *salexandrino@bersay.com*
Stéphanie Benmoussa-Molkhou, Partner: *sbm@bersay.com*
Jérôme Bersay, Partner: *jbersay@bersay.com*
Manuela Bitton, Partner: *mbitton@bersay.com*
Pauline Darmon, Partner: *pdarmon@bersay.com*
Alain Jouan, Partner: *ajouan@bersay.com*
Julie Molinié, Partner: *jmolinie@bersay.com*

Top Advisors Directory
LAW FIRMS

Country
FRANCE

DE PARDIEU
DE PARDIEU BROCAS MAFFEI

57, avenue d'Iéna
CS 11610
75773 Paris Cedex 16
Tél. : 01 53 57 71 71
Fax : 01 53 57 71 70
info@de-pardieu.com

www.de-pardieu.com

Sandra Aloui

Grégoire Balland

Etienne Boursican

Thomas Bréart de Boisanger

Matthieu Candia

Cédric Chanas

Nicolas Favre

Patrick Jaïs

Frédéric Keller

Magali Masson

Eric Muller

Jean-François Pourdieu

Guillaume Touttée

Hugues de Fouchier

Mathieu Retiveau

POSITIONING

Founded in 1993, De Pardieu Brocas Maffei is one of the leading independent French business law firms, and currently has 170 lawyers, including 42 partners.

De Pardieu Brocas Maffei has a leading position in the field of M&A with a team of more than 50 lawyers including 15 partners and 4 counsels. The M&A team is multidisciplinary and covers all Corporate activities. It advises all parties involved in M&A transactions, both as regards listed and non-listed companies: purchasers, sellers, financial advisers, lenders, managers and corporate bodies (boards and committees).

The Firm also intervenes in complex stock market transactions for distressed companies, in stock market litigations, in the context of administrative and criminal proceedings involving stock market-related breaches or offenses.

BUSINESS

- Complex corporate transactions
- Acquisitions, Sales
- Joint-Ventures, Mergers
- Public offerings (cash tenders offers, repurchase offers, exchange offers ...) in particular "Public to Private" operations
- Stock-exchange transactions
- Securities Law and Disputes
- Private Equity : LBO, MBO, OBO, Mezzanine financing
- Restructuring
- Distressed M&A

Several partners within the Corporate/M&A team have specialized expertise in leveraged buyouts. They primarily advise investment funds in connection with equity investments and mezzanine financing, and also advise management teams. The team advises numerous private equity and real estate funds on their structuring, investment and disinvestment transactions.

The M&A team has an in-depth experience and expertise in relation to investment especially in Financial and Insurance Institutions Group and Real Estate sectors for institutional clients that the Firm has been advising for many years. This provides the Firm with an extensive knowledge of the issues and actors of such sectors (Investors, Advisors, Banks, Regulators) thereby allowing the firm to anticipate on the Firm client's expectations and develop a pragmatic and deal-making approach of the transactions.

It works closely with other practice areas of the Firm, such as the Real Estate and the Financing teams on large deals and also draws from the resources of our Competition, Tax, Employment, Restructuring & Insolvency and Dispute Resolution lawyers.

CONTACTS

Sandra Aloui, Partner: *aloui@de-pardieu.com*
Grégoire Balland, Partner: *balland@de-pardieu.com*
Etienne Boursican, Partner: *boursican@de-pardieu.com*
Thomas Bréart de Boisanger, Partner: *boisanger@de-pardieu.com*
Matthieu Candia, Partner: *candia@de-pardieu.com*
Cédric Chanas, Partner: *chanas@de-pardieu.com*
Nicolas Favre, Partner: *favre@de-pardieu.com*
Patrick Jaïs, Partner: *jais@de-pardieu.com*
Frédéric Keller, Partner: *keller@de-pardieu.com*
Magali Masson, Partner: *masson@de-pardieu.com*
Eric Muller, Partner: *muller@de-pardieu.com*
Jean-François Pourdieu, Partner: *pourdieu@de-pardieu.com*
Guillaume Touttée, Partner: *touttee@de-pardieu.com*
Hugues de Fouchier, Partner: *fouchier@de-pardieu.com*
Mathieu Retiveau, Partner: *retiveau@de-pardieu.com*

Top Advisors Directory
LAW FIRMS

Country
GERMANY

EPP
RECHTSANWÄLTE
AVOCATS

4 rue Paul Baudry
F-75008 Paris
Phone: +33 1 53 93 82 90
Fax: +33 1 53 93 82 99
welcome@rechtsanwalt.fr

www.rechtsanwalt.fr

Emil Epp

Sophie Gossmann

Jörg Luft

Marcus Lubnow

Koray Kosal

Julien Dupont

Anne-Lise Lamy

Vanina Vedel

Priscille Lecoanet

Ulrich Martin

Marianne Grange

Aurélia Heim

Déborah Niel

Elisabeth Walckenaer

Hanna Volkenner

Laura Rejano

Emeline Salmon

Anja Hergesell

Michael Ott

Laura Maurer

Audrey Bourquin

Aimée Levitre

Cyprien Greiner

Lisa Deparis

Pierre Otto

BUSINESS

Expertise
German & French Law:

- Labor Law
- Corporate Law
- Tax Law
- Distribution
- Competition & IP
- M&A and Joint Ventures
- Corporate Acquisitions
- Litigation & Arbitration
- Finance & Banking
- Product Liability
- Corporate Insolvency
- Real Estate
- Corporate Succession
- Inheritance Law
- Renewable Energies
- Debt Collection
- In-house Training
- Legal Translations

POSITIONING

CBBL CROSS BORDER BUSINESS LAWYERS · FFU Frankreich für Unternehmen · vis-à-vis Votre implantation en Allemagne · EPP TAX EXPERTISE COMPTABLE

Our law firm was founded in 1994, by Emil Epp, whose entrepreneurial approach and vision was to provide sound legal and business advice for French companies and their German subsidiaries in German law and to German, Austrian and Swiss companies with subsidiaries in French law. All our attorneys have a German and French law degree. Specialized teams cover all aspects of German and French business law and defend the interests of our clients in all German and French courts.

As it needs more than legal advice to make business successful in foreign countries, we have established companies to facilitate cross-border business:

- for German, Austrian and Swiss companies in France (www.eurodroit.com; www.ffu.eu) as well as worldwide (www. cbbl-lawyers.de).
- for French companies in Germany: EPP TAX Expertise Comptable (www.expertisecomptable.de) and Vis-à-Vis (www.vis-a-vis.fr) – our domiciliation company in Baden-Baden.

OFFICES

• Paris • Baden-Baden • Strasbourg • Zürich • Bordeaux • Sarreguemines

CONTACTS TRANSACTIONS & DEALS

Emil Epp, Lawyer: *epp@rechtsanwalt.fr*
Ulrich Martin, Lawyer: *martin@rechtsanwalt.fr*

Marianne Grange, Lawyer: *grange@rechtsanwalt.fr*
Elisabeth Walckenaer, Lawyer: *walckenaer@rechtsanwalt.fr*

Top Advisors Directory
LAW FIRMS

Country
GERMANY

HEUKING

Prinzregentenstraße 48
80538 Munich/Germany
Phone: +49 89 540 31-0
muenchen@heuking.de

www.heuking.de

Boris Dürr

Dr. Martin Imhof

Dr. Thorsten Kuthe

Dr. Peter Christian Schmidt

Dr. Jörg Schewe

Dr. Helge-Torsten Wöhlert

POSITIONING

Boasting a robust team of over 400 legal professionals, including lawyers, tax advisors, and notaries, HEUKING delivers comprehensive legal services through its network of eight offices strategically located across Germany. Established over five decades ago, the firm has cemented its reputation as one of Germany's preeminent commercial law firms. According to the respected industry analyst JUVE, HEUKING ranks among the top 15 law firms in Germany on annual revenue, a testament to its enduring excellence and leadership in the legal sector.

The spectrum of our legal advice ranges from German and foreign medium-sized companies to international (including listed) large corporations in all matters of commercial law. Another focus of our client support lies in public law in which we advise decision-makers on all levels of administration.

M&A

Private M&A, public takeovers and joint ventures, management buy-outs and buy-ins are transactions that have traditionally been our core expertise. A team of competent and dedicated lawyers will guide you during all phases of the transaction and, upon request, in tax matters as well. Our full-service approach enables us to offer the necessary industry expertise in many areas, including by involving peers from specialized fields who are familiar with your operational day-to-day business.

Operating from various offices, our practice has broad experience in numerous industries ranging from startups and SMEs to large corporations and the public sector.

BUSINESS

- M&A

OFFICES

- Berlin
- Chemnitz
- Cologne
- Düsseldorf
- Frankfurt
- Hamburg
- Munich
- Stuttgart

CONTACTS

Boris Dürr, Partner: *b.duerr@heuking.de*
Dr. Martin Imhof, Partner: *m.imhof@heuking.de*
Dr. Thorsten Kuthe, Partner: *t.kuthe@heuking.de*
Dr. Peter Christian Schmidt, Partner: *p.schmidt@heuking.de*
Dr. Jörg Schewe, Partner: *j.schewe@heuking.de*
Dr. Helge-Torsten Wöhlert, Partner: *h.woehlert@heuking.de*

Top Advisors Directory
LAW FIRMS

Country
ITALY

ADVANT Nctm

Via Agnello, 12, Milano, MI, Italia
Phone: +39 02 725 511
Fax: +39 02 725 515 01
info@advant-nctm.com
www.advant-nctm.com

Paolo Montironi

Alberto Toffoletto

Matteo Trapani

Pietro Zanoni

Emidio Cacciapuoti

Piero Corigliano

Lucia Corradi

Simone De Carli

Guido Fauda

Mario Giambò

Michele Motta

Eleonora Parrocchetti

Fabio Pizzocheri

Alessia Trevisan

POSITIONING

ADVANT is a European law firm association that comprises more than 700 professionals, including more than 160 partners, across 15 locations across Europe (Berlin, Brussels, Dusseldorf, Frankfurt, Freiburg, Genoa, Hamburg, London, Milan, Munich, Paris, Rome) and around the world (Beijing, Moscow, Shanghai).

M&A: From 2018 to 2024 our team provided legal assistance in 584 M&A transactions (n°1 in Italy) with an overall deal value of more than EUR 32 billion. Only last year our Firm worked on 150 deals that guaranteed our Firm the first place in Mergermarket and LSEG domestic league tables. Our lawyers assisted Vodafone in one of the most relevant transactions of the year in Italy: the sale of Vodafone Italia to Swisscom for EUR 8 billion. We regularly assist both leading multinational companies (Vodafone, Google Cloud, British Telecom, Edenred, Vision Group), domestic and international private equity firms (Investcorp, Chequers Capital, LBO France, Auctus Capital Partnes, DeA Capital, Clessidra, Infracapital, Equinox, among the others) and well-knows Italian entrepreneur families and primary mid-market companies that decide to sell their activities to investment funds or foreign entities (Pasquini and Finzi families, Cogne Acciai Speciali). 25% of the deals covered by our lawyers in 2024 was cross-border, involving one or more international jurisdictions, also with the precious support of our colleagues at Altana and Beiten.

Private Equity: Our team is deeply specialized in Private Equity deals. Our lawyers constantly work with the most important Private Equity funds operating in Italy (DeA Capital, Clessidra, Gradiente, Alcedo, Arcadia, FVS, Equinox) and at international level (L Catterton, LBO France, Chequers Capital, Ambienta, NB Renassaince, Rhone Capital, Auctus Capital, Investcorp). In addition, Emidio Cacciapuoti (Partner) and his team, (Giorgio Bobba (Counsel) and Davide Massiglia (Counsel), are deeply specialized in private equity fund formation. They support the clients in the fundamental phase of fundraising, also helping them from a tax point of view, in Italy and also abroad, with a special focus on Luxembourg.

BUSINESS

- Administrative and European Public Law
- Antitrust and Competition Law
- Banking and Finance
- Capital Markets
- Corporate and Commercial
- Corporate Criminal Law
- Employment Law and Industrial Relations
- Intellectual Property
- Litigation and Arbitration
- Mergers and Acquisitions, Private Equity
- Privacy and IT Compliance
- Real Estate
- Restructuring and Insolvency
- Tax Law

CONTACTS

Paolo Montironi, Senior Partner
Alberto Toffoletto, Founding Partner
Matteo Trapani, Partner and Head of Mergers and Acquisitions, Private Equity
Pietro Zanoni, Partner
Emidio Cacciapuoti, Partner
Piero Corigliano, Partner
Lucia Corradi, Partner
Simone De Carli, Partner
Guido Fauda, Partner
Mario Giambò, Partner
Michele Motta, Partner
Eleonora Parrocchetti, Partner
Fabio Pizzocheri, Partner
Alessia Trevisan, Partner

Top Advisors Directory
LAW FIRMS

Country
ITALY

CASTALDIPARTNERS
1996

PARIS MILANO
LONDON LYON BRUXELLES

Paris
73, Bl Haussmann. 75008 Paris
paris@castaldipartners.com

Milan
Via Savona 19/A. 20144 Milano
milano@castaldipartners.com

www.castaldipartners.com

Sarah Barutti
Partner

Elisabeth Biget
Partner

Thierry Bonnet
Partner

Juliette Bril
Partner

Emanuele Camandona
Partner

Andrea Campilungo
Partner

Enrico Castaldi
Founding Partner

Gaspare Dori
Founding Partner

Anne-Manuelle Gaillet
Partner

Camille Gibert
Partner

Riccardo Gotti Tedeschi
Partner

Federica Iorio
Partner

Martine Monnier
Partner

Fabio Moretti
Partner

Alessia Oddone
Partner

Vanessa Ruffa
Partner

Steven Sprague
Founding Partner

POSITIONING

At CastaldiPartners, we have spent nearly three decades redefining what it means to be a law firm. With offices in Paris, Milan, Lyon, London and Brussels, we are a team of nearly 50 lawyers (many of whom are women) and with the largest number of lawyers registered at both the French and Italian bars. We also have lawyers who are members of the Law Society of England and Wales. Our diverse backgrounds and expertise in both legal and business sectors empower us to offer proactive solutions to clients.

Our team includes lawyers with significant in-house experience, which means we understand the fast-paced changes in industry and commerce and are always ready to offer proactive, tailored solutions to our clients.

The Italian office of CastaldiPartners has become a Società tra Avvocati and a Società Benefit. Additionally, we have achieved Great Place To Work certification.

BUSINESS

- Competition & EU
- Corporate & Commercial
- Environment
- ESG Compliance Regulatory
- Intellectual Property
- International Arbitration
- Labour
- Litigation & Mediation
- M&A
- Real Estate & Retail
- Restructuring & Insolvency

SECTORS

- Automotive
- Construction/ Infrastructure
- Energy
- Fashion & Luxury
- Food

CONTACTS

Sarah Barutti: *sbarutti@castaldipartners.com*
Enrico Castaldi: *ecastaldi@castaldipartners.com*
Andrea Campilungo: *acampilungo@castaldipartners.com*
Gaspare Dori: *gdori@castaldipartners.com*
Anne-Manuelle Gaillet: *amgaillet@castaldipartners.com*
Federica Iorio: *fiorio@castaldipartners.com*

Top Advisors Directory
LAW FIRMS

Country
ITALY

Via Alessandro Manzoni, 43
20121 Milano, Italy
Phone: +39 02 8905 0320
milancontact@cp-dl.com

www.cp-dl.com

Giancarlo Capolino Perlingieri

Dante Leone

POSITIONING

CP-DL Capolino-Perlingieri & Leone is a boutique-law firm highly focused on private equity and venture capital, funds formation, corporate law and mergers & acquisitions, corporate finance and financial services.

The firm assists (i) Italian and international fund managers on all aspects of their investments (mainly mid-market acquisitions), from deal structuring (including the financing of leveraged buy-out transactions) to the implementation of the exit strategy, (ii) fund sponsors or investors in the fund raising process (advice to sponsors includes structuring of investment funds and regulatory matters), (iii) institutional and family office investors in their private equity and venture capital allocations and the structuring of strategic partnerships and joint ventures. The firm operates across major industry sectors, regulated and non-regulated, with notable expertise in telecommunications, biotechnology, pharmaceuticals and energy.

The collective perspective of the team in sophisticated financial marketplaces, including New York, Hong Kong, London, Paris, Zurich and Brussels, and its international approach to the practice of law, makes the firm uniquely qualified to provide effective and superior advice to clients.

Originally founded in 2006 in Italy, CP-DL Capolino-Perlingieri & Leone has expanded its practice to include other EEA jurisdictions through its office in Switzerland and now competes with established and internationally recognized law firms in the private equity practice.

BUSINESS

- Private Equity and Funds
- Venture Capital
- Corporate Law and M&A
- Corporate Finance and Financial Services

CONTACTS

Giancarlo Capolino Perlingieri: *rgcapolino@cp-dl.com*
Dante Leone: *dleone@cp-dl.com*

Top Advisors Directory
LAW FIRMS

Country
ITALY

ORSINGHER ORTU
AVVOCATI ASSOCIATI

Via Privata Fratelli Gabba, 3
20121 Milan, Italy
Phone: +39 02 89075050

Foro Traiano 1/A,
00187 Rome, Italy
Phone: +39 06 45599200
www.orsingher.com

Federico Bonetti

Nicola Barra Caracciolo

Marzio Ciani

Domenico Colella

Francesca Flego

Pierfrancesco Giustiniani

Pietro Masi

Mario Ortu

POSITIONING

The firm specializes in corporate and commercial law, with a specific focus on complex corporate transactions and business reorganisations. We act for domestic and international clients, sovereign funds, investment and commercial banks, insurance and financial services firms, as well as clients covering a broad spectrum of industry sectors, including automotive, energy, oil & gas, telecoms, digital & media, marketing and advertising and food & drink. The value we add for all our clients in these diverse sectors is driven by our experience and expertise in the following areas:

Strategic advisory

We focus on our clients' strategic objectives and align our delivery to the achievement of those objectives in the context of the deal.

Multi-jurisdictional expertise

Many of our clients have substantial cross-border activity and benefit from our track record in a vast number of jurisdictions, which enables us to deliver significant added value.

Deal counsel role

We have significant experience of acting as "deal counsel" on complex, cross-border transactions, as well as managing relationships with financial institutions and advisers.

Main Areas of Activity

- Mergers & Acquisitions
- Private Equity & Venture Capital
- Joint Ventures & Strategic Alliances
- Corporate Reorganisations & Restructuring
- Capital Markets
- Corporate & Commercial Litigation

BUSINESS

- Automotive and Mobility
- Energy and Infrastructure
- Fashion and Luxury
- Life Sciences and Healthcare
- Media, Entertainment and Internet Service Provider
- Private Enforcement
- Real Estate
- Technology and AI
- Fintech
- Hotels, Hospitality and Leisure
- Logistics and Transport
- Manufacturing, Chemicals and Industrial
- Private Capital
- Private Debt
- Private Equity
- Telecommunications

CONTACTS

Federico Bonetti: *federico.bonetti@orsingher.com*
Nicola Barra Caracciolo: *nicola.barracaracciolo@orsingher.com*
Marzio Ciani: *marzio.ciani@orsingher.com*
Domenico Colella: *domenico.colella@orsingher.com*
Francesca Flego: *francesca.flego@orsingher.com*
Pierfrancesco Giustiniani: *pierfrancesco.giustiniani@orsingher.com*
Pietro Masi: *pietro.masi@orsingher.com*
Mario Ortu: *mario.ortu@orsingher.com*

Top Advisors Directory
LAW FIRMS

Country
LUXEMBOURG

BONN SCHMITT
Avocats à la Cour

148, avenue de la Faïencerie
L-1511 Luxembourg
BP 522 L-2015 Luxembourg
Phone: +352 27 855
Fax: +352 27 855 855
contact@bonnschmitt.net

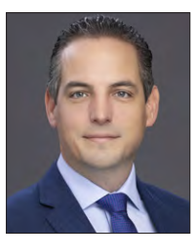
www.bonnschmitt.lu

Alex Schmitt

Cédric Bellwald

Stéphane Ebel

Alain Grosjean


Bart Vermaat

Chantal Keereman

Maria Chiapolino

Anne Selbert

POSITIONING

Bonn & Schmitt is a leading Luxembourg full-service law firm with an extensive international practice.

Our attorneys are experienced practitioners in the Luxembourg legal environment and present a unique combination of expertise allowing us to deliver unrivalled legal solutions in one of Europe's leading financial centres.

Bonn & Schmitt has established strong working relationships with leading law firms throughout Europe and in the international community with whom we interact closely and collaboratively to provide our clients with innovative and integrated solutions to multi-jurisdictional matters.

Our global client base stretches through Europe, to Russia, the U.S., South America, South Africa and Asia.

We are trusted legal partner of leading international financial institutions, industrial corporations, national governments as well as media companies, pharmaceutical groups and food and beverage groups listed on the Forbes Global 2000 List.

The firm regularly advises Luxembourg state/local and regulatory authorities on a wide range of legal matters.

Bonn & Schmitt's lawyers are registered with the Luxembourg Bar and many are members of several international legal organizations, including the International Bar Association, the Union Internationale des Avocats and the International Fiscal Association.

BUSINESS

Corporate
- Corporate Law
- Mergers & Acquisitions
- Corporate Finance
- Insolvency & Restructuring

Banking, Capital Markets and Regulation
- Banking and Finance
- Financial Services and Regulation
- Capital Markets and Securities Laws

Investment Funds, Asset Management and Private Equity
- Asset Management and Services
- Investment funds
- Alternative Investment Funds
- Private Equity

CONTACTS

Alex Schmitt, Senior Partner: *aschmitt@bonnschmitt.net*
Guy Arendt, Partner: *garendt@bonnschmitt.net*
Alain Grosjean, Partner: *agrosjean@bonnschmitt.net*
Cédric Bellwald, Partner: *cbellwald@bonnschmitt.net*
Stéphane Ebel, Partner: *sebel@bonnschmitt.net*
Bart Vermaat, Partner: *bvermaat@bonnschmitt.net*
Chantal Keereman, Senior Counsel: *ckeereman@bonnschmitt.net*
Maria Chiapolino, Senior Counsel: *mchiapolino@bonnschmitt.net*
Anne Selbert, Senior Counsel: *aselbert@bonnschmitt.net*

Top Advisors Directory
LAW FIRMS

Country
LUXEMBOURG

DSM
AVOCATS A LA COUR

55A, rue de Merl | L-2146 Luxembourg
P.O. Box 2648 | L-1026 Luxembourg
T: (+352) 262 562 1
F: (+352) 262 562 2
contact@dsm.legal
www.dsm.legal

Marie-Paule Gillen

Jean-Philippe Francois

Mario Di Stefano

Alban Colson

Renaud Le Squeren

Alex Pham

POSITIONING

Located in the heart of one of the world's main financial centers, DSM Avocats à la Cour provides its national and international clientele multilingual services suited to Luxembourg's current environment. DSM's lawyers are recognized experts in numerous legal practice areas such as corporate, M&A, tax law, private equity and real estate, the funds industry, labour law as well as dispute resolution. Our teams are international and multicultural, combining their skills to provide bespoke services to our clients.

Corporate / Mergers and Acquisitions

DSM Avocats à la Cour is an independent firm considered to be an excellent alternative to larger international firms for corporate, commercial, and M&A work in Luxembourg. Many clients and foreign law firms referring work to us on behalf of their clients are of the opinion that **DSM is a mid-sized firm delivering top quality work able to handle sophisticated transactions.** Our corporate and M&A team is regularly called upon to assist in domestic, cross-border and multi-jurisdictional matters and advises on general corporate matters, mergers and acquisitions, corporate restructurings, public and private tenders, mergers and divisions, share and asset deals, joint ventures, liquidations, corporate governance and compliance, managerial and other governing body liability as well as corporate finance.

Private Equity & Real Estate

DSM understands the big picture and gives clients the benefit of its technical expertise at every stage of the process. Our team advises and represents clients on and with respect to the full range of real estate law matters, including: financing, setting up of the corporate structure (regulated funds and non-regulated funds, SPVs), acquisition or divestment of real estate property, including asset deals and share deals; urban zoning and planning, including general and specific development plans, construction permits, as well as permits by specific competent authorities; drafting and negotiation of commercial, office and residential lease agreements; drafting and negotiation of surface rights and emphyteutic leases; issues linked to condominiums and drafting of condominium rules; public procurement and competition; and civil, commercial, tax and administrative disputes over all issues linked to real estate.

Restructuring & Insolvency

DSM advises a variety of clients in bankruptcy and insolvency cases, both in the bankruptcy courts and in out-of-court restructurings. Our specialists also advise on company management, insolvency administrators, guarantors and creditors in any phase of a bankruptcy or insolvency.

Our team assists clients in: English, French, German, Italian, Luxembourgish and Spanish.

SOCIAL MEDIA

BUSINESS

- Administrative and Public Law
- **Banking and Financial Law**
- **Restructuring & Insolvency**
- Capital Markets
- **Commercial and Business Law**
- Compliance and Regulatory in the Financial Sector
- **Corporate / M&A**
- CoSec
- Criminal Law & White Collar Crime
- **Dispute Resolution**
- **EU & Competition Law**
- Digital
- **Employment and Social Security Law**
- Life Sciences
- Maritime Law
- **Real Estate and Construction**
- **Tax Advice and Tax Dispute Resolution**
- Investment Funds

DESKS

- French Desk
- Italian Desk
- German Gesk

VALUES

- Excellence
- Reactivity and Availability
- Closeness
- International

CONTACTS

Marie-Paule Gillen, Partner - Avocat à la Cour: *mpgillen@dsm.legal*
Jean-Philippe Francois, Partner - Avocat à la Cour: *jfrancois@dsm.legal*
Mario Di Stefano, Managing Partner - Avocat à la Cour and Rechtsanwalt: *mdistefano@dsm.legal*
Alban Colson, Partner - Avocat à la Cour: *acolson@dsm.legal*
Renaud Le Squeren, Partner - Avocat à la Cour: *rlesqueren@dsm.legal*
Alex Pham, Partner Tax - Avocat à la Cour: *apham@dsm.legal*

Top Advisors Directory
LAW FIRMS

Country
LUXEMBOURG

Luther.

Aerogolf Center, 1B, Heienhaff
L-1736 Senningerberg
Luxembourg
Phone: +352 274841
Fax: +352 27484 690
luxembourg@luther-lawfirm.com
www.luther-lawfirm.lu

Bob Scharfe
Managing Partner| Banking, Finance & Capital Markets / Insurance & Reinsurance

Eric Sublon
Senior Partner | Corporate / M&A

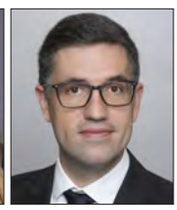
Aurélien Latouche
Partner | Real Estate / Corporate / M&A

Mathieu Laurent
Partner | Dispute Resolution / Corporate/ M&A

Robert Goerend
Partner | Dispute Resolution / Corporate /M&A

Dr. Daniel Krauspenhaar
Partner | Financial services, Investment Funds & Alternative Investments

Claudia Hoffmann
Partner | Financial services, Investment Funds & Alternative Investments



Raphaël Schindler
Partner | Dispute Resolution / Employment law

POSITIONING

Located in the European Union's premier financial centre, Luther in Luxembourg is a leading business law firm established in 2010. The firm's multilingual professionals advise domestic and international clients across numerous practice areas, particularly Corporate/M&A, Banking Finance and Capital Markets, Dispute Resolution, Investment Management, Employment, Real Estate and Insurance/Reinsurance.

The firm has built up strong expertise in its practice areas, enabling it to provide the highest-quality service to an ambitious ecosystem of multinational companies, investment funds, private equity houses and financial institutions. Luther's ultimate value lies in its ability to link together every aspect of this ecosystem.

To best serve its clients, Luther in Luxembourg utilises the greater network of the law firm's international offices and has long-standing, close relationships with business law firms in all relevant jurisdictions around the world.

Luther is one of the top addresses among German commercial law firms. It employs over 420 lawyers and tax advisers and is present in 10 German economic centers and has 11 international offices in European and Asian financial centers.

Luther is a founding member of unyer (www.unyer.com), a global organisation of leading professional services firms that cooperate exclusively with each other.

Hits the mark
Luther stands for expertise and dedication. With enthusiasm for our profession and the matter at hand, we work out precise answers to your questions. we provide our clients with the best possible solutions. Not too much and not too little - our advice always hits the mark.

BUSINESS

- Banking, Finance and Capital Markets
- Corporate Law/M&A
- Data Privacy
- Dispute Resolution
- Employment Law
- Investment Management
- Insurance/Reinsurance
- Real Estate and Property Transactions
- Family Businesses - Entrepreneurial Families
- International Trade Law
- Restructuring and Insolvency

CONTACTS

Bob Scharfe, Managing Partner: *bob.scharfe@luther-lawfirm.com*
Eric Sublon, Partner: *eric.sublon@luther-lawfirm.com*
Aurélien Latouche, Partner: *aurelien.latouche@luther-lawfirm.com*
Mathieu Laurent, Partner: *mathieu.laurent@luther-lawfirm.com*
Robert Goerend, Partner: *robert.goerend@luther-lawfirm.com*
Dr. Daniel Krauspenhaar, Partner: *daniel.krauspenhaar@luther-lawfirm.com*
Claudia Hoffmann, Partner: *claudia.hoffmann@luther-lawfirm.com*
Raphaël Schindler, Partner: *raphael.schindler@luther-lawfirm.com*

Top Advisors Directory
LAW FIRMS

Country
LUXEMBOURG

2 rue Eugène Ruppert
L-2453 Luxembourg
Phone: +352 2712 2000
Fax: +352 2461 1680
luxembourg@ogier.com

www.ogier.com

Laura Archange

Hélène Arvis

Audrey Bertolotti

Aurelie Clementz

Anne-Gaëlle Delabye

Bertrand Géradin

Milan Hauber

Constantin Iscru

Hervé Leclercq

Jad Nader

Laurent Thailly

Yann Payen

POSITIONING

The firm: Ogier is a full-service international law firm. We are uniquely placed to provide fully integrated advice on both Luxembourg and offshore laws and structures. We provide legal advice to leading fund managers, asset managers and high net worth individuals, banks, corporate and institutional clients based around the world. Our team of internationally experienced partners and senior lawyers provides specialised legal advice (including on a comparative multi-jurisdictional basis) through the full life-cycle of our clients' structures.

Areas of practice

Ogier in Luxembourg provides straight-to-the-point legal advice on banking and finance, corporate, dispute resolution, employment, investment funds and tax law, together with dedicated desks for German and French clients.

BUSINESS

- Banking and Finance
- Corporate
- Dispute Resolution
- Employment
- Fintech and Web3
- Investment Funds
- Private Equity
- Real Estate
- Regulatory
- Restructuring and Insolvency
- Securitisation
- Tax

OFFICES

- Beijing
- British Virgin Islands
- Cayman Islands
- Dubai
- Dublin
- Guernsey
- Hong Kong
- Jersey
- London
- Luxembourg
- Shanghai
- Singapore
- Tokyo

Our Luxembourg team includes market-leading partners and senior lawyers with years of international experience and deep local knowledge. We are the chosen trusted advisers for leading investment fund managers, banks, corporate and institutional clients based primarily in London, Continental Europe, East Asia and North and South America.

Our team offers specific expertise in cross-border structures, closed-ended alternative funds in the private equity, venture, debt, real estate and infrastructure sectors, European investment structures, sustainable investment and ESG funds, institutional corporate financing, corporate securities, mergers and acquisitions, UCITs and specialised investment funds for complex, alternative funds with hedge strategies. We also provide employment law advice and dispute resolution services.

Ogier's CAYLUX fund finance service is a collaboration between our Cayman and Luxembourg fund finance teams specifically aimed at lenders and their counsel active in the fund finance space.

We advise in English, French and German and the team works hand in hand with our offices across Asia, Europe and the Caribbean, providing a global perspective to complex matters and delivering pragmatic and commercial solutions to clients.

CONTACTS

Laura Archange, Partner Banking and Finance: *laura.archange@ogier.com*
Hélène Arvis, Partner Dispute Resolution: *helene.arvis@ogier.com*
Audrey Bertolotti, Partner Dispute Resolution: *audrey.bertolotti@ogier.com*
Aurélie Clementz, Partner Tax: *aurelie.clementz@ogier.com*
Anne-Gaëlle Delabye, Partner Investment Funds: *anne-gaelle.delabye@ogier.com*
Bertrand Géradin, Partner Corporate: *bertrand.geradin@ogier.com*
Milan Hauber, Partner Investment Funds: *milan.hauber@ogier.com*
Constantin Iscru, Partner Banking and Finance: *constantin.iscru@ogier.com*
Hervé Leclercq, Partner Investment Funds: *herve.leclercq@ogier.com*
Jad Nader, Partner Banking and Finance: *jad.nader@ogier.com*
Laurent Thailly, Partner Corporate: *laurent.thailly@ogier.com*
Yann Payen, Partner Corporate: *yann.payen@ogier.com*

Top Advisors Directory
LAW FIRMS

Country
LUXEMBOURG

14 Rue Eugène Ruppert
L - 2453 Luxembourg
Phone: +352 20 88 23 10
Fax : +352 24 61 10 19
www.strelia.com

Etienne de Crépy

Michaël Meylan

Vanessa Schmitt

Laurent Verhavert

POSITIONING

Strelia is a leading multiservice independent Belux law firm, founded in 2013. We subsequently opened our Luxembourg office in 2017, recognizing the importance of Luxembourg as a leading global financial center. With a strong focus on private equity, our Luxembourg office serves as a focal point for this specialized sector.

BUSINESS

- Corporate / M&A
- Banking & Finance
- Dispute Resolution
- Restructuring & Insolvency

Strelia's Luxembourg office specializes in Corporate and M&A and Banking and Finance. Additionally, we can provide our clients with tax advice and handle disputes before Luxembourg courts, leveraging the expertise of fellow professionals with whom we closely cooperate.

Strelia's services distinguish themselves from competitors with their unwavering commitment to high-quality standards, strengthened by a highly efficient team. Consistently recognized by publications such as Legal 500 and IFLR, Strelia's Corporate and M&A practice sets the standard for excellence and innovation, ensuring our clients receive unparalleled service and results. We have a deep understanding of our clients' legal and business needs in various industries, allowing us to navigate their requirements effectively.

Strelia's corporate lawyers offer comprehensive support to private equity firms and corporate entities while the team's expertise spans the full spectrum of corporate transactions, including high-level private equity deals and bespoke management packages. This breadth of knowledge, combined with a pragmatic approach, makes us a go-to firm for clients seeking technically sound advice.

Our clients entrust us with their cross-border and domestic transactions, relying on our seasoned advice and expertise. Our approach centers on our clients' needs, nurturing long-lasting relationships grounded in trust and satisfaction.
We differentiate ourselves through:

- Unparalleled partner access – Clients benefit from direct, continuous involvement of senior lawyers, ensuring informed decision-making.
- Highly efficient, collaborative service – Our team functions as one creating a frictionless client experience.
- A commercial and solutions-driven approach – We deliver results-oriented, tailored solutions aligned with business objectives.
- Competitive pricing with top-tier quality – We offer sophisticated legal expertise at a compelling value compared to larger firms.

CONTACTS

Etienne de Crépy, Partner: *etienne.decrepy@strelia.com*
Michaël Meylan, Partner: *michael.meylan@strelia.com*
Laurent Verhavert, Partner: *laurent.verhavert@strelia.com*
Vanessa Schmitt, Partner: *vanessa.schmitt@strelia.com*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

Blanco *Carrillo*

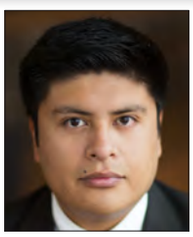
Rubén Darío #281 14th floor,
Bosques de Chapultepec, 11580,
Mexico City.
Phone: +52 55 5025 2600
info@blancocarrillo.com

www.blancocarrillo.com

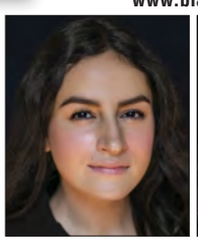
Diego Blanco

Hernando Becerra

Ana María Vera


Miguel Soto

Allan Atilano


Ana Paula Medellín

Maite Álvarez

POSITIONING

Blanco Carrillo is a boutique law firm founded in 2012, specializing in providing legal advice focused on the business world in Mexico, prioritizing our client needs and commercially oriented.

BUSINESS

- Corporate
- M&A
- Wealth Management
- Banking and Finance
- Real Estate
- Project Financing
- Legal Management
- Venture Capital

Corporate: Our lawyers develop legal strategies to advise our clients on the legal structuring and maintenance of their businesses, including:

- The creation and updated maintenance of the necessary corporate documentation for the smooth operation of the businesses, such as stock certificates, corporate books, foreign investment, among others.
- The negotiation, drafting, and execution of all types of agreements and legal documents, such as shareholders' or partnership agreements; as well as the coordination of shareholder or partner meetings and, if applicable, board of directors and special committees' meetings.
- Mergers and spin off.
- Complex Corporate matters.

M&A: Our mergers and acquisitions team has extensive experience advising buyers and sellers in merger and acquisition transactions in Mexico, which include:

- Legal structuring of the transaction.
- Negotiation of its terms and conditions.
- Conducting due diligence on companies or assets.
- Drafting and negotiating purchase agreements and related documents, including shareholder agreements.

Wealth Management: Our lawyers provide our clients, their families, and businesses with extensive experience in the legal aspects of estate planning, setting clear goals to ensure the protection of their investments and the safeguarding of their assets. Our legal advice includes tax matters, succession issues, real estate, corporate governance, investments, trusts, risk management, and regulatory compliance.

Banking & Finance: Our team specializes in a wide range of financial transactions, both at the national and international levels, spanning from bilateral or syndicated financings to refinancings, acquisition loans, project finance, asset-backed loans, real estate loans, restructurings, and out-of-court settlements. We also provide legal advice on bond issuances, securitizations, project finance, and debt restructuring.

Real Estate: Our team advises individuals, real estate companies, developers, and private national and foreign equity funds on all legal and regulatory aspects of the real estate sector in Mexico, including the commercial, industrial, and residential subsectors. Our services include:

- Structuring, negotiating, and formalizing the corresponding legal entities and instruments.
- Negotiating, preparing, and executing various types of real estate agreements, including purchase, development, administration, and operational agreements, as well as loans and guarantees.

Project Financing: We represent companies, sponsors, and financial institutions, both domestic and international, in infrastructure and energy project financing. We assist companies in preparing the necessary requirements typically requested by creditors, including financial and real estate aspects.

Venture Capital: We represent various stakeholders in the venture capital sector in Mexico, including startups, funds, and other investors. We offer cost-efficient packages tailored to the needs of startups, with a practical and business-oriented approach. Our services include:

- Structuring venture capital transactions.
- Negotiating and drafting purchase or investment agreements, shareholder agreements, and option plans.
- Advising clients on exit strategies and divestments.

CONTACTS

Diego Blanco, Partner : *dblanco@blancocarrillo.com*

Hernando Becerra, Partner : *hbecerra@blancocarrillo.com*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

DeForest ABOGADOS

Bosques de Duraznos #65-211,
Colonia Bosques de las Lomas,
Delegación Miguel Hidalgo,
CDMX
Phone: +52 (555) 596 8412

Osa Mayor #2523 Int. 1301
Col. Reserva Territorial
Atlixcáyotl 'Torre
UMA'
C.P. 72820 Puebla, Puebla
Phones: +52 (222) 249 2880
+52 (222) 249 2810
+52 (222) 2408163

www.deforest.mx

Wilberg R. García Heres

Jaime Gabriel López y Porras

Víctor Hugo Enríquez Valencia

Alejandro Salas de la Borbolla

Gustavo Zepeda Ruíz

Rodrigo Marquez Romero

Sandra Naveda Martínez

Yutaka Kimura

POSITIONING

Strategic legal counsel with national strength and international reach.

With more than 25 years of experience and a team of nearly 100 lawyers, --Abogados is a multidisciplinary law firm with a robust presence in Mexico's key business cities Mexico City, Guadalajara, Querétaro, Puebla and León as well as in New York and Texas.

DeForest is widely recognized as the go-to firm for the automotive i dustry in Mexico, acting as de facto legal counsel to many of the country's leading automotive manufacturers and auto parts suppliers. The firm has participated in the full legal lifecycle of numerous global players in this sector, from their initial setup and negotiations with authorities to ongoing legal support in corporate, tax, labor, compliance, and regulatory matters.

For more than five years, it has been recognized by Kanzleimonitor an annual survey published by the German Association of In-House Counsel as the most recommended law firm in Mexico for German clients. Its leadership in this area reflects its deep understanding of the sector and its importance as a pillar of the Mexican economy.

The firm's unique combination of local insight and international perspective is further strengthened by its German, Japanese, French, Chinese, and Spanish Desks, which allow DeForest to guide multinational clients through cross-border operations and complex transactions with cultural and legal fluency.

DeForest offers an integrated service model across a wide range of practice areas, including corporate and M&A, tax, administrative and environmental law, foreign investment, labor and social security, intellectual property, data protection, dispute resolution, energy, and technology.

Known for its business-oriented and preventive legal approach, the firm leverages strong relationships with government authorities and a nationwide footprint to resolve high-impact matters with agility and strategic foresight.

Committed to ethical practice and professional integrity, DeForest promotes a culture of inclusion, gender equity, and continuous development, aligned with international standards and client expectations.

BUSINESS

- Corporate and Commercial Law
- Contract Law Labor and Social Security Law
- Litigation and Arbitration
- Due Diligence and Compliance
- U.S Practice
- Commercial Insolvency
- Intellectual Property Law
- Immigration Law
- Tax Law
- Personal Data Protection
- Administrative Law and
- Government Management
- Agrarian Law and Land Tenure
- Environmental Law
- Banking and Financial Law
- Energy Law
- Maritime Law
- Criminal Law
- Foreign Investment

OFFICES

- Mexico City
- Puebla
- Querétaro
- León
- Guadalajara

DESKS

- German Desk
- Chinese Desk
- Japanese Desk
- French Desk

REPRESENTATION OFFICES

- Texas
- New York

CONTACTS

Wilberg R. García Heres, Partner: *garciaheres@deforest.mx*
Jaime Gabriel López y Porras, Partner: *lopez@deforest.mx*
Víctor Hugo Enríquez Valencia, Partner: *enriquez@deforest.mx*
Alejandro Salas de la Borbolla, Partner: *salas@deforest.mx*
Gustavo Zepeda Ruíz, Partner: *zepeda@deforest.mx*
Rodrigo Marquez Romero, Partner: *marquezr@deforest.mx*
Sandra Naveda Martínez, Partner: *naveda@deforest.mx*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

Galicia

Blvd. Manuel Ávila Camacho
#24, 7th floor, Col. Lomas
de Chapultepec, México, D.F.
Phone: +52 (55) 55 40 92 00
contacto@galicia.com.mx

www.galicia.com.mx

Manuel Galicia

José Visoso

Ignacio Pesqueira

Arturo Perdomo

Christian Lippert

Hector Kuri

Eugenio Sepúlveda

Ricardo García

Ramiro Sandoval

Carlos Obregón

Florent Patoret

Roxana Schaffer

POSITIONING

Our Mergers & Acquisitions practice is internationally recognized for its leading transactional team. Our extensive experience derives from handling many of the most relevant, complex and high-value M&A transactions in Mexico and the region. Additionally, we advise our clients on a wide range of corporate issues, joint ventures, private equity and strategic investments.

BUSINESS

- M&A
- Joint Ventures
- Private Equity
- Strategic lnvestments.

Our leadership position in M&A is based on the work we carry out with our strategic Antitrust, Tax, and Litigation practices, which are frequently involved in large-scale M&A transactions. Over the years, we have built a wealth of experience in certain industries, such as infrastructure, energy, financial services, real estate, hospitality, technology, manufacturing, retail and education. We also work in regulated industries, such as telecommunications and life sciences. What makes us different in our approach and experience is how we counsel our clients. Complex and innovative operations require a multidisciplinary perspective, which we can offer given our practice areas, that combines relevant industry knowledge and experience.

We have developed considerable experience in multi-industry, private equity investments. We also assess our clients to implement environmental, social and corporate governance (ESG) in their transactions.

Our clients include private and public companies, individuals, small family businesses, large corporate institutions and multinational/national equity funds. We counsel them in their most strategic and representative operations. Our global approach towards business and strong connections to the best international firms in jurisdiction significantly strengthens our advising ability.

The number of lawyers and their considerable experience in all areas of practice in our Firm makes us unique in the Mexican market. Our M&A area is the biggest practice of the Firm and epicenter of our transactional approach with partners and their multidisciplinary teams dedicated to serving our clients. As an undisputed market leader, we are recognized as a leading practice in the Mexican and Latin American markets by the most prestigious international directories. All partners that join this team are considered experts in their field of practice.

CONTACTS

Manuel Galicia, Partner: *mgalicia@galicia.com.mx*
José Visoso, Partner: *jvisoso@galicia.com.mx*
Ignacio Pesqueira, Partner: *ipesqueira@galicia.com.mx*
Arturo Perdomo, Partner: *aperdomo@galicia.com.mx*
Christian Lippert, Partner: *clippert@galicia.com.mx*
Hector Kuri, Partner: *hkuri@galicia.com.mx*
Eugenio Sepúlveda, Partner: *esepulveda@galicia.com.mx*
Ricardo García, Partner: *rgarcia@galicia.com.mx*
Ramiro Sandoval, Partner: *rsandoval@galicia.com.mx*
Carlos Obregon, Partner: *cobregon@galicia.com.mx*
Florent Patoret, Partner: *fpatoret@galicia.com.mx*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

ibañezparkman ABOGADOS

Monte Himalaya 910
Col. Lomas de Chapultepec
C.P. 11000 CDMX, Mexico
Phone: +52 (55) 52-50-59-12
info@iparkman.com.mx

www.i-parkman.com

Juan Fernando Ibáñez

Manuel García

José Álvarez

Manuel Escalante

Eduardo Castillo

Jonathan Flores

Lisset Aldrete

Martin Cortina

Ernesto Jaeger

Eduardo Cuadros

Rolando Guevara

Pavel Hernández

POSITIONING

Ibáñez Parkman, S.C. is a firm fully aware of the challenge involved in the development of corporations and individuals within the legal framework, both in our country and abroad. Reason why it has its own philosophy inspired in the highest ethical and service values ensuring with this the trust deposited by its clients.

The areas in which we render our services are directed by professionals that comply with the highest standards of knowledge and probity. This permits us to intelligently coordinate the personnel under it, in the constant search of benefits for the interests of the clients this firm represents.

BUSINESS

- Development of projects of Energy and Infrastructure
- Labor
- Corporate Law
- Foreign Investment
- Real Estate
- Tax Law
- Civil Law
- Commercial Law
- Administrative Law
- Litigation
- Project financing
- Climate Change (Environmental)
- Sports & Entertainment
- Other Areas...

Based on the foregoing, technology also performs a very important role to Ibáñez Parkman, S.C. Thus it is that our infrastructure, together with the spirit of personalized service, allows us to maintain a close communication with our clients, and this constitutes our main commitment.

We possess the expertise to analyze the requirements of various projects, including infrastructure, road construction, potable and treated water systems, environmental initiatives, electricity, and hydrocarbons, among other administrative matters. Additionally, we have extensive experience in identifying governmental programs focused on subsidy schemes, financing, or public-private partnerships, which may reduce our clients' investment costs.

We are also adept at identifying additional common needs for infrastructure projects and the surrounding communities. Our approach is centered on seeking creative solutions that not only address these needs but also mitigate the social impact of the projects. This is achieved through the application of cost-benefit studies in compliance with current regulatory standards and through negotiations with relevant authorities to secure the necessary support.

CONTACTS

Juan Fernando Ibáñez, Partner: *info@iparkman.com.mx*
Manuel García, Partner: *info@iparkman.com.mx*
José Álvarez, Partner: *info@iparkman.com.mx*
Manuel Escalante, Partner: *info@iparkman.com.mx*
Eduardo Castillo, Partner: *info@iparkman.com.mx*
Jonathan Flores, Partner: *info@iparkman.com.mx*
Lisset Aldrete, Partner: *info@iparkman.com.mx*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

Jáuregui y Del Valle

Paseo de los Tamarindos No 400-
B Bosques de las Lomas, 8th Floor
C.P. 05120, Ciudad de México
Phone: +52 55 5267 4500
Fax +52 55 5267 4598
info@jaureguiydelvalle.com

www.jaureguiydelvalle.com

Luis Gerardo Del Valle Torres

Luis Alberto Balderas Fernández

Justo Fernández del Valle y Cervantes

David Hurtado Badiola

Óscar Paz Suárez

María Fernanda Acevedo Olguín

Luis Rodolfo Flores Licona

POSITIONING

Jáuregui y Del Valle (JDV) was founded in 1975 as a Mexican full-service law firm specialized in domestic and international business transactions. It brings together dedicated professionals with a solid international expertise, highly recognized for their innovative approach in providing solutions with the highest technical and ethical standards, alongside a deep understanding of their clients' business needs. Our mission is to preserve a distinctive unique approach and to remain a leading practitioner of law; key elements that triggered their participation in highly reputable transactions.

JDV advises domestic and foreign clients on a wide range of joint ventures, investments and economic activities within manufacturing trade and services. The firm has a history of implementing state-of-the-art transactions, being a market leader in advising highly regulated entities and in structuring foreign equity investments. We are well known in covering various types of financings, privatizations of government-owned companies and public services, in advising and assisting clients on all steps of qualifications for public bid processes and negotiations of procurement, alongside services, infrastructure and agreements with government entities. The firm has advised foreign governmental entities throughout its history.

The law firm is recognized for its innovative approach in efficiently designing corporate structures and its outstanding technique of solving complex issues. We advise on Distribution Agreements, Acquisitions, Joint Ventures, Strategic Alliances and Associations, Shareholders Conflicts, Corporate Governance, Regulated Industries, Privatization Processes and Anti-Corruption.

BUSINESS

- Banking and Finance
- Competition & Antitrus
- Corporate M&A
- Criminal Law
- Energy & Natural Resources
- Environment
- Insurance & Reinsurance
- Intellectual Property
- International Trade & Customs
- Labor and Employment
- Litigation & Arbitration
- Real Estate
- Tax

Our Banking & Finance team provides advice to commercial banks, investment banks, investment funds, insurance companies, financial lease and factoring companies, pension funds and other financial institutions holding business in Mexico. Our legal assistance includes granting of financing, establishment of subsidiaries in Mexico, acquisition of financial entities in Mexico and compliance with anti-money laundering regulations.

Within our Competition & Antitrust practice we offer advice on all types of Litigation, Compliance, Immunity Programs and Personnel Training. Tax is one of our main practice areas. We offer tax consulting on both federal and local level, with a broad expertise in Acquisitions, Divestitures, Stock and Asset Purchases, Transfer Pricing, Tax Refunds, Structuring of Funds and Public Securities Issue (IPO). The tax specialists are constantly involved in cross-border and domestic transactions.

Our Private Equity team is well experienced in developing strategies for our clients on structuring, bids and deals to mitigate risks and close efficiently. JDV has advised various pension plans, fund managers, financial institutions, financial advisers, investors and family offices on structuring funds, bids, acquisitions and deals.

CONTACTS

Luis Gerardo Del Valle Torres, Managing Partner: *lvalle@jaureguiydelvalle.com*
Luis Alberto Balderas Fernández, Partner: *lbalderas@jaureguiydelvalle.com*
Justo Fernández del Valle y Cervantes, Partner: *jfernandezdelvalle@jaureguiydelvalle.com*
David Hurtado Badiola, Partner: *dhurtado@jaureguiydelvalle.com*
Óscar Paz Suárez, Partner: *opaz@jaureguiydelvalle.com*
María Fernanda Acevedo Olguín, Partner: *macevedo@jaureguiydelvalle.com*
Luis Rodolfo Flores Licona, Partner: *lflores@jaureguiydelvalle.com*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

Todd.

Artz Pedregal – Torre 1 - Piso 6
Blvd. Adolfo Ruiz Cortines
#3720, Jardines del Pedregal
Álvaro Obregón. C.P. 01900,
CDMX, México
Phone: +52 (55) 5203 6333

www.todd.com.mx

Fernando Todd Dip

Mariana Todd Dip

Jorge García Díaz

Silvia Alanis

Mariana Rosales

POSITIONING

Todd., is a highly specialized Mexican law firm that was founded in 2000. As a corporate firm, our primary focus is providing top-quality legal advice to a wide range of clients, including Mexican and foreign companies, Mexican companies with foreign investment, Mexican and international financial institutions, authorities, and individuals.

Our firm's partners have extensive experience in a diverse range of legal services. Whether it involves planning and implementing a new business or venture, navigating day-to-day operations, ensuring compliance with legal obligations before authorities, resolving internal or external conflicts, or expanding or restructure a business, we provide comprehensive guidance and support. We strive to deliver exceptional solutions tailored to the specific needs of our clients.

BUSINESS

- Banking and Finance
- Corporate M&A
- Corporate and Finance Transactional Matters
- Corporate Governance and Compliance
- Mining, Natural Resources & Energy
- Foreign Investment
- Litigation
- Shareholders Disputes

Fernando Todd is the managing partner of Todd.

With over 19 years of professional experience, Fernando specializes in corporate and finance law, with one of the strongest presence in the mining sector in Mexico. His expertise encompasses various areas of practice, including corporate, M&A, finance, and regulatory matters.

His specialization allows him and his firm to serve clients with specific and unique needs, particularly international companies seeking to establish a presence in Mexico's mining industry.

His work involves navigating the complexities of legislation in Mexico, which is a highly sensitive subject. As a result, his extensive experience provides added value to both international and domestic companies that engage his services.

Throughout his career, Fernando has represented multinational companies, providing advice on corporate-related matters and regulatory compliance. He has also assisted many of these companies in establishing their operations in Mexico.

CONTACTS

Fernando Todd Dip, Principal and Managing Partner: *ftodd@todd.com.mx*
Mariana Todd Dip, Partner: *mtodd@todd.com.mx*
Jorge García Díaz, Associate: *jgarcia@todd.com.mx*
Silvia Alanis, Associate: *salanis@todd.com.mx*
Mariana Rosales, Associate: *mrosales@todd.com.mx*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

OGM &A
ODILISA GUTIÉRREZ MENDOZA
& ASOCIADOS

Paseo de los Tamarindos 400,
Bosques de las Lomas, CDMX,
CP. 05120, México
Phone: +52 (55) 4956 7303
contacto@ogmasociados.com

www.ogmasociados.com

Odilisa Gutiérrez Mendoza

POSITIONING

We are a law firm highly specialized in Agrarian Law and social property in Mexico, founded and led by PhD. Odilisa Gutiérrez Mendoza, former Presiding Magistrate of the Agrarian Superior Court (Tribunal Superior Agrario). Our institutional background and extensive experience in litigation, advisory services, and strategic counsel allow us to provide companies, communities, and individuals with the legal certainty and social legitimacy required to develop infrastructure projects on ejido land with full legal security.
Throughout our practice, we have handled highly complex matters related to ejido and communal lands, particularly conflicts over property and possession. We have also structured the legal frameworks for energy, mining, and industrial projects on agrarian land. This specialized and comprehensive approach has established us as a national benchmark in the field. Complementing our legal expertise, we work closely with professionals in disciplines such as geomatics, topography, and conflict mediation, enabling us to address agrarian matters with technical rigor, solid legal foundations, and contextual sensitivity.

LEGAL AND ADMINISTRATIVE SPECIALTIES

We specialize in legal and administrative procedures related to ejidal and communal land, including litigation and constitutional (amparo) actions involving ownership, possession, use, and access to land and water within the social property framework. Our firm provides strategic legal counsel for structuring contracts and entities in energy, mining, hydrocarbons, and agrarian real estate projects, as well as securing rights of way for infrastructure developments such as highways, railways, power lines, and pipelines. We also assist agrarian communities and landowners with land certification, partnership formation, and the regularization of land rights, ensuring full compliance with agrarian regulations and institutional protocols.

SOCIAL SPECIALTIES

We specialize in resolving agrarian conflicts in Mexico through a comprehensive approach that blends legal expertise, social sensitivity, and institutional understanding. Guided by the distinguished career of PhD. Odilisa Gutiérrez Mendoza, our firm offers a unique perspective on disputes involving social land. Recognizing that such conflicts require more than legal remedies, we collaborate with experts in mediation, sociopolitical analysis, and local dynamics to craft solutions that are both legally sound and socially sustainable.

SOCIAL SPECIALTIES

We collaborate with engineers and surveyors specialized in agrarian regulations to provide services such as rectification of land maps aligned with the National Agrarian Registry (RAN), georeferencing of ejidal and communal lands, and technical studies for land allocation, delimitation, and regularization.
Additionally, we offer geospatial data visualization to support legal and judicial processes. Our expert reports and analyses are meticulously prepared to meet the standards of the Agrarian Tribunal and other relevant authorities, ensuring strong support for complex legal proceedings.

BUSINESS

- Agrarian law
- Social property

CONTACTS

Odilisa Gutiérrez Mendoza, Managing Director: *odilisagutierrez@ogmasociados.com*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

O'Gorman&Hagerman

Canoa 521, Piso 10
Tizapán San Ángel,
Álvaro Obregón,
01090, CDMX, México
+52 (55) 9136-8700
contacto@ogorman.com.mx

www.ogorman.com.mx

Pablo Gutiérrez de la Peza

Andrés Armida Moreno Lacalle

Pablo Martínez Arizpe Gudiño

POSITIONING

Founded in 2008, O'Gorman&Hagerman is a firm dedicated to enabling land, with the least possible friction, for the growth of its clients.

O'Gorman&Hagerman provides professional services in agrarian-real estate matters, releases rights of way and resolves property title issues, generating for its clients legal security, social license and certainty -in times and costs-, without corruption.

Team

O'Gorman&Hagerman operates as a company, with a multidisciplinary team, including lawyers, engineers and sociologists.

The Firm builds high-performance team with specialized capabilities in:

- Legal and regulatory issues, especially related to ejidos and communities
- Fieldwork andtechnical studies
- Project Management (PM)
- Real Estate Litigation

Experience

O'Gorman&Hagerman carries out research and audit work to gain an in-depth understanding of the legal and social situation of land and property conflicts.

The Firm releases rights of way, acquires and regularizes real estate rights for mines, breweries, roads, energy projects, gas pipelines and infrastructure projects.

In real estate litigation, O'Gorman&Hagerman specializes in agrarian and amparo lawsuits. The Firm defended companies and individuals against agrarian actions, restitution demands and in matters of national lands.

BUSINESS

- Agrarian
- Energy
- Real Estate Litigation
- Infrastructure

OFFICES IN MEXICO

- Mexico City
- Cancún
- San Luis Potosí
- Ciudad Obregón
- Veracruz
- Piedras Negras
- Monterrey
- Oaxaca
- Queretaro
- Jilotepec
- Monclova

OUR CLIENTS

Some of the clients the Firm has provided services to are:

- TC Energía (NYSE: TRP)
- Constellation Brands (NYSE: STZ)
- Grupo México (BMV: GMEXICOB)
- Cementos Moctezuma (BMV: CMOCTEZ)
- Grupo Linde - Praxair (BMV: LINN, NYSE: LIN)
- Black Rock
- Grupo Avanzia
- Centro Nacional de Control del Gas Natural and Secretaría de Infraestructura, Comunicaciones y Transportes.

CONTACTS

Pablo Gutiérrez de la Peza, Partner: *pgdelapeza@ogorman.com.mx*
Andrés Armida Moreno Lacalle, Partner: *aarmida@ogorman.com.mx*
Pablo Martínez Arizpe Gudiño, Partner: *pmarizpe@ogorman.com.mx*

Top Advisors Directory
LAW FIRMS

Country
MEXICO

VILLAR®

Edificio Torre Reforma
Av. Paseo de la Reforma 483
14th floor, Col. Cuauhtémoc,
C.P 65000, CDMX, México
Phone: + 52 (55) 8000 7400
contacto@villarabogados.com.mx

Edificio Corporativo Blanco
Av. Prolongación Tecnológico
950-B, 11th floor, Col. San
Pablo, C.P 76125, Querétaro,
México
Phone: +52 (442) 216 9499
contacto@villarabogados.com.mx

www.villarabogados.com.mx

Juan José Villar

Juan Carlos Villar

Leticia Montero

Eduardo Leal

Hermes de la Rosa

Oscar Arias

POSITIONING

Villar & Villar Abogados, S.C., arises from the union of an experienced group of lawyers, specialists in different areas of law, who since its foundation in Mexico in 2007, have accompanied numerous clients in strategic, national and international operations, consolidating itself as a law firm of recognized prestige in its areas of practice.

Most of the lawyers and professionals of VILLAR® are academics and university professors, who actively participate in institutions and operations at national and international level, making available to the Firm and its clients, their knowledge and talent to set specific criteria in the prevention, strategy and resolution of conflicts, all under the principles and values of professionalism, honesty, commitment, ethics, client service and results. Its capacity for innovation, response and follow-up have positioned VILLAR® as one of the leading law firms in Mexico.

The Firm has developed specialized practice areas, offering constant coordination and support among them, seeking to know and understand in depth the core business of its clients, becoming a strategic ally for the matters in which they participate and transactions of legal relevance in which they assist, thus offering preventive and corrective advice in order for its clients to achieve their goals.

In this way, VILLAR® seeks to exceed the expectations of its clients, solving their legal needs under standards of excellence. The lawyers, obsessed with quality, have a broad knowledge of the reality and trends of commerce and industry, focusing on the complete satisfaction of its clients, based on specialization, daily work, team availability and social commitment.

BUSINESS

- Administrative
- Anticorruption and Compliance
- Antitrust
- Arbitration
- Banking and Finance
- Civil and Family Law
- Commercial
- Corporate
- Criminal
- Energy and Natural Resources
- Environment and Sustainable Development
- Foreign Investment
- Immigration
- Intellectual Property
- Labor and Social Security
- M&A
- Money Laundering Prevention
- Privacy and Data Protection
- Real Estate
- Restructurings and Commercial Bankruptcy
- Tax

OFFICES

- Mexico City
- Querétaro

CONTACTS

Juan José Villar, Partner: *jjvillar@villarabogados.com.mx*
Juan Carlos Villar, Partner: *jcvillar@villarabogados.com.mx*
Leticia Montero, Partner: *lmontero@villarabogados.com.mx*
Eduardo Leal, Partner: *eleal@villarabogados.com.mx*
Hermes de la Rosa, Partner: *hdelarosa@villarabogados.com.mx*
Oscar Arias, Partner: *oarias@villarabogados.com.mx*

Top Advisors Directory
LAW FIRMS

Country
PERU

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS

Av. Circunvalación del Golf los Incas 134
Centro Empresarial Panorama
Torre 1, Oficina 1405
Santiago de Surco, Lima, Peru
Phone: +511-2080130

www.amprimoabogados.com

Natale Amprimo

Hans Flury

Eduardo Barboza

Carlos Rodríguez

Eduardo Joo

Jaime Miranda

Christa Caro

Ana Angulo

Kepler Panduro

Alfredo Sotomayor

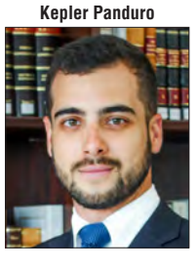
Cindy Vargas

Karla Figueroa

Gabriela Polo

Rodolfo Nuñez

Jacqueline Ganiku


Emilio Noguerol

Ana Paula Quispe

Alejandro Ramos

POSITIONING

AMPRIMO, FLURY, BARBOZA & RODRÍGUEZ ABOGADOS is a law firm with extensive experience in legal consulting for both the public and private sectors, with a particular focus on litigation and arbitration. Its partners are recognized as experts in these areas and have represented major companies in high-profile national and international cases.

Notable recent cases include legal advisory against Law 31018 (suspending tolls during the pandemic), defending Petroperu in a constitutional process related to the La Pampilla refinery, and participating in an international arbitration at ICSID.

Additionally, the firm's lawyers have held senior positions in public administration and specialize in human rights, arbitration, constitutional, administrative, competition, mining, and environmental law. The firm has also seen significant growth in real estate, advising key players in the sector. It provides comprehensive legal services for business development, covering corporate, financial, tax, and labor issues.

BUSINESS

- Dispute Resolution and Arbitration
- Regulatory and Public Law
- Constitutional Law
- Pharmaceutical and Life Sciences
- Tax Law
- Labor Law
- Mining Law
- Real Estate
- Public Contracting & Procurement
- Investments and Project Finance
- Corporate Law
- Competition Law and Intellectual Property
- Environmental Law, Natural Resources and Energy
- Family Law

CONTACTS

Natale Amprimo: *namprimo@amprimoabogados.com*
Eduardo Barboza: *ebarboza@amprimoabogados.com*
Carlos Rodríguez: *crodriguez@amprimoabogados.com*
Eduardo Joo: *ejoo@amprimoabogados.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

ARAMBURU CASTAÑEDA BOERO abogados

Av. República de Panamá
Nº 3418 ,Of. 502, San Isidro
Lima, Peru
Phone: +(511) 6106161
acb@acb-abogados.com

www.acb-abogados.com

Manuel Diego Aramburú

Fernando Castañeda

Oscar Boero

Gustavo Ramos

Mauricio Cavero

POSITIONING

Aramburú Castañeda Boero - abogados is a top full-service firm with more than 20 years of experience providing high quality legal consulting services to middle-market companies in different areas of law.

We provide comprehensive and creative solutions, which not only adds value for our clients, but helps them make appropriate decisions. For this purpose, we engage in our client business and create a client-firm work team that allows us to combine their best interests with alternative legal solutions. Our goal is to be considered not only as their lawyers, but as a strategic business partner in long-lasting work relationships.

At **Aramburú Castañeda Boero - abogados** we provide legal advice on Corporate Law, M&A, Labor & Employment, Immigration, Tax, Projects & Infrastructure, Regulatory, Private Investment, Compliance, Arbitration, Data Protection and recently in Mining, among other corporate-related practices.

Specialized counselling on reorganizations, shareholders, agreements, stock trades, credit syndication, liquidation and dissolution of companies, negotiation and development of employment contracts, labor planning, risk assessment, labor cost reduction strategies, terminations, labor due diligence, occupational safety and health, collective bargaining, labor claims, Immigration, tax planning, analysis of operations with tax incidence, legal support in financing operations, tax litigation, are our main day-to-day advice.

Our professional team is highly specialized, graduated from the most prestigious universities; and most of them have obtained masters degrees in the United States, Europe and/or locally, thus our clients should expect profound knowledge of the areas of law to be dealt with, as well as integrity, commitment, initiative and capacity for analysis and creativity.

The firm is member of DRT Alliance a global network of law offices that provides clients seamless access to legal services in major business centers through the U.S, Latin America, Europe, Middle East, Asia and Africa.

BUSINESS

- Arbitration
- Compliance
- Corporate, Commercial and M&A
- Data Protection
- Labor and Employment
- Immigration
- Mining
- Tax
- Projects & Infrastructure
- Regulatory

CONTACTS

Manuel Diego Aramburú, Partner: *mdaramburu@acb-abogados.com*
Fernando Castañeda, Partner: *fernando.castaneda@acb-abogados.com*
Oscar Boero, Managing Partner: *oscar.boero@acb-abogados.com*
Gustavo Ramos, Partner: *gustavo.ramos@acb-abogados.com*
Mauricio Cavero-Blumenfeld, Partner: *mauricio.cavero@acb-abogados.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

BBGS
ABOGADOS
PERÚ | SACOVERTIZ LANDERER
CHILE | COLOMBIA | MÉXICO | PERÚ

Avenida Paseo de la República
6010, 3rd floor
District of Miraflores, Lima
Peru
Phone: +511 200-3500

www.bbgslegal.com

Carlos Saco-Vertiz Tudela

Eduardo Landerer Sanchez

POSITIONING

Our Law Firm was founded in June 2012, by recognized professionals with a long and successful track record, seeking to offer our clients specialized legal and advisory services on corporate, banking, financial, insurance, capital markets, real state, retail business, health services, agribusiness, manufacturing and industrial matters, as well as business services, hotel management, oil and gas and aviation activities, among others.

Our partners and associates provide preferred, timely and professional services, based on sound, honest and transparent values and on principles of professional ethics and strict respect for conflict of interest rules.

Thus, the team of Partners and Associates of our Law Firm has earned a well-deserved reputation in the market and has gained the trust of a client portfolio consisting of leading local and international companies who have entrusted us their legal counseling and assistance matters.

BUSINESS

- Administrative law and Municipal matters
- Aviation
- Banking, Finances
- Capital Market
- Competition law
- Consumer Protection law
- Corporate and Commercial
- Data Protection Law
- Health services
- Insurance
- Intellectual Property
- Labor Law
- Mergers & Acquisitions
- Mining
- Private Concessions and Initiatives
- Proceedings
- Real Estate Investment
- Taxes, Foreign Trade and Customs
- Telecom law

On the month of April, 2018, BBGS was constituted, as the result of the integration between the legal firms Bambach & Campos (Chile), Barrios & Montenegro (Colombia), García Velasco & García De Luca (Mexico) and Sacovertiz & Landerer (Peru), providing one of the most important legal networks in Latin America, rendering services in Chile, Colombia, Mexico and Peru with a staff of more than 120 lawyers.

On December 03, 2021, with BBGS as member, it was launched ELBA GLOBAL, a new global alliance of legal and business advisors, comprised by a select group of prestigious law firms, accounting and business advisors headquartered in several different countries around the world have launched a new global alliance named "ELBA GLOBAL – Elite Legal and Business Advisors." The 15 Founding Members are Law, Tax and Accounting Firms with over 30 different practice areas from Brazil, Chile, Colombia, Hong Kong, Italy, Mexico, Panama, Peru, Portugal, Spain, Switzerland, The Netherlands, USA and Venezuela.

CONTACTS

Carlos Saco-Vertiz Tudela, Partner : *csacovertiz@sacovertiz.com*
Eduardo Landerer Sanchez, Partner : *elanderer@sacovertiz.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

CMS Grau

Av. Santa María 110
Miraflores, L18
Lima, Peru
Phone: +51 1 513 9430
juancarlos.escudero@cms-grau.com

cms.law/es/PER/

Rolando Cevasco

Michelle Barclay

Juan Carlos Escudero

Yessica Manzur

Miguel Viale

Juan Jose Hopkins

Cecilia Vargas

Carolina Gajate

Vito Verna

Victor Farro

Maria Cristina Alva

POSITIONING

CMS Grau is a leading full-service law firm in Peru with over 90 years of experience in the market. The firm has extensive expertise advising international clients across Asia, Europe, and Latin America, combining deep local legal knowledge with a global perspective to deliver effective, business-oriented solutions.

The firm's transactions team applies a proven, detail-oriented methodology that addresses all regulatory, environmental, sector-specific, and operational aspects of a transaction. Their work also includes efficient tax structuring and a careful analysis of labour and employment issues, ensuring a comprehensive and risk-sensitive approach throughout the deal lifecycle.

CMS Grau has a strong track record advising high-profile clients across a broad range of industries, with particular strength in the retail, mining, oil and gas, aviation, real estate, energy, and industrial sectors. The team is recognised for its ability to manage complex transactions with precision, agility, and commercial insight.

BUSINESS

- Antitrust, Competition and Trade
- Arbitration
- Aviation
- Banking & Finance
- Bankruptcy & Restructuring
- Capital Markets
- Compliance
- Consumer Products
- Corporate/M&A
- Dispute Resolution
- Employment & Pensions
- Energy: Electricity Oil & Gas
- Environmental Law
- Hotels & Leisure
- Infrastructure & Projects
- Insurance
- Intellectual Property
- International Arbitration
- Life Sciences & Healthcare
- Mining
- Public Procurement & Administrative Law
- Real Estate & Construction
- Tax
- TMC - Technology, Media And Communications

OFFICES

AMERICAS
- Bogotá
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- Mexico City
- Rio de Janeiro
- Santiago de Chile

EUROPE
- Aberdeen
- Amsterdam
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- Barcelona
- Belgrade
- Bergen
- Berlin
- Bratislava
- Bristol
- Brussels
- Bucharest
- Budapest
- Cologne
- Duesseldorf
- Edinburgh
- Frankfurt
- Funchal
- Geneva
- Glasgow
- Hamburg
- Istanbul
- Kyiv
- Leipzig
- Lisbon
- Liverpool
- Ljubljana
- London
- Luxembourg
- Lyon
- Madrid
- Manchester
- Milan
- Monaco
- Munich
- Oslo
- Paris
- Podgorica
- Poznan
- Prague
- Reading
- Rome
- Sarajevo
- Sheffield
- Skopje
- Sofia
- Stavanger
- Strasbourg
- Stuttgart
- Tirana
- Utrecht
- Vienna
- Warsaw
- Zagreb
- Zurich

AFRICA
- Algiers
- Casablanca
- Johannesburg
- Luanda
- Mombasa
- Nairobi

MIDDLE EAST
- Abu Dhabi
- Beirut Abu
- Dubai
- Muscat

ASIA-PACIFIC
- Beijing
- Hong Kong
- Shanghai
- Singapore

CONTACTS

Rolando Cevasco, Managing Partner: *rolando.cevasco@cms-grau.com*
Michelle Barclay, Partner: *michelle.barclay@cms-grau.com*
Juan Carlos Escudero, Partner: *juancarlos.escudero@cms-grau.com*
Yessica Manzur, Partner: *yessica.manzur@cms-grau.com*
Miguel Viale, Partner: *miguel.viale@cms-grau.com*
Juan Jose Hopkins, Partner: *juanjose.hopkins@cms-grau.com*
Cecilia Vargas, Partner: *cecilia.vargas@cms-grau.com*
Carolina Gajate, Partner: *carolina.gajate@cms-grau.com*
Vito Verna, Partner: *vito.verna@cms-grau.com*
Victor Farro, Partner: *victor.farro@cms-grau.com*
Maria Cristina Alva, Partner: *mariacristina.alva@cms-grau.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

CORNEJO CALDERÓN
BOUTIQUE LABORAL

Avenida Manuel Olguín N° 325
Of. 403 Santiago de Surco,
Lima, Perú
Phone: (+51)1702 9378

Carlos Cornejo Vargas

Cecilia Calderón Paredes

Daniel de la Vega Zavala

POSITIONING

We offer high-quality legal services specialized in Labor Law, Social Security and Immigration Matters, with a vision based on efficiency and personalized attention to prevent labor contingencies.

The members of our Firm are top-level lawyers with extensive experience advising national and foreign private companies, as well as public sector institutions.

Among our services are:

- Advice for hiring of national and foreign workers, and outsourced personnel.
- Advice for the design of compensation systems, and for the organization of working times.
- Advice for the design of termination procedures.
- Advice for the improvement of Labor relationships and to prevent labor disputes and manage collective bargaining.
- Advice for the design of procedural strategies, both in judicial and administrative settings, including the sponsorship before Judicial and Administrative Authorities.
- Advice for compliance with labor obligations, through Audit procedures aimed to identify non-fulfillment and to execute corrective measures.
- Advice for compliance with legal obligations regarding Safety and Health at Work.
- Advice for compliance with legal obligations regarding Social Security.
- Advice for Immigration matters, regarding obtaining adequate migratory status for foreigners.
- Virtual and face-to-face training on Labor matters, such as mandatory issues (sexual harassment in the workplace and Health and Safety matters) and others aimed to improve labor relations with good labor practices.

BUSINESS

- Labor consultancy
- Collective bargaining and Labor relations
- Administrative and Judicial procedural sponsorship
- Labor Audit
- Safety and Health at Work
- Social Security (in health and in pensions) consultancy
- Immigration services
- Training in labor matters

CONTACTS

Carlos Cornejo, Founding Partner: *ccornejo@boutiquelaboral.pe*
Cecilia Calderón, Partner: *ccalderon@boutiquelaboral.pe*
Daniel de la Vega, Partner: *ddelavega@boutiquelaboral.pe*

Top Advisors Directory
LAW FIRMS

Country
PERU

COSTA OLIVARES & PALOMINO
ABOGADOS

Av. Emilio Cavenecia 264,
Office 701, San Isidro
Lima, Perú
Phone: +51 987 830 853
administracion@cop-legal.com

www.cop-legal.com

Gonzalo Costa

Jorge Olivares

Adelky Palomino

POSITIONING

Costa Olivares & Palomino | Abogados is a law firm with a global mentality, capable of rendering services both nationally and internationally. It is formed by a team of professionals recognized for their dedication, efficiency, excellence and honesty.

In addition, Costa Olivares & Palomino | Abogados is the strategic partner that accompanies each client from the beginning to the end, offering modern, creative and practical solutions that add value to your business. We develop long term relationships, offering a service with high quality standards, taking care of the relationship with our clients, delegating an attache lawyer who will be in charge of the entrusted matter.

Furthermore, we seek to efficiently respond to the demand for legal services, providing personalized attention, generating long-lasting bonds based on trust, commitment, quality of service and adherence to ethical standards.

We are part of Converge, a network of allied firms based in Latin America and Europe.

BUSINESS

- Real Estate and Superficial Rights
- Corporate and Foreign Investment
- Tax
- Labor and Migratory Affairs
- Public Contracting
- Dispute Resolution
- Public Administrative Law
- Private Clients
- Personal Data Protection
- Consumer Protection and Intellectual Property
- Environmental Law
- Natural Resources Exploitation
- Criminal Law and Compliance

CONTACTS

Gonzalo Costa, Partner: *gonzalo.costa@cop-legal.com*
Jorge Olivares, Partner: *jorge.olivares@cop-legal.com*
Adelky Palomino, Partner: *adelky.palomino@cop-legal.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

CPB ABOGADOS

Calle Monterrey 341, Oficina 601
Santiago de Surco, Lima, Perú

Calle Santo Toribio 143, piso 5,
San Isidro, Lima, Perú
Phone: + (511) 205 3030
informes@cpb-abogados.com.pe

www.cpb-abogados.com.pe

Germán Carrera Rey

Mario Pinatte Cabrera

Luis Mejía Serván

Lorena Zuazo Villaroel

Pia Iparraguirre Alarcón

Giuseppe Manini Carrasco

Cecilia Muñoz Capcha

Eva Figueroa Juarez

Juliana Llosa Bustamante

POSITIONING

Founded in 2000, CPB Abogados is a full-service law firm based in Lima, Peru, providing comprehensive and strategic legal advice to both domestic and international companies. With over two decades of experience, we stand out for our multidisciplinary approach and deep understanding of the legal and business landscape across key sectors such as real estate, hospitality and tourism, retail, services, technology, agribusiness, and mining, among others.

We act as strategic partners to our clients, supporting them through all stages of their corporate development—from market entry and initial structuring to ongoing operations, regulatory compliance, and dispute resolution. Our main practice areas include corporate and commercial law, mergers and acquisitions, tax, labor, real estate, dispute resolution, compliance, wealth management, intellectual property, and data protection, among others.

CPB Abogados is part of a business group that includes CPB Finance (in Peru) and CPB Advisory (based in Miami, USA), enabling us to offer integrated solutions that combine legal, financial/accounting, and strategic advisory services. This structure allows us to extend the reach of our services internationally and effectively address the needs of our clients across multiple jurisdictions.

At CPB Abogados, we are guided by a strong commitment to ethics, service excellence, and client satisfaction—principles that underpin our long-term client relationships.

BUSINESS

- Administration and Legal Representation of foreign companies
- Banking and Finance
- Capital Markets
- Competition & Consumer Law
- Compliance
- Corporate/ Mergers and Acquisitions
- Crisis Management
- Dispute Resolution
- Environment
- Intellectual Property
- Labour & Immigration
- Mining Law
- Privacy & Personal Data Protection
- Real Estate and Construction
- Regulatory
- Tax
- Wealth Management
- White Collar Crime

CONTACTS

Germán Carrera Rey, Managing Partner: *gcarrera@cpb-abogados.com.pe*
Mario Pinatte Cabrera, Senior Partner: *mpinatte@cpb-abogados.com.pe*
Luis Mejía Serván, Senior Partner: *lmejia@cpb-abogados.com.pe*
Lorena Zuazo Villaroel, Senior Partner: *lzuazo@cpb-abogados.com.pe*
Pia Iparraguirre Alarcón, Senior Partner: *piparraguirre@cpb-abogados.com.pe*
Giuseppe Manini Carrasco, Partner: *gmanini@cpb-abogados.com.pe*
Cecilia Muñoz Capcha, Partner: *cmunoz@cpb-abogados.com.pe*
Eva Figueroa Juarez, Partner: *efigueroa@cpb-abogados.com.pe*
Juliana Llosa Bustamante, Partner: *jllosa@cpb-abogados.com.pe*

Top Advisors Directory
LAW FIRMS

Country
PERU

Av. Víctor Andrés Belaúnde 280
San Isidro – 15073
Lima, Peru
Phone: +511 616 1200
Fax: +511 616 1201

www.dlapiper.pe

Luis Vargas

Sergio Barboza

Ricardo Escobar

Carlos Nuñez

Cecilia Guzmán-Barrón

Daniel Flores

Erik Lind

Fernando Lanfranco

Guillermo Hesse

Hernán Jordán

Hernán Velarde

Jesús Ramos

José M. Allemant

POSITIONING

DLA Piper in Latin America's Team offers full-service business legal counsel to domestic and multinational companies with interests in and operations throughout the region. Our integrated approach to serving clients combines local knowledge with the resources of the DLA Piper global platform. With over 400 lawyers practicing throughout Argentina, Brazil, Chile, Mexico, Peru, and Puerto Rico, in addition to our US-based cross-border attorneys, our teams frequently work with our professionals throughout the LatAm region, Iberian Peninsula, and around the globe. DLA Piper's global platform of 90+ offices in more than 40 countries enables us to serve all our clients' legal and business needs, whether they are based in Latin America or wish to do business there.

DLA Piper Peru provides comprehensive legal advice on projects and infrastructure; energy and natural resources; corporate and M&A; restructuring; litigation and arbitration; banking, finance and capital markets; real estate; labor and migratory; taxation and foreign trade; insurance and reinsurance; corporate criminal law and compliance, among other areas of practice.

We are a young spirit firm with an in-depth knowledge of the industries we provide services for. Each member of our firm defines a solid culture of business ethics and a permanent commitment to our clients.

BUSINESS

- Antitrust
- Banking and Finance
- Capital Markets
- Corporate Criminal Law and Compliance
- Corporate, M&A
- Energy and Natural Resources
- Fintech
- Insurance and Reinsurance
- Intellectual Property
- Labor and Immigration
- Life Sciences
- Litigation and Arbitration
- Private Clients (Wealth Management)
- Projects and Infrastructure
- Real Estate, Hospitality, and Entertainment
- Regulatory
- Restructuring and Insolvency
- Tax and Transfer Prices
- Technology and Data Protection

CONTACTS

Luis Vargas: *lvargas@dlapiper.pe*
Sergio Barboza: *sbarboza@dlapiper.pe*
Ricardo Escobar: *rescobar@dlapiper.pe*
Carlos Nuñez: *cnunez@dlapiper.pe*
Cecilia Guzmán-Barrón: *cguzman@dlapiper.pe*
Daniel Flores: *dflores@dlapiper.pe*
Erik Lind: *elind@dlapiper.pe*
Fernando Lanfranco: *flanfranco@dlapiper.pe*
Guillermo Hesse: *ghesse@dlapiper.pe*
Hernán Jordán: *hjordan@dlapiper.pe*
Hernán Velarde: *hvelarde@dlapiper.pe*
Jesús Ramos: *jramos@dlapiper.pe*
José Marcelo Allemant: *jmallemant@dlapiper.pe*

Top Advisors Directory
LAW FIRMS

Country
PERU

ECOVIS® PERÚ
Salazar & Asociados

Av Camino Real 348 Torre El Pilar of. 1004, San Isidro, Lima - Perú
Phone: +51 905 464 833
info@ecovis.com.pe
www.ecovis-info.com.pe

Gary Salazar Paz

Octavio Salazar Mesías

POSITIONING

ECOVIS Peru is a member firm of ECOVIS International, a global network with over 15,000 professionals providing services across more than 95 countries. This network combines the strength of local advisory with the expertise and knowledge of professionals from around the world.

In Peru, the international firm is represented by Salazar & Asociados, which handles Audit, Tax & Legal, Outsourcing, and Consulting services. Salazar & Asociados was founded in October 2015 and has its roots in a local professional network established in 1987.

ECOVIS Peru focuses on providing clients with comprehensive and continuous support, allowing business leaders to concentrate on their core business activities, maximizing their results. They offer high-value, intelligent solutions that contribute to the development and success of companies. Their professionals are equipped to deliver high-quality service that meets all expectations.

ECOVIS Peru is the solution for companies seeking quality services with the expertise of large audit and consulting firms, but with the close and personalized attention of their partners.

SERVICES

Audit
- Financial Audit
- Internal Audit
- IFRS Diagnosis and Implementation
- Limited Review
- Due Diligence

Tax and Legal
- Legal Consulting
- Tax and Corporate Consulting
- Compliance and Advisory
- Litigation and Defense
- Tax Planning

Outsourcing
- Accounting
- Payroll
- Inventory of Stock and Fixed Assets
- Accounting Diagnosis
- Accounting Supervision

Advisory
- Business Diagnosis
- Financial Planning
- Comprehensive Risk
- Internal Control
- Strategic Planning
- Investment Projects

CONTACTS

Gary Salazar Paz, Managing Partner: *gary.salazar@ecovis.com.pe*
Octavio Salazar Mesías, Partner: *octavio.salazar@ecovis.com.pe*

Top Advisors Directory
LAW FIRMS

Country
PERU

ESTUDIO MUÑIZ
MUÑIZ OLAYA MELÉNDEZ CASTRO ONO & HERRERA Abogados

475 Las Begonias Street
6th floor, San Isidro
Peru
Phone: +51 1 6117000

www.munizlaw.com

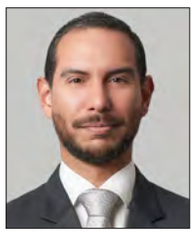
Mauricio Olaya Nohra

Juan Carlos Vélez

Santiago Quiroz

Ricardo de la Piedra

Alonso Vera


Raúl Vizcarra

POSITIONING

Muñiz, Olaya, Meléndez, Castro, Ono & Herrera, founded in 1981, has considerable professional experience and is the largest law office in Peru. Our firm, which has around 335 lawyers and 40 practice areas, tries to develop a solid commitment and a long-term relationship with its clients in order to become identified with their business objectives and offer the necessary professional support, coupled with experience, creativity and common sense.

Estudio Muñiz has a leading practice in M&A deals in Peru and the team, the largest in the Peruvian legal market, has built up an unparalleled amount of experience over the past years, leading the M&A ranking in Peru for nine consecutive years (2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024) according to Transactional Track Record (TTR), a leading monitoring company of the most relevant M&A transactions carried out in Latin America. The firm has the highest number of clients of any firm in Peru and is recognized by Lacca (Latin America Corporate Counsel Associarion) as one of the firms that advises the greatest number of key international corporations in Peru.

During 2023, three deals carried out by the firm were considered by TTR as "deal of the quarter" in Peru. The acquisition of Transoceanica (maritime services) Holding by a group of individual investors (Q1); the acquisition of Krista Films from Mexico by Oben Holding Group, the largest manufacturer of film production for flexible packaging throughout the Americas (Q1) and the acquisition of Sociedad Agrícola Agrokasa , one of the largest grower-exporters of avocados, table grapes, blueberries and asparagus in Peru to Hame Group, a leading group in Latin America in the production and export of sustainable palm oil, from Guatemala (Q3). As well, in 2024, a deal closed by the firm, the acquisition of Avoamerica Peru by Unifrutti, a global leader in premium fresh fruit, was awarded as deal of the first quarter of the year by TTR.

The firm was the first law fim in Peru in opening a dedicated accounting service to meet the needs of companies and in view of the new criteria of the income tax law regarding the transfer-pricing regime the firm also set up Muñiz Transfer Pricing. Furthermore, there is Semigra, a company that provides migration consultancy. The firm set up an alliance with Intedya, a well-known Spanish company with presence in 16 countries which focuses on implementing compliance programs at several companies.

The firm was the first, and probably still the only one, with a quality control and customer services department. This department is in charge of staying in contact with clients to know how satisfied they were with the service they received.

BUSINESS

- Administrative
- Agriculture, Forestry & Water Resources
- Aviation
- Bankruptcy and Restructuring Proceedings
- Capital Markets and Bank Regulation
- Clearing of Land Title and Access to Land
- Communications and Privacy
- Competition, Bureaucratic Barriers and Antidumping
- Competitive bidding processes
- Corporate Law
- Criminal Law
- Electricity
- Environment
- Fashion and Retail Law
- Fisheries
- Foreign Trade
- Infrastructure, PPP and Works for Taxes
- Insurance and Reinsurance
- Intellectual Property
- International Arbitration
- Labor and Social Security Matters
- Litigation and Dispute Resolution
- Maritime and Port Law
- Mergers and Acquisitions
- Mining
- Municipal Regulations and Authorizations
- Oil and Gas
- Project Finance and Syndication
- Real Estate and Construction
- Tax
- Tourism and Hotel Management
- Transportation

CONTACTS

Mauricio Olaya Nohra: *molaya@munizlaw.com*
Juan Carlos Vélez: *jcvelez@munizlaw.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

GÁLVEZ & DOLORIER ABOGADOS

Lima Central Tower
Av. El Derby 254 – Piso 8,
Santiago de Surco
Lima, Peru
Phone: +511 299-5558
estudio@gydabogados.com

www.gydabogados.com

José Gálvez Rosasco
Managing Partner

Javier Dolorier Torres
Partner

Martín Mantilla Hidalgo
Partner

Karina Arbulú Bernal
Partner

Silvia Muñoz Salgado
Partner

Flor Villaseca Hernández
Partner

Rosa Chevarría
Of Counsel

POSITIONING

Gálvez & Dolorier Abogados (G&D) is a boutique firm, which comprises 7 partners and 15 other lawyers, specialised in tax and labour law, known for combining technical depth with strong litigation skills.

Its tax practice, led by former senior SUNAT officials José Gálvez Rosasco and Silvia Muñoz, is a reference in cross-border consulting, transfer pricing, capital markets taxation, and high-stakes disputes, with a track record advising the Lima Stock Exchange and major multinational groups.

The labour and employment team, headed by Javier Dolorier and Flor Villaseca, offers comprehensive advice on employment relations, litigation, arbitration, workplace safety, and compliance. The firm regularly assists clients with policy design on pay equity, harassment prevention, and inclusion initiatives, as well as the impact of technology on workforce structures.

G&D also provides complementary services including Tax Audit (preventive reviews of tax obligations to detect contingencies, propose solutions, and supervise implementation) and Corporate Advice (contract drafting, corporate proceedings, and business sales).

The firm stands out for its personalised approach, innovative and practical solutions, and the dual expertise of its lawyers: postgraduate specialization at leading universities abroad combined with recognised experience as litigators. Clients include top domestic and international companies across mining, energy, construction, real estate, pharma, telecoms, retail, food and beverage, maritime transport, and state-owned enterprises.

BUSINESS

Labour & Employment
- Litigation & Labour Arbitration
- Labour Union Matters
- Labour Audits
- Immigration

Tax
- General tax advisory and tax litigation
- Tax planning (includes fiscal planning and wealth management)
- Technology and e-commerce (high specialisation in taxation of digital services, technical assistance, royalties, software and other e-commerce and IT-related operations)
- Capital markets taxation

OUR CLIENTS

Labour & Employment
- Companies and C-executives
- State-owned companies (airports, oil company and regulatory agencies)
- Health centres and health services providers
- Agribusiness
- Higher education
- Retail
- Automotive
- Food and beverage
- Broadcasting,
- Telecommunications, transportation and infrastructure operators.

Tax
- Large taxpayers
- Sectors such as: mining and mineral trading, construction and real estate, pharma industry, broadcasting, beauty and personal care, and personal care, industrial and manufacturing, energy; investment funds, manufacturers, technology and telecommunications
- The Lima Stock Exchange and its clearinghouse
- Government agencies
- State-owned companies.

CONTACTS

Tax: **José Gálvez**: *jgalvez@gydabogados.com*
Labour: **Javier Dolorier**: *jdolorier@gydabogados.com*
Transfer Pricing: **Silvia Muñoz**: *smunoz@gydabogados.com*

Top Advisors Directory
LAW FIRMS

Country
PERU

Av. Circunvalación Club El Golf
Los Incas, 154. Of. 202-204
Edificio Capital Golf
Santiago de Surco, Lima
Phone: +51 (1) 3992100
acornejo@ontier.net

www.pe.ontier.net

Juan Enrique Dupuy García

Eduardo Linares

Franco Bravo

POSITIONING

ONTIER is a global law firm with headquarters in London and offices in 13 countries worldwide. We are in Bolivia, Brazil, Chile, Colombia, Italy, Spain, the United States, Mexico, Paraguay, Peru, the United Kingdom, the Dominican Republic and Venezuela, which makes us the international firm with the largest presence in Latin America.

ONTIER is an international law firm that offers all kinds of legal services, among which especially high complex commercial and corporate transactions, as well as international commercial litigation.

Our Corporate and M&A team plays a crucial role in providing specialized legal services to companies seeking to carry out strategic business transactions such as mergers, acquisitions, divestitures, and corporate restructurings. Our activities include conducting legal due diligence proceedings, drafting and reviewing civil and commercial agreements and contracts, negotiating terms and conditions, securing regulatory approvals and managing risks, all with the aim of facilitating successful transactions and ensuring compliance with relevant legal and regulatory requirements. Additionally, we offer strategic guidance to their clients to optimize the value and efficiency of corporate operations.

Likewise, we possess extensive experience in the establishment of companies, both national and international clients. Our services involve guiding our clients through the drafting, preparation and registration of all necessary documents related to their businesses. We can remark, among them, the constitution of burdens on the shares, minutes of Board of Directors and General Shareholders Meetings, statutory modifications, capital increase or decrease, debenture issuances, mergers, spin offs, corporate transformations, branch establishments, dissolution,and liquidation, as well as formation of joint ventures and consortiums, franchise agreements, among others.

BUSINESS

- Corporate and M&A
- Tax
- Labor
- Litigation & Arbitration
- Compliance
- Administrative
- Energy
- Civil Law
- IP
- Real Estate
- Data Protection
- Public Works for Tax Deduction
- Criminal Law
- Digital
- Regulatory
- Antitrust
- Banking & Finance

MAIN CONTACTS

Juan Enrique Dupuy García, Founding Partner: *edupuy@ontier.net*

Eduardo Linares, Manager: *elinares@ontier.net*

Top Advisors Directory
LAW FIRMS

Country
PERU

RUBIO LEGUIA NORMAND

Av. Dos de Mayo 1321
San Isidro, Lima
Peru
Phone: +511 208 3000
abogados@rubio.pe
www.rubio.pe

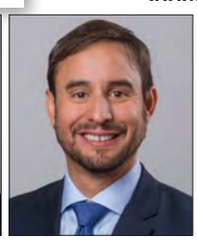
André Cossio

Andrés Kuan-Veng

Armando Gutiérrez

Bruno Marchese

Emil Ruppert


Giancarlo Celis

Guillermo Acuña

Jorge Dávila

Luis Ernesto Marín

Luisa Godomar

Luz María Pedraza

Miguel Angel Soto

Milagros Mendoza

Sandro Núñez

Víctor Ferro

Xennia Forno

POSITIONING

Rubio Leguia Normand is a top tier full-service team with one main focus: clients' business. With more than 45-years in the Peruvian legal market, Rubio´s reputation for high ethical standards, top quality services and an experienced, proactive, driven and collaborative team of lawyers has positioned them as a key player in highly complex cross-border transactions as well as in the local market. Rubio has earned a reputation as the law firm in which to turn with the most complex business challenges and needs while focusing on long-term relationships with clients, some of which have been right from the start.

Rubio Leguía Normand empowers ambitious organizations that are expanding, protecting and transforming their businesses and ensures to provide a boutique approach with a multi-service foundation. The firm boasts the best legal minds in the country and is considered a quarry for the best young lawyers in the past five years, many of them having had international experienced in the best Law Firms abroad.

Rubio Leguía Normand offers a global service by connecting our clients with law firms around the world, thanks to our alliance with TerraLex, Ibero-American Legal Network and LataxNet.

BUSINESS

- Aeronautic
- Banking and Finance
- Capital Markets
- Competition
- Compliance
- Constitutional
- Consumer Protection
- Contracting with the State
- Corporate
- Dispute Resolution
- Environment
- Fintech
- Infrastructure and Concessions
- Intellectual property
- Labor
- Mergers & Acquisitions
- Migratory
- National and International Arbitration
- Natural Resources: Energy and Hydrocarbons
- Natural Resources: Mining
- Negotiation, Community Relations and Conflict Management
- Patrimonial and Non – Patrimonial Civil Law
- Personal Data Protection
- Project Finance
- Public Services Regulation
- Public-Private Partnerships
- Real Estate, Land Remediation and Land Titling
- Restructuring and Insolvency
- Social Security
- Tax and Customs
- Water Resources
- Wealth Management
- Works for Taxes

CONTACTS

André Cossio: *acossio@rubio.pe*
Andrés Kuan-Veng: *akuanveng@rubio.pe*
Armando Gutiérrez: *agutierrez@rubio.pe*
Bruno Marchese: *bmq@rubio.pe*
Emil Ruppert: *eruppert@rubio.pe*
Giancarlo Celis: *gcelis@rubio.pe*
Guillermo Acuña: *gacuna@rubio.pe*
Jorge Dávila: *jdavila@rubio.pe*
Luis Ernesto Marín: *lmarin@rubio.pe*
Luisa Godomar: *lgodomar@rubio.pe*
Luz María Pedraza: *mpedraza@rubio.pe*
Miguel Angel Soto: *msoto@rubio.pe*
Milagros Mendoza: *mmendoza@rubio.pe*
Sandro Núñez: *snunez@rubio.pe*
Víctor Ferro: *vferro@rubio.pe*
Xennia Forno: *xforno@rubio.pe*

Top Advisors Directory
LAW FIRMS

Country
PERU

Salazar & Zúñiga ABOGADOS

Av. Circunvalación del
Golf Los Incas 206, Of. 703-B
Torre III, Santiago de Surco
Lima, Peru
Phone: +51 (1) 213 7229
contacto@sza.pe

www.sza.pe

Rafael Salazar Mendoza

Jorge Zúñiga Quiroz

Héctor Figari Costa

Luis Esteban Delgado Sigüeñas

Mariel Meza Rodríguez

Laura Pichihua Vegas

POSITIONING

Salazar & Zúñiga brings together the experience accumulated by its members over 25 years of professional practice. Our members have been part of recognized law firms, important business organizations, and public entities. We are committed to providing our services with solvency, promptness, and precision. Our firm has extensive experience in providing legal services to national and foreign clients, and we are thoroughly familiar with their interests. Our services include aspects related to:

Corporate matters:

- Definition of the most suitable structures for investor's entry and exit from the market.
- Acquisition and sale processes of companies or substantial assets.
- Business reorganization processes, such as mergers, spin-offs, transformations, asset segregation.
- Legal audit processes (due diligence).

Tax matters:

- Corporate Tax Law, which covers advice on tax matters, tax planning and international taxation.
- Tax review and inspection procedures, comprehensive care and advice on audits, reviews, inspections, inductive actions, complaints and information crossing procedures initiated by Peruvian Tax Authority - SUNAT.
- Tax procedural law, structuring of legal defense and sponsorship in the attention of tax disputes before SUNAT, municipalities, Tax Court and the Judiciary.
- Taxation of natural persons and advice on procedures for unjustified asset increases.

Labor matters:

- Counseling on compliance of labor legislation and advice on inspections of the Labor Inspection Authority (SUNAFIL).
- Design and application of compensation packages, payroll efficiency, contractual strategies.
- Advice on termination of employment relationships, including for senior staff and collective dismissals.
- Labor audits.

BUSINESS

- Corporate / M&A
- Tax
- Real Estate
- Labor
- Competition and Intellectual Property
- Privacy
- Telecommunications, and technology

Competition and Intellectual Property:

- Advice on legal matters and litigation related to antitrust, including pre merger control proceedings, unfair competition, and advertising law.
- Registration of all types of intellectual property, defense actions including litigation.

Privacy:

- Legal advice of privacy regulation applied to the business.
- Status evaluation, audits, registration of data bases and international data flows.

Telecommunications and technology:

- Administrative proceeding for telecommunications service concession.
- Regulatory obligations.
- Technology contracts negotiation.
- Regulatory analysis for technology implementation.

CONTACTS

Rafael Salazar Mendoza: *rafael.salazar@sza.pe*
Jorge Zúñiga Quiroz: *jorge.zuniga@sza.pe*
Héctor Figari Costa: *hector.figari@sza.pe*
Luis Esteban Delgado Sigüeñas: *luis.delgado@sza.pe*
Mariel Meza Rodríguez: *mariel.meza@sza.pe*
Laura Pichihua Vega: *laura.pichihua@sza.pe*

Top Advisors Directory
LAW FIRMS

Country
PERU

VALDERRAMA ABOGADOS

Av. Victor Andrés Belaúnde 280
Of. 701 San Isidro, Lima – Perú
15073
Phone: (+51) 987 703 743
administracion@evv.pe

www.evv.pe

Erick Valderrama

Dulmer Malca

Mónica Byrne

Patricia Kcomt

Manuel Vargas

Edison Tabra

Carlos Enriquez

Karina Quinde

Lily Valderrama

POSITIONING

Founded in 2016 by Erick Valderrama, Valderrama Abogados is a multidisciplinary law firm that provides specialized legal services with the highest quality standards, combining the right technological support with experience, creativity, and innovation.

Our mission is clear: to drive our clients' growth through strategic thinking and the efficient use of technology applied to the law. We think in legal, operate in tech, and solve with strategy.

We move away from the traditional approach and don't just offer advice — we become strategic allies, building trusting relationships with real and sustainable impact.

Thanks to our Legal Tech approach, we currently support leading national and international companies across the country's most relevant productive sectors, as well as government entities. We have executed more than 100 projects representing investments of over US$2.5 billion and advise more than 150 companies on complex labor matters.

We were the first law firm to join the Peruvian Association of Real Estate Companies (ASEI) and are currently members of the Peruvian Institute of Compliance (IPC), actively promoting a corporate culture based on integrity, compliance, and efficiency.

Due to our disruptive and comprehensive approach, the country's leading media outlets already recognize our lawyers as benchmarks in their fields.

BUSINESS

- Corporate
- Mergers and Acquisitions
- Banking & Finance
- Labor
- Immigration
- Real State
- Compliance
- Good corporate governance
- Administrative
- Personal Data Protection
- Consumer Protection
- Intellectual Property Law
- Government Contracting
- Regulatory
- Tax
- Government Relations
- Social Relations

CONTACTS

Erick Valderrama, Managing Partner: *evalderrama@evv.pe*
Dulmer Malca, Real Estate Director: *dmalca@evv.pe*
Mónica Byrne, Tax Director: *mbyrne@evv.pe*
Patricia Kcomt, Labor & Migratory Manager: *pkcomt@evv.pe*
Manuel Vargas, Corporate Of Counsel: *mvargas@evv.pe*
Edison Tabra, Good Corporate Governance Of Counsel: *etabra@evv.pe*
Carlos Enriquez, Corporate Manager: *cenriquez@evv.pe*
Karina Quinde, Compliance & Regulatory Manager: *kquinde@evv.pe*
Lily Valderrama, Head of Social and Government Relations: *lily.valderrama@evv.pe*

Top Advisors Directory
LAW FIRMS

Country
SPAIN

ADDLESHAW GODDARD

C/ Goya, 6. C.P. 28001. Madrid – Spain
Phone: +34 91 426 00 50
Fax: +34 91 426 00 66
madrid@aglaw.com

www.addleshawgoddard.com

Gonzalo Olivera
Partner & Head of Energy in Spain

Alberto Artés
Counsel, Energy

POSITIONING

Addleshaw Goddard is recognized among the most innovative law firms internationally. With more than 1,500 lawyers (400 partners) spread across its 21 offices in Spain, the United Kingdom, Ireland, France, Germany, Luxembourg, Poland, Singapore, and the Middle East, Addleshaw Goddard is a 250-year-old law firm that counts among its clients more than half of the FTSE100's listed companies, numerous multinationals, and financial institutions, as well as other leading and innovative companies in their respective markets.

In Spain, where our team has a 25-year history, our 15 partners and more than 70 lawyers have established themselves as a benchmark in the country for legal services on all types of energy matters. Our team has consistently been involved in major energy and infrastructure deals, disputes, arbitrations, and project financings and developments, advising on transactional and regulatory matters both in Spain and across Europe.

Our recognised specialists in the energy sector have a deep understanding of the legal and commercial realities and challenges that energy companies face. This enables us to deliver the best solutions in the market, tailored to our clients' needs. We provide comprehensive and cross-disciplinary advice, applying our expertise in the entire value chain of the sector. We adopt a 360-degree approach, having advised domestic and international industry players, financial investors, lenders, equipment manufacturers, project developers, constructors, operators, off-takers, and regulatory authorities.

Clients who have benefited from our expertise include, among others, EDP Group, Galp, DWS, BP, Ocean Winds, Capital Dynamics, Igneo Infrastructure Partners, Benbros Solar, Novenergia, Suma Capital, Alantra Solar, Sustainable Energy One, Greenvolt, Trina Solar, EKZ Renewables, Metlen Group, Mytilineos, Alleans Renewables, Plenium Partners, European Investment Bank, Villar Mir Energía, Mapfre, Solaria, Bankinter, SSE, b.power, and Acciona Recarga.

KEY SERVICES TO THE ENERGY AND INFRASTRUCTURE SECTOR

- Corporate and M&A
- Regulatory advice
- Public and private contractual matters
- Construction
- Finance and Project Finance
- Environmental Law
- Tax
- Litigation and Arbitration
- Competition and Antitrust
- IT and Data Protection

KEY SECTORS

- Renewables (solar, wind, biomass, waste to energy, green hydrogen)
- Oil and Gas
- Electricity
- Energy transition (Green H2, BESS, waste to energy, EV charging, data centers, sustainability)

HIGHLIGHTED ENERGY DEALS

- Advice to EDP Energías de Portugal on the sale of 50% of Aboño coal plant to Masaveu. Also transformation of the power station into a green hydrogen plant with an electrolysis capacity of 150MW.
- Advice to China Huadian HongKong Company Ltd. on the €175 million acquisition of a 175 MW solar portfolio located in Antequera (Málaga) from Jinko Power Spain.
- Advice to Metlen Group on several transactions on the Spanish market, including the acquisition from BP Lightsource of a 100MW solar photovoltaic portfolio composed of two projects with 50MW each.
- Advice to European Investment Bank on the financing of 5 utility-scale solar PV plants (450 MWp) in Spain.
- Advice to EDP Renováveis on the sale of a photovoltaic portfolio to Tion Renewables, a German energy company owned by the EQT investment fund.
- Advice to Mapfre on the refinancing of several wind portfolio financings developed by a joint venture between Mapfre and Iberdrola.
- Advice to an Iberian energy company (confidential client) on the acquisition of a portfolio comprised of 17 biogas and biomethane projects under development located in Spain.
- Advice to a multinational energy company on the transformation of a coal plant into a green hydrogen plant. Our work has included regulatory aspects regarding the closure of the coal plant as well as the obtaining of the permits for the new green H2 plant.
- Advice on the investment for the construction and development of a biomethane plant, as well as a pyrolytic oil production plant (Confidential client).
- Advice to several international energy companies on the regulatory and contractual aspects of its renewable, gas and electricity businesses in Spain.

CONTACTS

Gonzalo Olivera, Partner & Head of Energy in Spain: *gonzalo.olivera@aglaw.com*

Alberto Artés, Counsel, Energy: *alberto.artes@aglaw.com*

Top Advisors Directory
LAW FIRMS

Country
SPAIN

ADDLESHAW GODDARD

C/ Goya, 6. C.P. 28001. Madrid – Spain
Phone: +34 91 426 00 50
Fax: +34 91 426 00 66
madrid@aglaw.com

www.addleshawgoddard.com

Roberto Pomares
Partner & Head of Madrid Office

Isabel Rodríguez
Partner, Funds

Pablo Díaz
Partner, Corporate

Germán Cabrera
Partner, Corporate

María de Orueta
Partner, Funds

POSITIONING

Addleshaw Goddard is recognized among the most innovative law firms internationally. With more than 1,500 lawyers (400 partners) spread across its 21 offices in United Kingdom, Ireland, France, Germany, Luxembourg, Poland, Singapore and the Middle East, Addleshaw Goddard is a 250-year-old law firm that counts among its clients more than half of the FTSE100's listed companies, numerous multinationals and financial institutions, as well as other leading and innovative companies in their respective markets.

BUSINESS

- Corporate and M&A
- Funds and Private Equity
- Banking and Finance
- Tax
- Employment
- Litigation and Arbitration
- Insolvency
- Real Estate
- Energy and Infrastructure
- Regulatory
- EU and Competition
- TMT

In Spain, where our team has a 25-year history, our 15 partners and more than 70 lawyers have established themselves as a benchmark in the country for legal services on all types of M&A, Energy, Real Estate and Investment Fund transactions. The firm offers comprehensive legal advice across the main areas of business law, including: M&A; Commercial and Corporate Law; Investment Funds and Private Equity; Banking and Finance; Energy and Infrastructure; Securities Markets; Competition and EU law; Real Estate Law; Labor Law; Tax, Litigation and Arbitration; Intellectual and Industrial Property and New Technologies Law.

HIGHLIGHTED FUNDS STRUCTURING CREDENTIALS

- Advice to Asterion Industrial Partners on the structuring and first close of Asterion Industrial Infra Fund III, the biggest private equity fund in Spain, which has a target size of up to €3.5 billion.
- Advice to Asesores y Gestores Financieros (A&G) on the structuring of several Spanish private equity funds with an aggregate value of €520 million.
- Advice to White Summit on the structuring of the White Summit Capital Infrastructure Decarbonisation Fund II, with a target size of €500 million.
- Advice to Serena Industrial Partners on the structuring and first close of the fund Serena Infra II, SCR. Target size: €250 million.
- Advice to Azora Capital on the structuring of its new private equity vehicle Azora European Climate Solutions Fund, FCR. Target size: €250 million.
- Advice to Impact Bridge on the launch of its new IB Sustainable Agrifood Fund I Innvierte, which has a target size of up to €170 million.
- Advice to Qualitas Energy on the structuring of its flagship fund QEV. Target size: €2.4 billion.
- Advice on the private equity and venture capital activities of the government supported Fond-ICO program, including the investments made by its fund of funds Fond-ICO Global.
- Qualitas Equity Funds on the launch of its sixth fund of funds platform, Qualitas Mutual Private Equity Program VI- comprising five parallel vehicles- which has a target size of up to €250.5 million.
- Advice to Swanlaab on the structuring and first close of the fund Swanlaab Agrifood Tech, FCR.

HIGHLIGHTED M&A DEALS

- Advice to Hispasat on the agreement for the creation of SpaceRISE, consortium formed by Eutelsat, SES and Hispasat, as well as on the agreements with the European Commission and the European Space Agency for the launch of IRIS² (Satellite Resilience, Interconnectivity and Security Infrastructure), the European Union's constellation of secure connectivity satellites. Deal value: more than €10.5 billion.
- Advice to EDP Renováveis on the sale of a solar PV portfolio to Tion Renewables, a German energy company in which the investment fund EQT has a stake.
- Advice to China Huadian Corporation on the acquisition from Jinko Power of photovoltaic plants located in Antequera, with a total capacity of 175MW. Deal value: €175 million.
- Advice to Hispasat during the transaction where 89.68% of its share capital was transferred from its majority shareholder, Restel (a wholly-owned subsidiary of Redeia Corporación, S.A.), to Orbitude (a wholly-owned subsidiary of Indra Sistemas, S.A.). Deal value: €725 million.
- Advice to Xoople on several investment rounds. Deal value: circa: €115 million.
- Advice to Buenavista Equity Partners on the sale of its stake in Eliance Holding Company to Swiss Life. Enterprise value: circa €300 million.
- Advice to Seaya Ventures on its investments in Baïa Food and Bike Ocasión.
- Advice to AS Equity Partners on the acquisition of a 60% stake in Servinform, S.A.

CONTACTS

Roberto Pomares, Partner & Head of Madrid Office: *roberto.pomares@aglaw.com*
Isabel Rodríguez, Partner, Funds: *isabel.rodriguez@aglaw.com*
Pablo Díaz, Partner, Corporate: *pablo.diaz@aglaw.com*
Germán Cabrera, Partner, Corporate: *german.cabrera@aglaw.com*
María de Orueta, Partner, Funds: *maria.deorueta@aglaw.com*

Top Advisors Directory
LAW FIRMS

Country
SPAIN

A&O SHEARMAN

C/Serrano 73
28006 Madrid
Phone: +34 917 829 800
aoshearmanspain@aosherman.com

https://www.aoshearman.com/

POSITIONING

A&O Shearman was formed in 2024 via the merger of two historic firms, Allen & Overy and Shearman & Sterling.

A&O Shearman is one of the leading firms in Spain, delivering top-tier advice to a broad range of domestic and international clients including financial institutions, corporates, investment funds and public bodies.

Our Madrid office is led by 16 partners with extensive expertise in corporate and M&A; finance; capital markets; litigation and arbitration; project development and finance; employment; tax; competition; public law; and restructuring and insolvency.

With nearly 4,000 lawyers globally, including 800 partners, working in 48 countries worldwide, we support our clients wherever they do business.

BUSINESS

- Arbitration
- Banking and Finance
- Capital Markets (Debt and Equity)
- Competition and European Law
- Corporate and M&A
- Dispute Resolution
- Employment
- Energy
- Financial Services Regulatory
- Private Equity
- Project Finance
- Public Law
- Real Estate
- Restructuring and Insolvency
- Tax

ENERGY

A&O Shearman's energy team advises clients across the industry on major projects, corporate and financing transactions, and cross-border disputes in both national and international markets. We provide comprehensive advice across the entire energy sector, including power and renewables (wind, solar, hydrogen, and waste-to-energy), thermal power, oil and gas, nuclear power, regulated network assets, and water.

Globally, we are recognized as the world's leading advisor on the energy transition. We leverage our extensive experience in oil, gas, and renewables to provide cutting-edge advice on green fuels, green and blue hydrogen, and associated carbon capture and storage projects. In Spain, we have been recognized as the Best Energy Law Firm by Expansión in 2025, 2024, 2022, 2021, and 2020.

Our team handles every phase of energy project development, including early development arrangements (such as interactions with governmental entities), consenting and planning matters, financing, construction, operation, and maintenance, and ultimately the refinancing, acquisition, and sale of energy assets.

Our specialized disputes lawyers possess deep expertise in energy-related litigation and arbitration, particularly concerning the Energy Charter Treaty, gas price disputes, and construction disputes. Expansion recognized us as the Best Law Firm in Arbitration in Spain in 2025 for our work on Energy related issues.

A&O Shearman's leadership in the Energy & Natural Resources sector is rooted in our ability to adapt to changing markets and deliver high-quality service. Our core practice groups include projects, financing, mergers & acquisitions, public law, litigation & arbitration, real estate, tax and competition. Our commitment to excellence ensures that we provide top-tier service to our clients across the energy sector.

OUR PARTNERS IN SPAIN

Antonio Vázquez-Guillén, Arbitration and Litigation Partner
Ignacio Ruiz-Cámara, Banking & Finance Partner
Antonio Martínez, Competition and European law Partner
Bosco de Checa, Corporate, M&A and Capital Markets Equity Partner
Charles Poole-Warren, Banking & Finance and Capital Markets Debt Partner
Ignacio Hornedo, Corporate, M&A and Private Equity Partner
Iñigo del Val, Corporate, M&A and Private Equity Partner
Ishtar Sancho, Tax Partner
Javier Castresana, Restructuring & Insolvency Partner
Javier Mendieta, Arbitration and Litigation Partner
Jimena Urretavizcaya, Banking & Finance Partner
Juan Hormaechea, Banking & Finance Partner
Salvador Ruiz Bachs, Financial Regulatory and Capital Markets Debt Partner
Santiago de Vicente, Real Estate Partner
Thomas Wilkinson, Banking & Finance Partner
Vanessa Cuellas, Project Finance Partner

Top Advisors Directory
LAW FIRMS

Country
SPAIN

C. de Alcalá, 54, 28014
28014 Madrid,
Phone: +34 91 168 15 00
Fax: +34 91 168 15 10
info@alterlegal.es

www.alterlegal.es

Carlos de Cárdenas

Alejandra Font

Manuel García-Riestra

POSITIONING

Alter Legal is a boutique law firm formed by an experienced team of professionals specialised in fund formation and alternative investments.

We have the largest investment funds practice in Spain, with access to longstanding relationships with other specialised firms in Europe, US and Asia.

We advise on fund formation, primary investments, co-investments and secondaries, and their legal, tax and regulatory implications.

We have advised over the last 25 years on investments in over 1000 alternative funds.

We provide specialist bespoke legal advice to fund managers, executives, sponsors, financial institutions and other investors.

BUSINESS

- Investment Funds
- Fund Structuring
- Advice to fund sponsors, managers and executives
- Primary Investments and co-investments
- Secondaries
- Regulatory
- Tax

CONTACTS

Carlos de Cárdenas, Partner: *carlos.decardenas@alterlegal.es*
Alejandra Font, Partner: *alejandra.font@alterlegal.es*
Manuel García-Riestra, Partner: *manuel.garcia-riestra@alterlegal.es*

Top Advisors Directory
LAW FIRMS

Country
SPAIN

confianz
since·1994

Colón de Larreátegui, 35. 2º Izda.
y Dcha., 48009 BILBAO (VIZCAYA)
Phone: +34 944 255 750
confianz@confianz.es

www.confianz.es

Guillermo Pampín

Manuel Urrutia

Javier Bragado

Javier Curto

Isabel de la Vega

Álvaro Mendiola

POSITIONING

Confianz is a legal firm founded in Bilbao in 1994, with offices in Bilbao, Madrid and San Sebastian. We have more than 500 clients, groups of companies with whom we have forged a recurring relationship. These are mainly medium-sized Spanish companies that we have helped to grow, adapting their structure to their size, which has required business restructuring, a discipline in which we are very expert, having carried out an average of 3.54% of the restructurings carried out in Spain over the last 15 years.

At Confianz we are working more than 45 highly qualified professionals, lawyers and economists, and we have come to M&A in a natural way, supporting our clients in their growth and always pursuing their continuity as a company, which has led us to seek and find investors and financial investors as a solution for business continuity.

In the last 12 months we have confirmed our strategy of supporting medium-sized Spanish companies, having closed 8 deals that have guaranteed the business continuity of our clients, through the involvement of industrial and financial investors in the capital of our clients.

BUSINESS

- Legal, fiscal and commercial law
- Accounting
- Taxation
- Labour
- Corporate SME (M&A): Mergers and acquisitions of SMEs.
- Corporate strategy: Continuity plan.
- Business integration operations.
- Corporate Reorganisations
- Debt financing and refinancing operations.
- Guidance, planning and management of receivership proceedings.

OFFICES

- **SAN SEBASTIÁN**
Avenida de la Libertad 25. 2ºA
20004 DONOSTIA
SAN SEBASTIÁN
T +34 943 477 549

- **MADRID**
Génova, 20. 7º Izda.
28004 MADRID
T +34 911 930 163

SOCIAL MEDIA

- https://www.linkedin.com/company/confianz/
- https://www.youtube.com/@CanalConfianz

CONTACTS

Manuel Urrutia, Confianz CEO

Top Advisors Directory
LAW FIRMS

Country
SPAIN

PAVIA e ANSALDO
STUDIO LEGALE

PeA

Avenida Diagonal 535
08029 Barcelona
+34 934 943 160
Info.Barcelona@pavia-ansaldo.es

Calle de Núñez de Balboa, 4
28001 Madrid
+34 915 140 913
Info.Madrid@pavia-ansaldo.es

https://www.pavia-ansaldo.it/es/

Meritxell Roca Ortega

POSITIONING

Pavia e Ansaldo is an independent Italian law firm which has been operating in Italy and abroad for over 60 years.

THE ACTIVITY IN SPAIN

From cross-border M&A to strategic partnerships, private equity to transport and infrastructure, her expertise continues to support the growth of leading European players.

Partner since 2009, member of the Board of Directors of the Firm, and co-head of the Corporate and Commercial as well as the Mergers and Acquisitions and Private Equity departments, she brings over 25 years of experience with a strong focus on international transactions.

Her recent portfolio highlights the diversity and depth of her practice. She continues to assist Threestones Capital Management, a long-standing client and independent investment group based in Luxembourg, in the development of its operations across Spain.

BUSINESS

- Mergers & Acquisitions, Private Equity
- Corporate and Commercial
- Real Estate
- Healthcare and Pharmaceutical
- Energy
- Tax
- Employment
- Data Protection
- Dispute Resolution

OFFICES

- Barcelona
- Madrid
- Milan
- Rome
- Turin
- Moscow
- Tokyo

Over the past year, she has advised Big Bus Tours—owned by private equity firm Exponent—on its entry into the Madrid tourist bus market via a joint venture with a local partner; TA Associates on the merger of two Spanish subsidiaries of Surfaces Group; and Algebris Green Transition Fund on the acquisition of Spain's leading knife-sharpening group, which also operates as a special employment centre for people with disabilities. She also advised The Longevity Suite—backed by Azimut Libera Impresa SGR – Azimut ELTIF – Private Equity Ophelia—on the restructuring of its operations in Spain, supporting its shift from direct management to a franchising model.

In addition, she has advised Algebris Green Transition Fund on the Spanish aspects of its acquisition of Eurocoltellerie, a leading Italian provider of rent-to-reuse solutions for professional catering equipment. She also supports Mindful Capital Partners, a Luxembourg-based private equity firm, assisting in the Spanish operations of its pet industry portfolio companies, Croci and Arppe. In parallel, she continues to assist Threestones Capital Management, a Luxembourg-based investment management group specialising in healthcare-related real estate assets, with various cross-border financing transactions involving the fund's Spanish portfolio.

In recognition of her industry insight, she was recently invited to speak at the Private Equity Exchange (PEX) in Paris, where she discussed the trends shaping the private equity ecosystem in both Spain and Italy.
With two Spanish offices, Pavia e Ansaldo is the only major Italian firm with a dual presence in both Barcelona and Madrid—strengthening its long-standing commitment to the Iberian market and offering clients seamless cross-border legal support.

CONTACTS

Meritxell Roca Ortega, Partner: *Meritxell.RocaOrtega@pavia-ansaldo.com*

Top Advisors Directory
LAW FIRMS

Country
SPAIN

Paseo de la Castellana 259 B. Torre
PwC Building, 28046 Madrid, Spain
Phone: +34 915 684 400

Avenida Diagonal, 640. Edificio Alta
Diagonal 08017 Barcelona, Spain
Phone: +(34) 915 684 400
www.pwc.es

Ana Torres

Joaquín Serralta

Carmen Millán

Carlos Reviriego

Christian Vegara

Álvaro Torres

POSITIONING

PricewaterhouseCoopers Tax & Legal, S.L. ("PwC") is the legal and tax division of PwC Spain, which is a key advisor for the financial investors in Spain and in other key international financial markets. PwC Legal and Tax M&A and Fund Formation teams operates mainly from the offices in Madrid and in Barcelona but also from PwC offices in Bilbao and Valencia.

BUSINESS

- Fund Formation
- Mergers & Acquisitions
- Private Equity

With PwC our clients access the knowledge of our market-leading global Private Equity and Private Funds sector team. The members of this sector groups are in regular contact with one another around the world and across diverse practice areas (including the consultancy and transaction services divisions), exchanging their experience and insights into the industry, and working together to support our clients.

We have a strong track record of assisting international and national private equity houses on M&A transactions, regularly acting on both the sell-side and buy-side, on complex auction processes and bilateral transactions. This allows us to find pragmatic solutions to unexpected issues and complexities. This privilege position would allow us to offer real added-value at the negotiating table. As a global full-service M&A team, we have an excellent track record in coordinating multijurisdictional transactions. We can mobilize unrivalled resources in order to deliver the firm's knowledge and experience wherever and whenever required. We offer an integrated partner-led approach in the transactions, operating as a single team and providing coordinated advice across all relevant practice areas and offices in order to support our clients across the full range of issues that might arise in an M&A transaction. We have an excellent track record of obtaining merger clearance and also in providing FDI and AIFMD analysis.

We have extensive experience in the structuring of private funds and in advising the major national and international fund managers, promoters and investors on the structuring, incorporation, marketing and the subsequent investment and divestment stages, covering all the legal and tax needs of such private funds (regardless of their investment strategy) from set-up to liquidation. Our clients also benefit from the services provided by our PwC consultants specialized in ESG matters and the PwC People & Organization Department specialized in designing long incentive plans packages for the executive team members of asset managers which, together with the reach and resources of the firm's international network, enables us to provide seamless complex and holistic advice. We go beyond the deal process, offering a full-service practice. Our Spanish Private Funds Department has a particular focus on private equity, real estate, debt, infrastructure, and distressed-asset closed-ended funds. We also have LP-side experience, advising investors in those funds, including corporates, pension funds, insurance companies, funds of funds, sovereign wealth funds, supranational institutions, and family offices. Unlike most of our competitors, our private funds team can offer both structuring advice and M&A transaction advice in secondary transactions.

OFFICES

- Barcelona
- Madrid
- Bilbao
- Valencia

CONTACTS

Ana Torres, Legal Partner-M&A & Fund Formation: *ana.torres.g@pwc.com*
Joaquín Serralta, Legal Partner-M&A: *joaquin.serralta.huerta@pwc.com*
Carmen Millán, Legal Partner-M&A: *carmen.millan.cruz@pwc.com*
Carlos Reviriego, Tax Partner-M&A: *carlos.reviriego@pwc.com*
Christian Vegara, Tax Partner-M&A & Fund Formation: *christian.vegara.villagordo@pwc.com*
Álvaro Torres, Tax Partner-M&A:*alvaro.torres.fernandez@pwc.com*

Top Advisors Directory
LAW FIRMS

Country
SWITZERLAND

BÄR & KARRER

Brandschenkestrasse 90
CH-8002 Zurich
Switzerland
Phone: +41 58 261 50 00
www.baerkarrer.ch

Christoph Neeracher

Mariel Hoch

Susanne Schreiber

Philippe Seiler

Urs Kägi

Raphael Annasohn

POSITIONING

Bär & Karrer is a leading Swiss law firm with more than 200 lawyers in Zurich, Geneva, Lugano, Zug, Basel, and St. Moritz.

We have extensive experience and expertise in dealing with complex domestic and cross-border transactions as well as with smaller transactions across all sectors. We can keep up with fast-paced deals and short-term changes and always persevere in tough negotiations.

We support our clients across the full range of corporate transactions in both public and private M&A.

Our multidisciplinary teams of experts from various practice areas collaborate closely to come up with solutions to address the different legal issues related to a specific transaction.

We act for corporate buyers and sellers, financial sponsors and their financial advisers as well as private investors.

The general areas of our M&A practice include:
- Strategic and financial acquisitions
- Divestments and spin-offs
- Friendly and hostile takeovers
- Mergers
- Carve-out transactions
- Successions for family-owned companies
- Real estate transactions
- Regulatory approvals
- Restructurings
- Post-transaction litigation

BUSINESS

- Arbitration
- Banking, Insurance & Finance
- Capital Markets & Listed Companies
- Competition & Antitrust
- Consumer Goods & Retail
- Corporate & Commercial
- Crisis Management & Internal Investigations
- Data Protection & Digital Economy
- Employment & Migration
- Energy & Natural Resources
- Healthcare & Life Sciences
- Intellectual Property
- Litigation
- Logistics & Transport
- Mergers & Acquisitions
- Notarial Services
- Pension & Social Security
- Private Client & Estate Planning
- Private Equity
- Public Sector & Procurement
- Real Estate & Environmental Law
- Sports Law
- Startup & Venture Capital
- Tax
- Technology, Media & Telecommunications
- Turnaround, Reorganization & Insolvency
- White Collar Crime

OFFICES

- Zurich
- Geneva
- Lugano
- Zug
- Basel
- St. Moritz

CONTACTS

Christoph Neeracher, Head Private M&A (Zurich): *christoph.neeracher@baerkarrer.ch*
Mariel Hoch, Head Public M&A: *mariel.hoch@baerkarrer.ch*
Susanne Schreiber, Co-Head Tax (Zurich): *susanne.schreiber@baerkarrer.ch*
Philippe Seiler, Partner (Zurich): *philippe.seiler@baerkarrer.ch*
Urs Kägi, Partner (Zurich): *urs.kaegi@baerkarrer.ch*
Raphael Annasohn, Partner (Zurich): *raphael.annasohn@baerkarrer.ch*

Top Advisors Directory
LAW FIRMS

Country
SWITZERLAND

FBT AVOCATS

47, rue du 31-Décembre
P.O. Box 6120
1211 Geneva 6
Switzerland
Phone: +41 22 849 60 40
Fax: +41 22 849 60 50
info@fbt.ch

www.fbt.ch

Frédérique Bensahel

Marco Villa

Michel Abt

POSITIONING

Founded in 1993, FBT Attorneys-at-Law (FBT) Avocats SA (FBT) is a multidisciplinary law firm, based in Geneva and Paris, which operates in the financial and commercial sectors as well as in niche activities, with a predominantly cross-border dimension.

FBT lawyers and tax advisers have worked in banks, multinational companies, international trust companies, family offices, notary offices and law firms, in Switzerland, France and other countries.

The firm's organization comprises specialized and complementary practice groups working in two locations and focused on the following spheres of expertise: Banking & Finance, Tax, Family Estate Law, Corporate & Commercial, Litigation & Arbitration and Labour & Social Insurance.

BUSINESS

- Banking & Finance
- Tax
- Family Estate Law
- Corporate & Commercial
- Litigation & Arbitration
- Labour & Social Insurance

OFFICES

- Geneva
- Paris

Each group includes one or several partners, associates and legal specialists – lawyers, tax experts, economists – bringing extensive experience to the group's area of activity.

Depending on the case, FBT sets up a "multidisciplinary legal team" to:

- deal comprehensively and pragmatically with the various aspects of the case
- respond rapidly while maintaining a high level of legal security
- ensure optimal cost control

These French-Swiss teams routinely work at the most exacting level to assist their clients in their domestic and cross-border operations.

Owing to the quality of its network of lawyers outside Switzerland, FBT has long developed a proven capacity for mobilizing and coordinating specialized teams in different countries.

This work has enabled FBT to distinguish itself in cross-border transactions. Thus, the abilities and experience required by the ever more complex legal challenges facing our Swiss and foreign clients converge in a single law firm.

Our objective is to offer our private and corporate clients transparent and efficient advice at reasonable costs.

CONTACTS

Frédérique Bensahel, Partner: *fbensahel@fbt.ch*
Marco Villa, Partner: *mvilla@fbt.ch*
Michel Abt, Partner: *mabt@fbt.ch*

Top Advisors Directory
LAW FIRMS

Country
SWITZERLAND

GILLIOZ DORSAZ & ASSOCIÉS

Rue du Général-Dufour 11
1204 Geneva
Switzerland
Phone: +41 22 702 19 00
Fax: +41 22 702 19 10
www.gdlaw.com

Christian Valentini

Nicole Fragnière Meyer

Damien Cand

Vanessa Maraia-Rossel

Alexandre Steiner

POSITIONING

Founded in 1982 and nowadays established in Geneva and Hong Kong, Gillioz Dorsaz & Associés is a business law firm providing advice and legal representation in the conduct of their business to individual and corporate clients, both Swiss and foreign.

Imbued with a strong team spirit, our firm provides all its clients with highest-quality services combining diverse areas of expertise, including corporate law, tax, contracts and transactions, banking & finance and employment law.

BUSINESS

- Corporate
- Contracts and transactions
- Banking & finance
- Tax
- Employment

Our firm's tax team provides advice and assistance to corporate entities and individuals in matters relating to direct and indirect tax. In particular, we assist our clients in setting up tax structures discussed and defined with them, managing their tax liability and resolving tax-related disputes. In international matters, we regularly deal with double-taxation agreements and collaborate with high-quality foreign counterparts to settle issues of cross-border or foreign taxation. The relations of trust we have established with the tax authorities are a definite asset in the conduct of our activities, whether in taking preventive measures or resolving disputes.

In business law matters, we assist our clients in negotiating and closing commercial transactions such as sales or acquisitions, cooperation agreements and securing financing and guarantees. We also have wide experience in analysing existing structures and in advising on reorganizations and restructurings of companies and groups of companies. Our team also regularly assists clients in major commercial disputes, both in contract law (loan agreements, services agreements, M&A post-closing disputes) and company law (disputes between shareholders).

Our banking & finance team advises Swiss and foreign financial intermediaries and independent asset managers in setting up and organizing their corporate structure and activities, in obtaining the relevant FINMA licenses as well as in their dealings with their clients and regulatory authorities. We have also developed broad expertise in disputes between financial institutions and their clients, particularly in matters relating to liability and right to information.

The activity of our employment team covers all aspects of Swiss employment law (both private and public employment law), as well as related areas such as social insurances, pension, data protection and unfair competition. We represent clients – both employers and employees - before judicial and administrative authorities and also advise them in all stages of the employment relationship, including hiring phase, remuneration schemes, business transfers, international secondments or transfers of employees, individual or collective dismissals, separation agreements, drafting of employment contracts and of various company policies.

Our international orientation and extensive experience of close collaboration with counterparts abroad enables us to conduct or coordinate highly complex transactions and litigation within Switzerland and at international level. We enjoy a strong reputation for reliability, professionalism and integrity among our clients, our peers and judicial and administrative authorities.

CONTACTS

Christian Valentini: *cvalentini@gdlaw.com*
Nicole Fragnière Meyer: *nfragniere@gdlaw.com*
Damien Cand: *dcand@gdlaw.com*
Vanessa Maraia-Rossel: *vrossel@gdlaw.com*
Alexandre Steiner: *asteiner@gdlaw.com*

Top Advisors Directory
LAW FIRMS

Country
SWITZERLAND

NIEDERER KRAFT FREY

Bahnhofstrasse 53
8001 Zurich
Switzerland
Phone: +41 58 800 80 00

Place de l'Université 8
1205 Geneva
Switzerland
Phone: +41 58 800 85 00
nkf@nkf.ch

www.nkf.ch

Jacques Bonvin

Thomas M. Brönimann

Philipp Candreia

Andreas Casutt

Phidias Ferrari

Andrea Giger

Philipp Haas

Benjamin Humm

Marc Iynedjian

Adrian Koller

Moritz Maurer

Deirdre Ni Annrachain

Patrik R. Peyer

Karim Piguet

Philip Spoerlé

Ulysses von Salis

Philippe Weber

Manuel Werder

Andrea Wuerzner

POSITIONING

Niederer Kraft Frey is a Swiss law firm with an international approach. We offer integrated advice across the whole spectrum of corporate, finance and business law. We have a long track record of dealing effectively with complex challenges by combining legal excellence with commercial focus. Over decades, Niederer Kraft Frey has worked on the most significant and demanding matters in the Swiss market. We are an international team of more than 140 lawyers of whom 52 are partners. The focus of Niederer Kraft Frey is the business of our clients.

Our Corporate/M&A practice is a core practice of NKF. We rank top-tier in independent legal directories and our lawyers are regularly rated as leaders in their field. We advise public and private companies, investment banks, private equity firms and investors. Our deep experience and capabilities in related practices: regulatory, corporate, capital markets and tax law is vital to the success of the complex transactions on which we advise. We regularly advise companies redomiciling to Switzerland, on cross-border M&A transactions and on restructurings of listed companies.

BUSINESS

- Antitrust/ Competition
- Banking, Finance & Regulatory
- Capital Markets
- Commercial
- Compliance
- Corporate/M&A
- Dispute Resolution
- Employment
- ESG
- Intellectual Property
- Investigations & Enforcement, White Collar Crime
- Private Clients
- Real Estate
- Sports
- Tax
- Technology

CONTACTS

Jacques Bonvin, Partner: *jacques.bonvin@nkf.ch*
Thomas M. Brönnimann, Partner: *thomas.m.broennimann@nkf.ch*
Philipp Candreia, Partner: *philipp.cadreia@nkf.ch*
Andreas Casutt, Partner: *andreas.casutt@nkf.ch*
Phidias Ferrari, Partner: *phidias.ferrari@nkf.ch*
Andrea Giger, Partner: *andrea.giger@nkf.ch*
Philipp Haas, Partner: *philipp.haas@nkf.ch*
Benjamin Humm, Partner: *benjamin.humm@nkf.ch*
Marc Iynedjian, Partner: *marc.iynedjian@nkf.ch*
Adrian Koller, Partner: *adrian.koller@nkf.ch*
Moritz Maurer, Partner: *moritz.maurer@nkf.ch*
Deirdre Ni Annrachain, Partner: *deirdre.niannrachain@nkf.ch*
Patrik R. Peyer, Managing Partner: *patrik.r.peyer@nkf.ch*
Karim Piguet, Partner: *karim.piguet@nkf.ch*
Philip Spoerlé, Partner: *philip.spoerle@nkf.ch*
Ulysses von Salis, Partner: *ulysses.vonsalis@nkf.ch*
Philippe Weber, Partner: *philippe.weber@nkf.ch*
Manuel Werder, Partner: *manuel.werder@nkf.ch*
Andrea Wuerzner, Partner: *andrea.wuerzner@nkf.ch*

Top Advisors Directory
LAW FIRMS

Country
SWITZERLAND

VISCHER

Maxime Chollet

Damien Conus

Geneva
Rue du Cloître 2
P.O. Box
CH-1211 Geneva 3
Phone: +41 58 211 35 00

Basel
Aeschenvorstadt 4
P.O. Box
CH-4010 Basel
Phone: +41 58 211 33 00

Zurich
Schützengasse 1
P.O. Box
CH-8021 Zurich
Phone: +41 58 211 34 00

www.vischer.com

POSITIONING

Mergers & acquisitions in a global economy
Mergers and acquisitions are highly complex, time sensitive transactions. A legal team with the right experience, knowledge and flexibility can make a significant difference in helping you to successfully close your deal or defend your position.

Widely regarded as a pre-eminent Swiss firm for M&A, we advise leading Swiss, multinational and overseas companies on all aspects of buying and selling companies and businesses in both private and public transactions. We are used to working across many jurisdictions and multiple business sectors and are regularly ranked at the top of relevant M&A league tables.

Legal excellence meets commercial experience
Our M&A clients look to us for technical excellence in the law, innovative thought and a positive commercial approach. Together, these qualities give us an edge in negotiation, helping you to achieve your objectives and ensure the effective handling of transactions.

We can provide the full range of legal services required for your M&A transaction. You will enjoy a high level of partner involvement and availability, backed by a skilled team that excels in working with lawyers in other jurisdictions to get each deal done.

Our mergers and acquisitions legal services include:
- Private M&A transactions
- Public M&A transactions
- Risk capital transactions
- Foreign direct investments

BUSINESS

- Antitrust and Competition
- Banking & Finance
- China Desk
- Civil Law Notaries
- Corporate and Commercial
- Data & Privacy
- Employment Law
- Energy
- Health Care
- Immigration
- Information and Communication Technology
- Intellectual Property
- International Judicial Assistance
- Investigations & eDiscovery
- Legal Profession Law
- Life Sciences, Pharma, Biotech
- Litigation and Arbitration
- Media and Entertainment
- Mergers & Acquisitions
- Pension Funds
- Private Clients
- Private Equity & Venture Capital
- Public Sector & Regulatory
- Real Estate
- Restructuring & Insolvency
- Sports Law
- Startup Desk
- Tax
- Transport/Aviation
- White Collar Crime

CONTACTS

Maxime Chollet, Partner: *mchollet@vischer.com*
Damien Conus, Partner: *dconus@vischer.com*

Top Advisors Directory
LAW FIRMS

Country
SWITZERLAND

Wenger Plattner

Seestrasse 39 | P.O. Box
8700 Küsnacht-Zurich
Switzerland
Phone: +41 43 222 38 00
zuerich@wenger-plattner.ch
www.wenger-plattner.ch

Dr.Oliver Künzler

Dr. Dieter Gränicher

Dr. Tobias Meili, LL.M.

Dr. Marc Nater, LL.M.

Dr. Fritz Rothenbühler

Urs Reinwald

Filippo Th. Beck

Suzanne Eckert

Dr. Martina Braun

Daniela Fritsch, LL.M.

Valérie Berger

Lynn Grob

POSITIONING

We have been committed to the success of our clients for over 40 years. From our offices in Basel, Zurich, and Bern, we support you throughout Switzerland.

BUSINESS

- Corporate M&A

OFFICES

- Basel
- Bern
- Zurich

Wenger Plattner supports companies in all corporate and transactional aspects. We put emphasis on innovative, practical and legally sound solutions. We support companies and their owners with a powerful team: In-depth knowledge and many years of experience in the areas of Corporate / M&A ensure innovative, practical and legally sound solutions, so you can achieve your goals safely and effectively. Our multilingual lawyers assist national and international companies in all contractual and corporate law matters – comprehensively and with an entrepreneurial focus. If needed, we are also happy to take on the role of an external legal service.

Commercial and Corporate Law

Our services range from the formation, structuring, organization, management, and liquidation of companies to the restructuring of corporate groups and all related legal aspects. We also support you in finding adequate legal solutions for implementing corporate strategies. This includes the manufacturing and distribution of products, the provision of services, as well as the protection and transfer of technologies.

Transactions

At Wenger Plattner, you have access to a competence center for transaction/M&A consulting (including IPOs and public takeovers) with advice on all aspects and phases of complex transactions. Whether you want to expand your business or manage a difficult situation, our entrepreneurial mindset and broad experience in various industries form the basis for the success of the transactions.

Focus on M&A

Our consulting services cover the entire spectrum – from the purchase and sale of companies or parts of companies, mergers, acquisitions, joint ventures and restructurings to private equity and venture capital transactions, financing and the entire area of stock exchange and capital market law. Some of our advisors are recognized issuer representatives of the SIX Swiss Exchange.

CONTACTS

Dr. Oliver Künzler, Partner: *Head of Practice Group Corporate / M&A: oliver.kuenzler@wenger-plattner.ch*
Dr. Dieter Gränicher, Partner: *dieter.graenicher@wenger-plattner.ch*
Dr. Tobias Meili, LL.M., Partner: *tobias.meili@wenger-plattner.ch*
Dr. Marc Nater, LL.M., Partner: *marc.nater@wenger-plattner.ch*
Dr. Fritz Rothenbühler, Partner: *fritz.rothenbuehler@wenger-plattner.ch*
Urs Reinwald, Partner: *urs.reinwald@wenger-plattner.ch*
Filippo Th. Beck, Of Counsel: *filippo.beck@wenger-plattner.ch*
Suzanne Eckert, Counsel: *suzanne.eckert@wenger-plattner.ch*
Dr. Martina Braun, Counsel: *martina.braun@wenger-plattner.ch*
Daniela Fritsch, LL.M., Senior Associate: *daniela.fritsch@wenger-plattner.ch*
Valérie Berger, Associate: *valerie.berger@wenger-plattner.ch*
Lynn Grob, Associate: *lynn.grob@wenger-plattner.ch*

Top Advisors Directory
LAW FIRMS

Country
USA

CRAVATH

Faiza J. Saeed

Mark I. Greene

Robert I.Townsend III

George F. Schoen

Richard Hall

Two Manhattan West
375 Ninth Avenue, New York,
NY 10001
Phone: +1 212 474 1000
Fax: +1 212 474 3700
newyork@cravath.com

100 Cheapside
London EC2V 6DT
Phone: +44 20 7453 1000
Fax: +44 20 7860 1150
london@cravath.com

1601 K Street NW
Washington, DC 20006
Phone: +1 202 869 7700
Fax: +1 202 869 7600
washingtondc@cravath.com

www.cravath.com

POSITIONING

Cravath, Swaine & Moore LLP has been known as one of the world's premier law firms for over two centuries. Each of our practice areas is highly regarded, and our lawyers are widely recognized for their commitment to the representation of our clients' interests in the United States and internationally.

Cravath is the firm of choice for a large number of companies, boards and executives, as well as investment banks and private equity firms, for their most important and complicated transactions. Our counsel extends to helping companies, boards and executives navigate the opportunities and challenges presented by emerging technologies and trends in a global economy. This includes blockchain and financial technology; artificial intelligence; data privacy and security; Committee on Foreign Investment in the United States (CFIUS) concerns; environmental, social and governance ("ESG") considerations; and other stakeholder engagement.

The Firm's distinctive and rigorous system of training enables its corporate lawyers to become highly skilled in a broad range of areas, including mergers and acquisitions, banking and credit, bank regulatory, capital markets, corporate governance and board advisory, intellectual property, financial restructuring and reorganization, and environmental. Our generalist training and internal cohesion allow us to draw upon a unique depth of corporate expertise in a highly efficient and effective way, delivering exceptional value to our clients.

BUSINESS

- Corporate
- Litigation
- Tax
- Executive Compensation and Benefits
- Trusts and Estates

OFFICES

- New York
- London
- Washington, DC

CONTACTS

Faiza J. Saeed, Presiding Partner
Mark I. Greene, Head of Corporate
Robert I. Townsend III, Co-Chair of Global Mergers and Acquisitions
George F. Schoen, Co-Chair of Global Mergers and Acquisitions
Richard Hall, Head of Mergers and Acquisitions for EMEA

Top Advisors Directory
LAW FIRMS

Country
URUGUAY

BRAGARD

Legal / Tax / Accounting / Notarial

Yamandu Rodriguez 1321
Basilea 6260
Carrasco, Montevideo,
Uruguay
Phone: (+598) 26004447

Zonamérica Ruta 8 Km
17.500
Edificio @1 oficina 211
Montevideo, Uruguay

Gorlero y Calle 15
Punta del Este, Maldonado,
Uruguay
Phone: (+598) 42440020

www.bragard.com.uy

Agustina Bomio

Alfredo Frigerio

Hillary Marks

Julieta Bello

Sofia Acosta

Estefania Gadola

POSITIONING

BRAGARD is a well-established full-service firm, which has a highly regarded corporate department constantly excelling in high-value M&A deals. When in need of creative and innovative deal structures and facing important corporate conflicts, clients specially rely on Bragard for their broad expertise. It is openly known that provides counsel to national, international and multinational companies from a wide range of sectors and activities, and being particularly skilled handling transactions involving financial services, oil & gas, and public sectors.

In the past years, the firm transitioned from finance boutique to well-established full-service provider, whereas BRAGARD quickly stand-out both locally and in the international arena as a serious player in corporate and M&A work. Bragard rapidly gathered a high-profile client portfolio and in the recent years It has intervened in relevant transactions within the Uruguayan market. As an example, Bragard recently advise on the landing in Uruguay of the leading franchise in audition: Amplifon. Also advised one of the most important real estate developers in Uruguay: La Buonora y Asociados, and the food company GIBUR. With day to day clients such as giant Spanish DISA, among SURA, Montecon, Olam Group, Oxiteno, SunPartners, Kimberly Clark, Balanz, Megal, El Observador, Winterbotham, Servimedic, Grupo Ultramar, beside others, Bragard has become one of the most importants firms in Uruguay.

BUSINESS

- Banking & Capital Markets
- Corporate
- Company law
- M&A
- Tax
- Litigation and Arbitration
- Labor
- International Private Law
- Administrative law
- Family law
- Sports & Entertainment
- Infrastructure
- Bankruptcy
- Immigration
- Anti-trust
- Real estate
- Compliance
- Environmental
- Fintech
- Intellectual Property

Headed by Senior Partner Agustina Bomio, the corporate and M&A department regularly faces challenging transactions and deals involving relevant interventions within the Uruguayan market.

Due to our latest interventions, Bragard has proven to be not only capable of accomplishment, but also its Corporate and M&A team has risen to the occasion and fulfilled expectations, providing first class advisement in complex deals.

CONTACTS

Agustina Bomio: *abomio@bragard.com.uy*
Alfredo Frigerio: *afrigerio@bragard.com.uy*
Hillary Marks: *hmarks@bragard.com.uy*
Julieta Bello: *jbello@bragard.com.uy*
Sofia Acosta: *sacosta@bragard.com.uy*
Estefania Gadola: *egadola@bragard.com.uy*

Top Advisors Directory
LAW FIRMS

Country
URUGUAY

UNTITLED

STRATEGIC LEGAL CONSULTING

Arquitecto Américo Ilaria 6642.
Montevideo, Uruguay.
CP 11500
Phone: (+598) 2605 2511
contact@untitled-slc.com

www.untitled-slc.com

Martín Litwak

Enrica Casagrande

POSITIONING

We are a boutique firm highly specialized in wealth planning, company incorporation, and investment funds, with fifteen years of experience. We provide holistic strategic legal advice in areas where we excel and have an exceptional track record, extensive experience and successful case studies.

Our extensive global network allows us to easily reach out to competent professionals, both in the client's country of residence and in a variety of offshore and foreign jurisdictions. Creating multidisciplinary teams to meet the complex needs of our customers makes us a firm able to provide strategic solutions at the forefront.

OFFICES

- **Uruguay**
Arquitecto Américo
Ilaria 6642, 11500
Montevideo.
+598 2605 2511
uruguay@untitled-slc.com

- **United States**
1801 NE 123rd
St, Suite 307, 33181
North Miami, FL.
+1 786 899 4374
miami@untitled-slc.com

- **British Virgin Islands**
Tortola
+598 2605 2511
bvi@untitled-slc.com

- **Spain**
Av. Comandante Franco,
17, 28016 Madrid.
+598 2605 2511
madrid@untitled-slc.com

SISTER BRANDS

UNTITLED SHERPA

Global legal, tax, and fiduciary coordination for individuals, families, and institutions with sophisticated wealth.

EVOLVE by UNTITLED

Comprehensive wealth planning solutions exclusively designed for professional artists and athletes.

BUSINESS

The firm stands out as the leading choice when it comes to matters related to Latin America and the British Virgin Islands. It is particularly well-positioned in this jurisdiction to provide the expert guidance required. Its legal practice in the British Virgin Islands as Registered Agent, coupled with the strategic consultancy offered, focuses solely on areas of practice and industries in which they are knowledgeable, have extensive experience, and a proven track record of successful cases.
The following are services that complement our practice and our integrated approach.

- **UNTITLED Trustees**
UNTITLED Trustees provides trust and trust advisory services for Latin American settlors who value the benefits of employing independent trustees that are very familiar with the region, experienced directors, and professional administration of their wealth structuring and wealth planning vehicles.

- **UNTITLED Fund Services**
Services provided are exclusively related to offshore investment funds with a Latin American component, through UNTITLED Fund Services LLC, an investment fund administrator established in Florida, United States. What sets the firm apart from its competitors is precisely our focus on Latin America and emerging investment funds, which in many cases cannot afford the standard fees charged by better-known administrators.

- **UNTITLED Insurance Services**
UNTITLED's team of experts specialises in the design, structuring, and financing of life policies aimed at wealth protection, succession, retirement, and providing liquidity access for families and entrepreneurs. Providing comprehensive support to meet our clients' needs in this area. Additionally, offering international products backed by the strongest insurance companies in the United States, the Caribbean, and Europe, covering over twenty countries. All of this is complemented by its independent and highly specialised advisory services.

CONTACTS

Martín Litwak, CEO & Founder: *martin.litwak@untitled-slc.com*
Enrica Casagrande, Partner: *enrica.casagrande@untitled-slc.com*

Top Advisors Directory
AUDIT & ADVISORY FIRM

Country
BRAZIL

Deloitte.

Av. Dr. Chucri Zaidan, 1240
4º ao 12º andares - Ed. Golden
Tower - 04711-130
São Paulo, SP - Brazil
Phone: +55 11 5186 - 1000
+55 11 5186 - 1018
Fax: +55 11 5181 - 2911

www.deloitte.com

João Cardoso Rabelo

Andre Bastos Reinisch

Cristina Yong Hae Soh

Daniela Karina Bartelmebs

Eric Rafael Kanno

Mariana Maciel Junqueira Ribeiro

Nivaldo Mello

Rodrigo Reis Ferreira de Oliveira

Samuel Dacenzi Gomes

Ubiratã Bertelli Costa

POSITIONING

Deloitte, the largest professional services organization in the world, operates with the leading and most modern international practices in supporting organizations in their Mergers and Acquisitions (M&A) strategies.

M&A Transactions can be complicated and risky for buyers. There are countless ways to trip up, and mistakes can be painful and costly. We help you navigate the obstacles so you can make smart decisions with confidence.

Our transaction and industry specialists focus on helping corporate and financial investors to maximize value on buy or sell-side M&A activity.

Sound advice and rigorous diligence can help manage risk while extracting the most value from the deal. Our M&A Transaction Services teams can provide the service and support required to deliver superior shareholder returns throughout the process.

BUSINESS

Our Transaction Services group specializes in providing:

- Financial and accounting due diligence;
- Tax, labor and social security due diligence;
- ESG Value due diligence;
- SPA Advisory;
- Completion Accounts

CONTACTS

João Cardoso Rabelo, Lead Partner**:** *brmats@deloitte.com*

Top Advisors Directory
AUDIT & ADVISORY FIRMS

Country
PERU

Lynch | Contadores &Abogados

Chacarilla, Santiago de Surco
Lima, Perú
Phone: +51 963 049 500
contactenos@lga.pe
www.lga.pe

David Lynch

Manuel Lynch

Milagros Lynch

Carla Ospino

POSITIONING

Lynch & Associates is a prestigious Peruvian firm specializing in accounting, tax, labor, and corporate advisory services, delivered with a strategic and technology-driven approach. Since our foundation, our core mission has been to simplify the business life of our clients by relieving them of the complexities of financial, tax, and legal management. We take full responsibility for regulatory compliance, tax obligations, and financial reporting, ensuring our clients operate with clarity, peace of mind, and legal security. This philosophy defines our work ethic: we are not just external consultants, but committed strategic partners in the sustainable growth of every organization we serve.

What sets us apart is our ability to integrate professional expertise with top-tier technological tools. We have extensive experience with ERP systems such as SAP Business One, Odoo, and Exactus, enabling us to deliver robust accounting and operational solutions tailored to each client's needs. With this comprehensive approach, we streamline financial and administrative processes, ensuring operational efficiency, regulatory compliance, and a solid foundation for long-term business development.

SERVICES

- **Accounting Outsourcing**

Monthly Processing of Accounting Information
Preparation of Monthly and Annual Financial Statements
Preparation of Tax Reports.

- **Tax Advisory**

Tax Declarations
Tax Refunds
SUNAT Audit Support
Tax Claims, Fiscal Court Appeals
Tax Audits.

- **Tax Recovery**

- **Labor Advisory**

Contract Drafting
Social Security Management
Occupational Risks
Labor Cost Planning
Sunafil Inspection Assistance
Payroll Outsourcing.

- **Corporate Advisory**

Formation of individual businesses or corporations
Preparation and review of bylaws
Mergers, acquisitions, and corporate reorganizations
Capitalization and financing operations
Business reorganization and changes in legal structure
Compliance advisory for corporate regulations.

- **ERP Accounting Systems.**

Odoo
Sap Business One
Exactus
Concar

CONTACTS

David Lynch, Senior Partner: *David@LGA.PE*
Manuel Lynch, Managing Partner: *Manuel@LGA.PE*
Milagros Lynch, Legal Partner: *Milagros@LGA.PE*
Carla Ospino, Legal Partner: *cospino@lynch.tax*

Top Advisors Directory
AUDIT & ADVISORY FIRMS

Country
PERU

mgi ramirez saco
AUDIT, TAX, CONSULTING & BPO

Av. Javier Prado Este No. 560
Office 1202 – San Isidro,
Lima -Perú
Phone +51 7649251
contacto@rssperu.com

www.rssperu.com

Angel Saco

Walter Ramirez

Juan Arana

POSITIONING

Ramirez, Saco y Asociados S. Civil de RL (MGI Ramirez Saco) began its activities in 2016 offering audit, tax and accounting outsourcing services. It currently has 30 professionals at the service of our clients. The two founder partners of the firm, Walter Ramirez and Angel Saco, are experienced accountants and business advisors with more than 20 years of experience attending local and international clients. The firm is focused at introducing cutting-edge technological tools to carry out its work and is very aware of digital transformation in its internal processes and recommendations for its clients.

MGI Ramirez Saco is an active member of the international network of firms MGI Worldwide headquartered in the United Kingdom (UK). MGI Worldwide has been confirmed as the world's number 18 network in the International Accounting Bulletin's global ranking of 2024, reaffirming its position within the Top 20 leading international audit and accounting networks.

MGI Worldwide is one of the most traditional networks of professional service firms at a global level based in the United Kingdom (UK) and founded in 1947, with a presence throughout the world, with more than 407 offices and a presence in 100 countries. The support of MGI Worldwide as network gives us the necessary support for our operations to provide our local and international clients with high quality standards of services with global knowledge in different areas. It provides us also with a permanent flow of professionals and technological exchange to achieve continuous training in all the key areas of interest of our clients.

MGI Worldwide is a recognized member of the Forum of Firms, which is an association of more than 30 international accounting networks, whose objective is to promote consistent, high-quality standards of financial reporting and auditing practices throughout the world.

TEAM & DIFFERENTIATION

- Our firm' partners and leaders have vast experience in different types of local and international industries.
- Our professionals are bilingual (English and Spanish).
- Our founder partners are certified at IFRS by the ACCA (the Association of Chartered Certified Accountants).
- All managers and supervisors in our firm previously worked for at least 10 years in an audit or consultancy firm. Our people are our most valuable asset and we are committed to their professional development.

BUSINESS

- Audit
- Accounting, Tax Compliance and Payroll
- Tax & Legal
- Transfer Pricing
- Business Consulting
- Corporate Finance
- Assistance in the Conversion to International Financial Reporting Standards (IFRS) and International Public Sector Accounting Standards (IPSAS)

CONTACTS

Angel Saco, Audit Partner: *angel.saco@rssperu.com*
P: +51 1 764 9251 / C: +51 992 753 715
Walter Ramirez, Audit Partner: *walter.ramirez@rssperu.com*
P: +51 1 764 9251 / C: +51 992 717 524
Juan Arana, Tax Senior Manager: *juan.arana@rssperu.com*
P: +51 1 764 9251 / C: +51 965 386 320

Top Advisors Directory
AUDIT & ADVISORY FIRMS

Country
PERU

QUANTUM CONSULTORES

Av. Javier Prado Este N° 488,
Piso 9. San Isidro
Lima-Perú
Phone: +51 1 442 0372 /
+51 1 442 0377
info@quantumconsultores.com

www.quantumconsultores.com

Marysol León
Founder & CEO

Rossana Montalto
Financial Audit Manager

Monica Villar
Tax Manager

Eduardo Huayanca
Tax Compliance Manager

Leopoldo Sánchez
Financial Advisory Manager

POSITIONING

With two decades of experience, Quantum Consultores has established itself as a leading auditing and accounting firm in Peru, renowned for delivering top-tier services and tailored solutions that align with each client's unique needs.

We are more than just service providers — we are strategic allies. Our clients trust us for our precision, deep expertise, and unwavering commitment to excellence, which have become the hallmarks of our brand.

At the core of our success is a team of highly qualified professionals who receive continuous training and embody our values of integrity, accountability, and innovation. We are proud to promote a culture of gender equity and equal pay, with women representing over 80% of our workforce, and we actively foster an inclusive and high-performance work environment.

Our approach is proactive: we anticipate risks and deliver effective, preventive solutions for companies operating in or looking to invest in Peru. From regulatory compliance to strategic advisory, we help our clients stay ahead in an ever-evolving business landscape.

SERVICES

Tax Advisory and Audit
- Tax Outsourcing
- Income Tax Projection
- Monthly Tax Review
- Preventive Tax Audit
- Support in Audit and Verification Procedures
- Monthly Tax Advisory

Accounting and Payroll Services
- Accounting Management
- Payroll Management

Legal Advisory
- Tax Law
- Corporate Law
- Labor Law
- Due Diligence (Risk Audit)

Financial Audit
- Financial Audit
- Inventory and Fixed Asset Count
- Internal Audit
- Property Valuation

IFRS Consulting
- Adoption process of IFRS
- Conversion of Financial Statements
- Implementation of IFRS 9, 15, 16 and IFRIC 23

SECTORS

- Services and Consultancies
- Electricity and Potable Water
- Industrial
- Commercial
- Financial
- Mining
- Non-Profit
- Construction
- Hydrocarbons

MAIN CONTACTS

Marysol León, Founder & CEO: *mleon@quantumconsultores.com*
Johanna Ugarte, Marketing Manager: *jugarte@quantumconsultores.com*

Top Advisors Directory
AUDIT & ADVISORY FIRMS

Country
PERU

Russell Bedford
taking you further

Av. Alberto del Campo N°429, Oficina 402, Edificio Prime Tower, Magdalena del Mar, Lima-Perú
Phone: +51 954 888 482
contactanos@russellbedford.pe

www.russellbedford.pe

Luis Acosta

Janet Llerena

Walter Asenjo

Yuliana Cajahuanca

Esteban Carlos

Juan Barragán

Adolfo Cunyas

POSITIONING

Russell Bedford International is a global network of independent professional services firms, including accountants, auditors, tax advisors, and business consultants, with offices in over 100 countries and expertise in IFRS. The network is committed to quality, collaboration, and client success, serving clients globally with local and multinational operations. Our member firms are committed to sharing core values and to enabling their clients to do better business globally. Through connectivity, collaboration, positive impact and excellence, our network equips and empowers our people so that they, and their clients, go further to a better future. For business owners and enterprises operating - or expanding - abroad, Russell Bedford firms have the national and international capabilities to provide all the support you need, at all stages of your life cycle.

BUSINESS

Assurance
- Financial Audit
- Due diligence
- Internal Audit
- Agreed Upon
- Procedures
- Physical Counts of Inventories and Fixed Assets
- Audit of Reports on Net Sales
- Evaluation of the Anti-Money Laundering System.

BPO Services
- Back-Office Accounting
- Payroll
- Tax Settlement
- Tax Compliance
- Assistance with Tax Audits (SUNAT, the local tax administration.)
- Company Incorporation and Legal Representation.

Russell Bedford Peru consists of LA Corporation Accounting S.A.C. (BPO & Management Consulting) and Luis Acosta Peche & Asociados S. Civil de R.L. (Assurance) which provide professional services relying on highly experience staff, experts in applying International Standards on Auditing - ISAs and related standards) with over 25 years of experience, average, providing professional services and building trust with Peruvian and foreign companies.

DIFFERENTIATION:

- International experience in auditing and consulting.
- Bilingual professionals (English and Spanish).
- IFRS-certified partners.
- Commitment to digital transformation leveraging cutting-edge tools.

The credentials of Russell Bedford International, recognized among the Top 20 global audit and accounting networks by International Accounting Bulletin 2024 and a member of the IFAC Forum of Firms, with 1,000 partners and more than 9,000 employees in our 350 offices in 110 countries, we ensure we uphold the highest global standards.

At Russell Bedford Peru, we believe that our greatest asset is our human talent. We promote their continuing growth to guarantee our clients obtain quality service from professionals with a global perspective who provide tailor-made practical solutions.

CONTACTS

Luis Acosta, Senior Partner: *luis.acosta@russellbedford.pe*
Janet Llerena, Outsourcing Partner: *janet.llerena@russellbedford.pe*
Walter Asenjo, Audit Partner: *walter.asenjo@russellbedford.pe*
Adolfo Cunyas, Corporate Communications Head: *adolfo.cunyas@russellbedford.pe*

Top Advisors Directory
AUDIT & ADVISORY FIRMS

Country
PERU

tgs Sarrio & Asociados

SINCE 1979

Av. Santa Cruz 381 oficina 501
Miraflores. Lima - Perú
Phone: +51 (1) 6156868
info@tgs-sarrio.pe

www.tgs-sarrio.pe

Andrés Ropert

Jose Luis Sarrio

Ana María Castillo

Hernán Vásquez

POSITIONING

We are one of the leading audit firms in the Peruvian market, with 45 years of experience and more than 100 professionals (employees, partners, and associates) providing high-quality international services in Audit, Tax, Legal, Advisory, and Outsourcing. We are members of IPAI (www.ipai.org.pe), along with the main auditing firms in Peru. Additionally, we are members of TGS, a network with over 69 member firms in 60 countries and more than 4,500 professionals worldwide. We have our own offices in Chile and the TGS China Desk in Shanghai, China.

Our expertise in AUDIT services distinguishes us. Our clients in this area are diverse, and our reports ensure quality and independence, maintaining credibility with stakeholders and complying with local and foreign regulators. We ensure internal controls through appropriate risk management and compliance via internal audits, sustainability audits, and special audits.

We have extensive experience in various TAX & LEGAL areas such as taxes, corporate law, transfer pricing, and labor consulting, enabling us to apply our knowledge in every service we provide. We have been ranked in Corporate Tax and Transfer Pricing services by the International Tax Review since 2015. Our Transfer Pricing area prepares master files, local files, and country-by-country reports for companies in Peru, Chile, Costa Rica, and Colombia.

ADVISORY is another business line that allows us to be recognized in the market as a trustworthy firm. Our Corporate Consulting area provides M&A services, valuations, and financing through the preparation of cash flows that determine the value of shares. Additionally, we offer due diligence services, and internal control frameworks for environmental, social, and governance factors. We strengthen financing operations to help drive profitable growth, reduce costs, and guide business lines.

Our OUTSOURCING services line provides specific clients throughout Latin America with accounting, payroll, and business process outsourcing services using global technology. Moreover, our tax compliance and tax outsourcing services are highly sought after.

We are committed to sustainable development actions. We collaborate with pro-bono services with various non-profit organizations such as Sonqo and the Ronald McDonald House Charities. We support the NGO "Boxea Callao" in its mission to rescue children and teenagers at risk from the streets.

SERVICES

Audit & Assurance
- Financial Statements Audit
- Government & Public Sector
- Internal Audit
- Anti Money Laundering
- Recovery & Reorganisation (R&R)
- Business Risk Services (BRS)
- Business Consulting Services (BCS)

Tax and Legal
- Tax Consulting
- Transfer Pricing
- Corporate Legal Consulting
- Labour Advice

Advisory
- Financial Consulting
- Valuations/ M&A

Outsourcing
- Accounting Outsoucing
- Payroll Outsourcing
- Business Process Outsourcing (BPO)
- Outsourcing Tax Services

OFFICES AMERICAS

- Argentina
- Bolivia
- Brazil
- Canada
- Chile
- Costa Rica
- Mexico
- Peru
- United States

CONTACTS

Ana María Castillo, Partner
Hernán Vásquez, Partner

Jose Luis Sarrio, Partner
Andrés Ropert, Managing Partner

Top Advisors Directory
AUDIT & ADVISORY FIRMS

Country
PERU

VAG Global
by TPC Group

Av. Manuel Olguin 335 Of 505
Edificio Link Tower
Santiago de Surco
Lima-Perú
Phone: +511 4364612
contacto@vag-global.com

www.vag-global.com

Carlos Vargas Alencastre

Carlos Eduardo Vargas Arango

Abigail Alayo Vilcarromero

Hector Llanqui Chacon

Luis Tuesta Mestanza

Luis Castillo Estrada

Rodrigo Ayala Reyes

POSITIONING

We are a Multidisciplinary Firm of Accountants, Auditors, Lawyers and Economists with more than 25 years of experience in a wide range of professional Audit, Consulting and Tax services. The high level of commitment to our customers and the confidence of having the support of a highly trained team allows us to provide quality services.

We are part of **Geneva Group International**, a global alliance of independent professional firms that provides audit, accounting, tax, legal and consulting services in more than 870 offices in 126 countries, approximately 623 partners worldwide and a staff of 29,600 employees, providing services with international quality standards and personalized attention.

In addition to this, we have recognitions as a highly recommended firm in Audit services by the Leaders League rating agency.

GGi GENEVA GROUP INTERNATIONAL

SERVICES

Audit
- Financial Audit
- Administrative Audit
- Internal Audit
- Operational Audit
- Compilation of Financial Statements
- Commitments to perform agreed procedures
- Process Efficiency
- Implementation of International Financial Reporting Standards - IFRS
- Review of Financial Statements
- Sustainability and Climate Change

Taxation and Legal
- Tax Audit
- Tax Planning
- Ultimate Beneficial Owner – UBO
- Certification of Technical Assistance to Non-Domiciled
- Incorporation of Companies and Start-up
- Local and International Tax Consulting
- Tax Compliance
- Tax Audit and Defense
- Legal Consulting and Advice
- Portfolio Recovery
- Dispute Settlement

Transfer Pricing
- Technical Transfer Pricing Study – Local Report
- Master File
- Country by Country Report
- Strategic Planning
- Intragroup Services – Profit Test
- Valuation of Companies, Shares, and Intangibles

Consulting
- Transaction Advice
- Purchase and Sale of Companies (M&A)
- Due Diligence
- Asset Management
- Stock Management
- Capital Raising
- Debt Restructuring
- Company Valuation
- Valuation and Financial Modeling
- Property Valuation

CONTACTS

Carlos Eduardo Vargas Arango, Chief Executive Officer
Carlos Vargas Alencastre, Audit Partner
Abigail Alayo Vilcarromero, Tax & Legal Manager
Hector Llanqui Chacon, Audit Manager
Luis Tuesta, Transfer Pricing Manager
Luis Castillo Estrada, Transfer Pricing Manager
Rodrigo Ayala Reyes, BPS Manager

Top Advisors Directory
TRANSFER PRICING CONSULTING FIRMS

Country
PERU

A. Rivera Navarrete 395,
Of. 2302 - San Isidro 15046.
Lima - Perú
Phone +51 941 557 238
informes@masvalue.pe

www.masvalue.pe

Tania Quispe

Martín Ramos

POSITIONING

+Value is an advisory firm which maintains a strategic alliance with Rodrigo, Elias & Medrano Abogados in order to offer specialized and integrated services in legal and economic matters.

Through our team composed by economists, accountants and lawyers who are all tax specialists, we offer comprehensive services allowing our clients to achieve their business goals and objectives.

BUSINESS

- Transfer Pricing
- Tax Consulting and Compliance
- Supporting Documentation of Operations for Tax Compliance
- Assistance in Transfer Pricing Tax Audit Procedures

The firm was created in 2017, as a boutique firm specialized in Transfer pricing matters. We provide the following services: strategic planning, assistance in tax audits, preparation of transfer pricing compliance reports, second opinion of those reports prepared by other firms, assistance in Advance Pricing Agreement, among others.

This year, +Value has once again secured a decisive victory against SUNAT (the Peruvian Tax Administration) in a highly complex proceeding involving the application of the General Anti-Avoidance Rule ("GAAR"), one of the most sophisticated and debated tools in the Peruvian tax system. The case was resolved by SUNAT's Review Committee, a high-level technical body composed of specialized senior officials, which only reviews cases in which the Tax Administration itself—supported by detailed technical reports and audit teams—has substantiated the alleged existence of tax avoidance schemes.

In this context, +Value's strategy has proven to be truly distinctive: we structure our defenses through a comprehensive approach that integrates the ownership test, the economic-legal relevance test, and a detailed analysis of the economic reasonableness of the transactions under scrutiny. This methodology, aligned with principles of economic substance, has enabled us not only to technically rebut SUNAT's claims, but also to demonstrate that the operations served legitimate business and economic purposes.

As a result, we are proud to be the only advisory firm in Peru to have obtained favorable rulings in every case reviewed by the Committee, reaffirming our leadership in highly specialized tax controversy matters and in technically defending against challenges based on anti-avoidance rules. Our track record reflects the value of legal advisory services grounded in technical rigor, deep understanding of the regulatory environment, and the strategic anticipation of complex tax risks.

+Value has gained recognition and leadership in the market. The substantial difference compared to others firms, is the comprehensive approach involving at least two managers of different specialty in the cases along with a partner, allowing better risk management and fiscal strategies. Also, we are the only Peruvian firm with two ex- Superintendents (ex-SUNAT chiefs) as members of its team.

The above demonstrates our deep knowledge of the public sector and enables us to take a more effective approach in defending audit processes and ensuring greater rigor in operational planning. That, together with our high comprehension of international requirements and Peruvian law, allows us to offer a differentiating proposal in order to reduce the exposure of our clients to potential tax risks.

CONTACTS

Tania Quispe, Senior Partner: *TANIA.QUISPE@MASVALUE.PE*
Martín Ramos, Partner: *MARTIN.RAMOS@MASVALUE.PE*
Raquel Cabrera, Senior Manager: *RAQUEL.CABRERA@ MASVALUE.PE*
Ramzi Benzaquen, Manager: *RAMZI.BENZAQUEN@MASVALUE.PE*

Top Advisors Directory
TRANSFER PRICING CONSULTING FIRMS

Country
PERU

TPC Group

Collaborating Firm of Andersen Global

Lima
Sao Paulo
Santiago
Bogotá
Ciudad de México
Miami
Madrid
contacto@tpcgroup-int.com

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Carlos Vargas Alencastre

Eduardo Vargas Arango

Luis Tuesta Mestanza

Luis Castillo Estrada

Abigail Alayo Vilcarromero

Cecilia Rizo Patrón

POSITIONING

TPC GROUP is a global Transfer Pricing and Corporate Consulting firm with a presence in major cities across Latin America, the USA, and Spain.

Our highly qualified, multidisciplinary team provides excellent service with high-quality standards, utilizing technological tools and international databases. We offer expert advice across various jurisdictions, leveraging the knowledge and experience of our collaborators.

BUSINESS

- Transfer Pricing Affidavit – Local File
- Master Report Affidavit - Master File
- Country by Country Report Affidavit
- Market Range Study
- Diagnosis and Planning of Transfer Pricing
- Valorization Companies and Intangibles
- International Tax Consulting
- Benchmark
- ESG and sustainability advisory and auditing

ISO 9001 Certification
ISO 9001:2015 BUREAU VERITAS Certification

ISO 27001 Certification
CERTIFICADO
LENOR ISO/IEC 27001:2022 Sistemas de Gestión de Seguridad de la Información

Our vision is to be recognized as one of the foremost Transfer Pricing and Consulting Firms in the Americas and Europe, known for the excellence and human quality of our team and contributing to the success of our clients' businesses.

To achieve this, we provide personalized and comprehensive support in various areas necessary for business operations, including International Tax Planning, Economic Modelling, Cross-Border Project Management, TP Policy Design, Business Restructuring, Business Model Optimization, Audit Support, Financial Audit, Tax Audit, TP Risk Management, Cost-Sharing Arrangements, Competition/Anti-Trust Cases, Dispute Resolution, Company Valuation, Benchmarking, Intangible Valuation, and ESG and sustainability advisory and auditing.

Our structure enables us to assist clients with both national and international operations, maintaining the highest service standards and precise delivery times. The quality of our work is evidenced by the trust of over 800 clients, ranging from family businesses to multinational groups, providing them with the support and peace of mind they need.

For more than 21 years, our firm has served international economic groups. Our multidisciplinary team includes professionals from various specialties—economists, lawyers, engineers, and accountants—dedicated to advising companies of all sizes and sectors, including Accounting, Agriculture, Automotive, Aviation, Banking, Construction, Consumer Goods, Energy, Financial Services, Fisheries, Food and Beverage, Forestry, Gaming, Government, Healthcare, Industrials, Insurance, Investment Management, Media, Mining, Natural Resources, Oil and Gas, Pharma and Life Sciences, Real Estate, Shipping, Social Infrastructure, Tech and Telecoms, Tourism, and Transport.

Our international presence is significant, with operations in Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, El Salvador, the United States, Spain, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, the Dominican Republic, Uruguay, and Venezuela. We have received prestigious awards and recognitions, such as being ranked as an "Excellent Firm" by the French agency Leaders League in 2023 in the area of transfer pricing, obtaining ISO 9001:2015 certification from Bureau Veritas, and implementing ISO 27001. We were also recognized by the British-origin "World Transfer Pricing" as a notable firm in Transfer Pricing for 2024 in various countries and named one of the best Transfer Pricing Firms of the Year in Bolivia by International Tax Review (ITR) for 2024. Additionally, we are a collaborating firm of Andersen Global.

To stay current with new technologies impacting the global economic system, we offer a Transfer Pricing application (app) available in Spanish, English, and Portuguese for all mobile operating systems. This app provides Transfer Pricing news and allows our clients to monitor the progress of their services in real-time.

CONTACTS

Carlos Vargas Alencastre, Chief Executive Officer
Eduardo Vargas Arango, Chief Operating Officer
Luis Tuesta Mestanza, Transfer Pricing Manager
Luis Castillo Estrada, Transfer Pricing Manager
Abigail Alayo Vilcarromero, Tax &Transfer Pricing Director
Cecilia Rizo Patrón, Sustainability Director

Top Advisors Directory
TRANSFER PRICING CONSULTING FIRMS

Country
PERU

TP Consulting

Calle Dean Valdivia 148
Edificio Platinum Plaza I, piso 11
San Isidro 27 Lima – Perú.
Phone: (51) 987 222 614
marketing@tpconsulting.com

www.tpconsulting.com

Enrique Díaz Tong

Ronald Huambo Huayhua

Mónica Lovera López

Ianfranco Ticona Yalpa

Jack Ortega Torres

Jean Franco Tineo Quispe

POSITIONING

TP Consulting is an international consulting firm specialized in Transfer Pricing, Valuations and Management of Derivative Financial Instruments, with more than 22 years of experience.

We have advised companies, worldwide and in Peru, in the most important audits on the matter according to the OECD guidelines, as well as on the adaptation of multinational companies guidelines to the BEPS Plan.

We have a team of multidisciplinary and multicultural professionals with a solid theoretical knowledge and extensive practical experience.

Currently, we have a presence with physical offices in 14 countries and representation in 6 more, where we have advised over 3,000 companies in the agricultural, fishing, mining, industrial, construction, commerce, services, and financial sectors.

BUSINESS

- Preparation of the Local Report – Transfer Pricing Technical Study or Taxpayer Specific Documentation.
- Preparation of the Master Report or group-specific documentation
- Preparation of the Country-by-Country Transfer Pricing Report.
- Profit Test.
- Technical Market Value Study.
- Advice in contentious processes of Transfer Pricing.
- Transfer Pricing Planning.
- Advice on the negotiation of Advance Pricing Agreements with the Transfer Pricing Administration (APA).
- Technical Report for Commodities Analysis and submission of the
- corresponding Statement.

OFFICES

- Argentina
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Ecuador
- El Salvador
- Guatemala
- Honduras
- Mexico
- Panama
- Peru
- United States

REPRESENTATION

- Jamaica
- Nicaragua
- Uruguay
- Paraguay
- República Dominicana
- Venezuela

CONTACTS

Enrique Díaz Tong, Founding Partner: *ediaz@tpconsulting.com*
Ronald Huambo Huayhua, Manager: *rhuambo@tpconsulting.com*
Mónica Lovera López, Manager: *mlovera@tpconsulting.com*
Ianfranco Ticona Yalpa, Manager: *iticona@tpconsulting.com*
Jack Ortega Torres, Manager: *jortega@tpconsulting.com*
Jean Franco Tineo Quispe, Senior Analyst: *jtineo@tpconsulting.com*

Top Advisors Directory
WEALTH MANAGEMENT CONSULTING FIRMS

Country
PERU

ALLIÉ

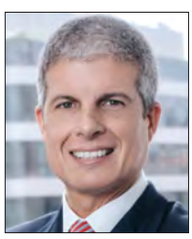
Calle Amador Merino Reyna 307, Suite 603. San Isidro, Lima
Phone:+51 1 6449564
bghio@allie-intl.com

www. allie-intl.com

Bruno Ghio

Fernando Chirinos

Andrés Bayly


Jose Larrabure

Daniel Bejarano

Federico Cúneo

Francisco Astorne

Iliana Verbel

Diego Añorga

Juan Diego Nordmann

POSITIONING

Our service model relies upon a deep coverage of senior partners that focus on few families, managing all aspects of their wealth. Besides being seasoned investments professionals, our partners have significant experience in tax aware investments, wealth planning and family education and governance. We also complement our services with top advisors in Private Markets, cross border succession planning and family governance.

BUSINESS

- With offices in Lima and Miami, Allié is an independent multifamily office that is truly close to its clients. We advise them and their families in all aspects of their wealth, providing them with order and structure within an environment of absolute trust and constant customization. At Allié, our goals are truthfully aligned to those of our clients, and with our continuous efforts we strive for their wealth to last for the generations to come.

CONTACTS

Bruno Ghio: *+51 947 972 843, bghio@allie-intl.com*

Top Advisors Directory
WEALTH MANAGEMENT CONSULTING FIRMS

Country
PERU

Recavarren 111 office 1004,
Miraflores, 15074 Lima
Phone:+511 614 9444

POSITIONING

IAM Advisors is one of the first Peruvian multi-family offices, with more than twelve years of experience advising families and people with high net worth in Peru and abroad.

IAM Advisors works oriented towards the consolidation of its clients' financial and non-financial investments with the aim of achieving the extension of their legacy.

BUSINESS

- Wealth Management

Among our services are:

- Selection and administration of the best financial and non-financial assets, local and international based on in-depth knowledge of the offer.
- Constant analysis of the regulations of the supervisory bodies with a view of achieving strict compliance within the legal framework for families.
- Continuous observation of the evolution of the stock markets.
- Selection and relationship management custody.
- Maintenance and safeguarding of financial, legal and family planning records.
- Bill payment, coordination or accounting services.
- Preparation of consolidated account statements on liquid assets and non-liquid assets.

CONTACTS

Jerry Feldman: *jerry.feldman@iam-advisors.com*
Gonzalo Cortes: *gonzalo.cortes@iam-advisors.com*
Flavia Abusada: *flavia.abusada@iam-advisors.com*

Top Advisors Directory
WEALTH MANAGEMENT CONSULTING FIRMS

Country
PERU

three sixty

Torre Cavenecia
151 Calle Emilio Cavenecia, Int. 601, San Isidro, Lima 15073, PE
Phone: +511 405 0895
info@360mfo.com

www.360mfo.com

Frank Pait

Luigi Piedra

Emily Angulo

Carlos de Trazegnies

Rosa Augusta Cortes

Carlos Zambrano

Jose A. Barahona

Paulo Carrillo

POSITIONING

Three Sixty is an independent multi-family office focused on delivering personalized advice and services to high-net-worth individuals, families, and corporations in Peru and Ecuador.

Our partners bring over 30 years of combined wealth management experience. Our specialized team covers investment management, wealth planning, private banking, and legal advisory.

We are guided by three core principles in all that we do:

- Autonomy and Independence.
- Neutrality and Transparency.
- Long-Term Vision.

BUSINESS

- Independent investment advisory and comprehensive portfolio management.
- Wealth and estate planning.
- Customized solutions in cash management & lending.
- Formation of efficient tax planning structures.
- Guidance with specialists in tax and legal advisory.
- Consolidated reporting of global assets.
- Access to institutional desks on a global scale.
- Concierge.

CONTACTS

Frank Pait, Founding Partner & Executive Director: *frankp@360mfo.com*
Luigi Piedra, Founding Partner & Executive Director: *luigip@360mfo.com*
Emily Angulo, Partner & Director, Wealth Planning: *emilya@360mfo.com*
Carlos de Trazegnies, Director, Private Banking: *carlosdt@360mfo.com*
Rosa Augusta Cortes, Director, Private Banking: *rosaaugustac@360mfo.com*
Carlos Zambrano, Director, Investment Advisor: *carlosz@360mfo.com*
José Barahona, Director, Investment Advisor: *joseantoniob@360mfo.com*
Paulo Carrillo, Associate Advisor: *pauloc@360mfo.com*

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